

RODNEY "ROD" B. WARNICK, Ph.D.

93 North Hillside Road

South Deerfield, MA 01373

Home: (413) 695-3949 (cell) Work: (413) 545-6629 (VM)

LinkedIn: <https://www.linkedin.com/in/rodwarnick/> EMAIL: Warnick@UMASS.EDU

CAREER SUMMARY: To serve as a full professor in a major research institution of higher learning and to conduct research, service and quality teaching in the field of club, recreation, sports and tourism marketing, planning and management. To provide all of my students, opportunities for meaningful careers.

EDUCATIONAL BACKGROUND

- 1979-1983 **Pennsylvania State University**, University Park, PA 16802
Doctorate of Philosophy in Recreation and Parks, August 1983
Minor: Regional Planning Areas of Concentration: Marketing and Sociology
Masters of Regional Planning, May 1982
Minor: Recreation and Parks with emphasis in Tourism
- 1975-1976 **University of Montana**, Missoula, Montana 59801
Masters of Science in Recreation; Minor: Business Management, August 1976
- 1971-1975 **Frostburg State University**, Frostburg, Maryland 21532
- 1978-1979 Graduate Studies in Health, Physical Education & Recreation ('75,'78-'79)
Bachelor of Science in Health & Physical Education, May 1975
Departmental Honors in Health & Physical Education, Cum Laude Graduate
Maryland State Teacher's Certificate, K-12
- 1973 **St. Mary's College**, Strawberry Hill, Twickenham, Middlesex, England;
Foreign Exchange Student in Health & Physical Education, Sept. - Dec. 1973

PROFESSIONAL WORK EXPERIENCE

- 1983-Present **Professor**, Hospitality & Tourism Management Department, Isenberg School of Management, 1992-Present; Landscape Architecture and Regional Planning (Recreation Resource Management Program), 1983 to 1992, Amherst, MA 01003-2710 (Tenured 1989, Promoted to Full Professor 1998; Department Head 2007-2009; Special Assistant to Dean, 2009-2013; Professor 1998-Present; Faculty Advisor to CMAA and Past Faculty Advisor to HTM Career Day.
- 1988-Present **RecMark**. (Privately owned and operated consulting firm specializing in recreation, sports, tourism, club management consulting and marketing trends and analysis issues) 93 North Hillside Road, South Deerfield, MA 01373.
- 1987-1993 **Consultant to LandUse Inc.** (Private consulting firm specializing in land use, tourism, and open space planning issues) P.O. Box 155, Ashland, MA 01721
- 1982-1984 **Administrative and Research Assistant** to Community Development Block Grant Director, **Borough of State College**, 118 South Fraser Street, State College, PA 16801 and **Consultant to Venture, Inc.** (Private consulting firm), State College, PA 16801
- 1979-1982 **Graduate Teaching/Research Assistant**, Recreation and Parks Department, **Pennsylvania State University**, University Park, PA 16802
- 1977-1979 **Director of Evaluation and Student Activities**, Student Special Services, Special Instructional Programs, **Frostburg State University**, Frostburg, MD 21532
- 1972-1977 Other full-time positions: **Management Supervisor, Kelly Springfield Tire Co.**, Cumberland, MD; **Graduate Assistant, U. of Montana** ('75-'76) and **Seasonal Ranger, Maryland Park Service** at New Germany State Park ('72 to '75).

RESEARCH ACTIVITY AND PUBLICATIONS

BOOKS, CHAPTERS IN BOOKS, CASE STUDIES AND MONOGRAPHS

- Warnick, Rodney B. 2024-2025. “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 258. (Submitted for review/publication).
- Willi, Marc and Rodney B. Warnick. 2026. “I Never Promised You and ROI – Revised Case”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. (Submitted for review/publication and inclusion in case study series). Note – includes a Teaching Note with case study.
- DuBois, Olivia and Rodney B. Warnick. 2026. “The Fred Lee Marketing Case”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. (Submitted for review/publication and inclusion in case study series). Note – includes a Teaching Note with case study.
- Isbell, Jeff and Rodney B. Warnick. 2024-2025. “Stop the Steal – A Mixup in Club Governance – Board Membership Gone Array”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 198-201. (Submitted for review/publication).
- Eschsteadt, David and Rodney B. Warnick. 2024-2025. “UMass Club – Time for a Refresh – Web Site Design – New Brand Concept – New Membership Campaign – What’s Next”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 248-250. (Submitted for review/publication).
- Isbell, Jeff and Rodney B. Warnick. 2024-2025. “Northern Country Club: Room to Grow – We’re Not Full”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 243-245. (Submitted for review/publication).
- Warnick, Rodney B. 2024-2025. “Enhancing Golfing Experience: Implementing Golf Simulators at the Connecticut River Valley Country Club”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 215-217. (Submitted for review/publication).
- Isbell, Jeff and Rodney B. Warnick. 2024-2025. “Social Media Debacle – The Abandoned Cell Phone – Love in All the Wrong Places”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 251-254. (Submitted for review/publication).
- Warnick, Rodney B. 2024-2025. “Revitalizing the Deerfield Country Club Post- COVID”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 246-248. (Submitted for review/publication).
- Bleyle, Sean and Rodney B. Warnick. 2024-2025. “On-Boarding Members – Challenges After Recruiting”. A Case Study to be published in “*Case Study Stories in Club Management - Update*.” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 255-258. (Submitted for review/publication).

- Hubbell, Stephanie and Rodney B. Warnick.. 2024-2025. “To Pickle or Not to Pickle”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 221-223. (Submitted for review/publication).
- Warnick, Rodney B. 2024-2025. “Pricing Fitness Programs at a Private Club – Break Even, Subsidize or Generate Revenue”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 228-229. (Submitted for review/publication).
- Leal, Holly and Rodney B. Warnick. 2024-2025. “Cookie Monster – Out of Control Treats”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 230-232. (Submitted for review/publication).
- Kemp, Hannah and Rodney B. Warnick. 2024-2025. “Taco Debacle – A Tumble at the Pool Side Café”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 233-235. (Submitted for review/publication).
- Metz, Chris and Rodney B. Warnick. 2024-2025. “Hut on the Hill”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 238-239. (Submitted for review/publication).
- Metz, Chris and Rodney B. Warnick. 2024-2025. “Wine Dinner at the Brookline Country Club”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 236-237. (Submitted for review/publication).
- Hubbell, Stephanie and Rodney B. Warnick. 2024-2025. “Pickleball Predicament: Navigating the Rise of a New Trend at the Ellen Island Case”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 218-220. (Submitted for review/publication).
- Sorenson, Jack and Rodney B. Warnick. 2024-2025. “Student Invasion”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 207-211. (Submitted for review/publication).
- Sorenson, Jack and Rodney B. Warnick. 2024-2025. “No (Tee) Time for Me”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 224-227. (Submitted for review/publication).
- Sorenson, Jack and Rodney B. Warnick. 2024-2025. “Dual Dilemma at Quiet Creek”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 211-214. (Submitted for review/publication).
- Brayall-Brown, and Rodney B. Warnick. 2024-2025. “Shutes and Ladders – Stairs and Elevators”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 202-203.

(Submitted for review/publication).

- Brayall-Brown, and Rodney B. Warnick. 2024-2025. “Waterside’s Employment Enhancement Strategy”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 240-242. (Submitted for review/publication).
- Brayall-Brown, and Rodney B. Warnick. 2024-2025. “Climbing It and Beaching It: Oceanside Struggles to Provide Accessors”. A Case Study to be published in “***Case Study Stories in Club Management - Update.***” CMAA Club Foundation. Collection of Case Studies. Alexandria, VA: Division of Learning and Career Development. pp. 204-206. (Submitted for review/publication).
- Warnick, Rodney B. 2019-Present. “***Case Study Stories in Club Management.***” CMAA Club Foundation. Collection of Case Studies. Funded Club Foundation Project. (\$2,500) (Associated funding from Isenberg School of Management PMYR Grant (\$2,000) and Center for Teaching PMYR Grant (\$3,000). On-going research project delayed by COVID Pandemic and health of researcher.
- Warnick, Rodney B. 2019-Present. Case Study. “***Smugglers Notch Resort -- What Does the Future Hold?***” (A case study about SNR about strategic market planning). Under contract with Mark McCormack Department of Sport Management Case Study Series. 42 pp.
- Warnick, Rodney B. 2019-Present. “Teaching Note -- ***Smugglers Notch Resort -- What Does the Future Hold.***” For ***Case Study Series – Mark McCormack Department of Sport Management Case Study Series.*** Mark A. McDonald and Stephen McKelvey (Editors). University of Massachusetts at Amherst, Amherst, MA: 9 pp.
- Warnick, Rodney B. 2016-2017. “***Case Studies in Club Management.***” Club Managers Association of America. Collection of Case Studies. Funded Club Foundation Project.
- Warnick, Rodney B. 2011. “Golf and Club Management.” (Chapter 20) in ***Principles and Practices in Sport Management.*** (Lisa P. Masteralexis, Carol A. Barr and Mary A. Hums; editors. Third Edition). Sudbury, MA: Jones and Bartlett Publishers. pp 485-520.
- Robertson, Robert and Rodney B. Warnick. 2008. “Recreation Activities in Rural America: An Update” in ***Encyclopedia of Rural America: The Land and People.*** Volume 2, M-Z. "Chapter 6", Santa Barbara, CA: ABC-CLIO, Inc.
- Warnick, Rodney B. 2005 and 2009. “Definitions of Hospitality Advertising Terms (Evoked Set, Promotional Mix, Publicity and Marketing Opportunities” in Marketing Section. ***International Encyclopedia of Hospitality Management.*** (Abraham Pizam, Editor, Stowe Shoemaker and Linda Shea, Associate Editors). Elsevier Publishing. Updated in 2009.
- Pennington-Gray, Lori; Deborah K. Kerstetter, and Rodney B. Warnick. 2003. “Forecasting Travel Patterns Using Palmore’s Cohort Analysis.” Chapter in ***Tourism Forecasting and Projections,*** (Wong, Kevin and Haiyan Song; Editors).
- Warnick, Rodney B. 2001. Chapter 10. “The Business of Recreation” in ***The Hospitality Industry: A Dynamic Experience.*** (Editor, Bryan Miller). Dubuque, Iowa: Kendall/Hunt Publishing Company. pp 111-118.

- Kelly, John R. and Rodney B. Warnick. 1999. ***Recreation Trends and Markets.: The 21st Century.*** Champaign, Illinois: Sagamore Publishing Company, pp. 203.
- Warnick, Rodney B. 1999. Case #8 – Smugglers’ Notch Resort. In Mark A. McDonald and George R. Milne. ***Cases in Sport Marketing.*** Sudbury, MA: Jones and Bartlett Publishers. 1999. pp. 121-152.
- Warnick, Rodney B. 1999. “Teaching Note -- Chapter 8, Smugglers’ Notch Resort.” For ***Cases in Sport Marketing.*** Mark A. McDonald and George R. Milne (Editors). New Sudbury, MA: Jones and Bartlett Publishers. 7 pp.
- Warnick, Rodney B. 1997. “What the Public Wants and Trends in Outdoor Recreation.” (Chapter 6). ***Management Review of the Commonwealth’s Park System and Metropolitan District Commission.*** McLean, VA: Public Administration Service. pp 103 - 118. (Reorganization Research Report)
- Robertson, Robert A. and Rodney B. Warnick. 1997. “Recreational Activities in Rural America.” ***Encyclopedia of Rural America: The Land and People.*** Gary A. Goreham (editor). Santa Barbara, CA: ABC-CLIO, Inc. Vol. 2, M-Z. pp 593 - 596.
- Smith, Kathryn J.; Lawrence R. Klar, Jr. and Rodney B. Warnick. 1989. ***Massachusetts Outdoors: For Our Common Good, Volume I.*** Boston, Massachusetts: Executive Office of Environmental Affairs, Department of Environmental Management. 127 pp.
- Smith, Kathryn J.; Lawrence R. Klar, Jr. and Rodney B. Warnick. 1989. ***Massachusetts Outdoors: For Our Common Good, Volume II -- 1988-1992 Action Plan and Workbook.*** Boston, Massachusetts: Executive Office of Environmental Affairs, Department of Environmental Management. 192 pp.

ARTICLES IN JOURNALS AND PUBLISHED RESEARCH TECHNICAL REPORTS

Please note: This section contains articles published in “refereed” journals (i.e., ***Journal of Travel Research, Journal of Park and Recreation Administration, Marketing Intelligence and Planning, Cornell Quarterly, International Journal of Hospitality Management, Journal of Hospitality and Tourism Research, Journal of Travel and Tourism Marketing, International Journal of Sports Marketing and Sponsorship***), articles where the author was “invited” to submit to journals and trade publications (i.e., ***Visions in Business and Leisure, Club Management***), and reviewed articles where an editorial board or committee “reviewed” the content of the article before publication (***Leisure Today, Education Digest***) and US Forest Service, Department of Agriculture’s Forest Experiment Station’s General Technical Research Reports where peer reviewed research committee processes took place prior to publication and articles were published for application purposes in the forest research series. This also includes a “works in progress” section as author has been under-going medical treatments for the last 5 hours post Bone Marrow Transplant and prolonged Chronic Host-Graft Disease and related medical setbacks.

Works in Progress:

- Warnick, Rodney B. 2026. “Prominent Challenges & Emerging Research Directions in Private Membership Clubs” Target Journal: International Journal of Contemporary Issues in Hospitality Management.
- Warnick, Rodney B. and David C. Bojanic. 2026. “Lessons Learned in A Decade in Conducting Economic Impact Studies – Administrative Issues”. Target journal ***Tourism Economics.***

- Warnick, Rodney B. and David C. Bojanic. 2026. “Lessons Learned in A Decade in Conducting Economic Impact Studies – The Data Issues”. Target journal ***Tourism Economics***.
- Legendre, Tiffany and Rodney B. Warnick. 2026. “Social Impacts of Special Events – Going Beyond the Typical Economic Impact Study”. Target Journal: ***Journal of Event Management***.
- Uysal, Muzzo and Rodney B. Warnick. 2026. “**Redefining Tourism: The Human-Centered Approach and Design (HCAD)**”. Target Journal: ***Journal of Travel Research***.

Published Articles

- Legendre, T.S. Baker, M., Warnick, R. and Assaf, A. 2020. “Worldview-based Hospitality Brand Support: Belief in a Just Work Theory Perspectives.” ***International Journal of Contemporary Hospitality Management***. 32 (3): 1089-1107.
- Bojanic, David; and Rodney B. Warnick. 2020. “The Relationship between a Country’s Level of Tourism and Environmental Performance.” ***Journal of Travel Research***. 59 (2): 220-230.
- Shin, Tiffany Jungyoung, Elizabeth Cartier, and Rodney B. Warnick. 2019. “Impact of Event Brand Experience on Memory Formation Process: The Great New England Air Show.” ***Market Intelligence and Planning***. 38 (1): 15-31.
- Shin, Tiffany Jungyoung; Melissa L. Baker; and Rodney B. Warnick. 2018. “The Support of Local Underdogs: System Justification Theory Perspectives.” ***Cornell Quarterly***. 59 (3): 201-214.
- Warnick, Rodney B., David C. Bojanic, and Elizabeth Cartier. 2017. “A Comparison of Economic Impact Measurement Techniques for a Tourism Special Event.” ***Journal of Travel Research***. 56.5: 578-592.
- Oh, Haemoon, Miyoung Jeong, Ally Lee & Rodney Warnick. 2016. “Attitudinal and Situational Determinants of Self-Service Technology Use.” ***Journal of Hospitality & Tourism Research***, 40 (2): 236-265.
- Warnick, Rodney B., David C. Bojanic, and Feng Xu. 2015. “Using a Trade Market Analysis Technique to Refine Measurements for Economic Impact Analysis of Special Events.” ***Journal of Travel Research***, 54(1): 52-65.
- Warnick, Rodney B.; David Bojanic, & Elizabeth Cartier. 2013. “Economic Impact Research: Review of Measurement Techniques in a Special Event.” ***Proceedings of the 2013 Northeast Recreation Research Conference. General Technical Report***, Newtown Square, PA: U.S. Department of Agriculture, U.S. Forest Service, Northeast Experiment Research Station. Conference Location – Cooperstown, NY. (Refereed General Technical Report)
- Warnick, Rodney B. & Elizabeth Cartier. 2013. “Seasonality of Travel: Boundary Terms and Patterns in Search and Tourism Behavior. 2013-2014.” ***Proceedings of the 2013 Northeast Recreation Research Conference. General Technical Report***, Newtown Square, PA: U.S. Department of Agriculture, U.S. Forest Service, Northeast Experiment Research Station. Conference Location – Cooperstown, NY. (Refereed General Technical Report)
- Bojanic, David C. and Rodney B. Warnick. 2012. “The Role of Purchase Decision Involvement in a Special Event.” ***Journal of Travel Research***. 51(3): 357-366.
- Cartier, Elizabeth and Rodney B. Warnick. 2012. “Propositions for Guiding the Empirical Testing of the Use of Google Insights in Tourism Contexts.” ***Proceedings of the 2012 Northeast***

Recreation Research Conference. General Technical Report, Newtown Square, PA: U.S. Department of Agriculture, U.S. Forest Service, Northeast Experiment Research Station. Pages TBA. (Refereed General Technical Report)

Xu, Feng; Rodney B. Warnick and David C. Bojanic. 2012. “Economic Impact and Significance – Additional Insights for Measurement in Special Events.” **Proceedings of the 2012 Northeast Recreation Research Conference. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, U.S. Forest Service, Northeast Experiment Research Station. Pages TBA. (Refereed General Technical Report)

Warnick, Rodney B.; and Michael A. Schuett. 2012. “National Park Service Visitation and Interest in the Outdoors – An Update 2011.” **Proceedings of the 2012 Northeast Recreation Research Conference. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, U.S. Forest Service, Northeast Experiment Research Station. Pages TBA. (Refereed General Technical Report)

Warnick, Rodney B.; David Bojanic; Apurv Mathur and Deepak Ninan. 2011. “Segmenting Event Attendees on Travel Distance, Frequency of Attendance, and Involvement Measures: A Cluster Segmentation Technique.” **Event Management Journal**. 15 (1): 77-90.

Warnick, Rodney B.; David C. Bojanic and Rachel Arendse. 2011. “Economic Impact and Market Analysis Measures of a Special Event: the Westfield International Air Show.” **Proceedings of the 2011 Northeastern Recreation Research Symposium. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station, Pages TBA. (Refereed General Technical Report)

Bristow, Robert and Rodney B. Warnick. 2011. “Updating State Comprehensive Outdoor Recreation Plans: An Application of Geographic Information and Data Systems Data.” **Proceedings of the 2011 Northeastern Recreation Research Symposium. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station, Pages TBA. (Refereed General Technical Report)

Warnick, Rodney B. and Michael Schuett. 2011. National Park Service Visitation and Interest in the Outdoors: An Update through 2010. **Proceedings of the 2011 Northeastern Recreation Research Symposium. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station, Pages TBA. (Refereed General Technical Report)

Warnick, Rodney B. and David C. Bojanic. 2010. “Purchase Decision Involvement: Event Management Segments and Related Event Behavior.” **Proceedings of the 2010 Northeastern Recreation Research Symposium. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station, Pages 248-256. (Refereed General Technical Report)

Kuentzel, W.; T. Moore; M. Schuett; T. Stevens; S. Stewart; and R. Warnick. 2010. "Who Cares About National Parks?" **Proceedings of the 2010 Northeastern Recreation Research Symposium. General Technical Report**, Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station, Pages TBA. (Refereed General Technical Report)

Schuett, Michael; Rodney Warnick; Thomas Stevens; Thomas More; and Walter Kuentzel. 2010. “Getting A Handle on Existing Data to Assess the Use of Parks, Recreation and Protected Areas in the U.S.” **Proceedings of the 2010 Northeastern Recreation Research Symposium. General**

Technical Report, Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station, Pages TBA. (Refereed General Technical Report)

- Warnick, Rodney B.; Bojanic, David C.; Sheel, Atul; Mather, Apurv; and Ninan, Deepak. 2010. "Economic Impact and Market Analysis of a Special Event: The Great New England Air Show." In: Watts, Clifton E., Jr.; Fisher, Cherie LeBlanc, eds. ***Proceedings of the 2009 Northeastern Recreation Research Symposium. General Technical Report***. NRS-P-66. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 247-255. (Refereed General Technical Report)
- Warnick, Rodney B.; Schuett, Michael A.; Kuentzel, Walt; and More, Thomas A. 2010. "Changes in National Park Visitation (2000-2008) and Interest in Outdoor Activities (1993-2008)." In: Watts, Clifton E., Jr.; Fisher, Cherie LeBlanc, eds. ***Proceedings of the 2009 Northeastern Recreation Research Symposium. General Technical Report***. Rep. NRS-P-66. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 204-213. (Refereed General Technical Report).
- Kim, Jinhoo, David C. Bojanic, and Rodney B. Warnick. 2009. "Price Bundling and Travel Product Pricing Practices Used by Online Channels of Distribution." ***Journal of Travel Research***. 47 (4): 403-412. *TTRA Best Paper Nominee, 2007 and JTR List of Most Read Papers*.
- Schuett, Michael A.; Rodney B. Warnick; and Jiaying Lu. 2009. "A Qualitative Analysis of National Outdoor Recreation Surveys." ***Journal of Park and Recreation Administration***. 29 (2): 46-59.
- Warnick, Rodney B.; Thomas Stevens; Michael A. Schuett, Walt Kuentzel and Thomas More. 2009. "Management Roundtable II -- Outdoor Recreation Participation – What Are These Data Telling Us?" In ***Proceedings of the 2009 Northeastern Recreation Research Symposium***; 2009 March 29-31; Bolton Landing, NY. ***General Technical Report***. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station. (Refereed General Technical Report)
- Warnick, Rodney B. 2008. "Travel Trends in New England and the Northeast United States: Updating Post 9-11 Trends" In: LeBlanc, Cherie; Vogt, Christine, comps. ***Proceedings of the 2007 Northeastern Recreation Research Symposium***; 2007 April 15-17; Bolton Landing, NY. ***General Technical Report NRS-P-23***. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 175-180. (Refereed General Technical Report)
- Warnick, Rodney B. 2008. "New England's Travel and Tourism Markets: Trends in Geographic Target Markets Beyond the 90s--the Y2K Decade." In: Klenosky, David B.; Fisher, Cherie LeBlanc, eds. ***Proceedings of the 2008 Northeastern Recreation Research Symposium***; 2008 March 30 - April 1; Bolton Landing, NY. ***General Technical Report NRS-P-42***. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 148-157. (Refereed General Technical Report)
- Warnick, Rodney B. and Meng Cheng. 2008. "Female Travel Trends: A Look Back to the Future." ***Tourism Research International***. 12(2): 139-165.
- Bojanic, David, Rodney B. Warnick and Michael Musante. 2007. "An Extension of Burgernomics: Using a Full-Service Restaurant Product to Measure Purchasing Power Parity." ***Journal of Hospitality Financial Management***. 15 (1): 57-69.
- Warnick, Rodney B.; Bojanic, David C. 2007. "New England's Travel and Recreation markets: Trends in the Geographic Target Markets Beyond 2000." In: Burns, R.; Robinson, K., comps.

Proceedings of the 2006 Northeastern Recreation Research Symposium; 2006 April 9-11; Bolton Landing, NY. ***General Technical Report. NRS-P-14.*** Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 78-88.

Warnick, Rodney B. 2006. "Image Analysis in Club Management." ***Club Management***. 85 (6): 64-71.

Warnick, Rodney B. 2005. "Back to the Future – Recreation, Tourism and Research Trends in the Northeast U.S." In: Peden, John G.; Schuster, Rudy M., comps., eds. ***Proceedings of the 2005 Northeastern Recreation Research Symposium***; April 10-12, 2005. Bolton Landing, NY. ***General Technical Report NE-341.*** Newtown Square, PA: U.S. Forest Service, Northeastern Research Station: 110-118. (Keynote Founders Forum Research Presentation). (Refereed General Technical Report)

Siriangkul, Artitaya; David Bojanic; and Rodney B. Warnick. 2005. "Movie Effects of the Image of Thailand – An Experiment Study." In: Peden, John G.; Schuster, Rudy M., comps., eds. ***Proceedings of the 2005 Northeastern Recreation Research Symposium***. April 10-12, 2005. Bolton Landing, NY. ***General Technical Report NE-341.*** Newtown Square, PA: U.S. Forest Service, Northeastern Research Station: 355-364. (Refereed General Technical Report)

Warnick, Rodney B. 2005. "Northeast's Recreation Trends and Markets -- A New Data Source." In: Bricker, Kelly, comp., ed. 2005. ***Proceedings of the 2004 Northeastern Recreation Research Symposium. General Technical Report NE-326.*** Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northeastern Research Station: 242-250. (Refereed General Technical Report)

Warnick, Rodney B. 2002. "Travel and Outdoor Recreation Activities in New England: Trends and Tendencies." ***Proceedings of the 2002 Northeastern Recreation Research Symposium***. (Sharon Todd, Compiling Editor). April 2002. ***General Technical Report.*** Radnor, PA: U.S. Department of Agriculture, Forest Service, Northeastern Forest Experiment Station. (Refereed General Technical Report)

Warnick, Rodney B. 2002. "Rural Recreation Lifestyles: Trends in Recreation Activity Patterns and Self-Reported Quality of Life and Health – An Exploratory Study". ***Journal of Park and Recreation Administration***. Special Edition – Health and Lifestyles. 20 (4): 37-64. (Refereed Journal).

Pennington-Gray, Lori; Deborah K. Kerstetter, and Rodney B. Warnick. 2001. "Forecasting Travel Patterns Using Palmore's Cohort Analysis." ***Journal of Travel and Tourism Marketing***. 13(1/2): 127-145.). (Refereed Journal).

Lachowetz, Tony, William A. Sutton, Mark A. McDonald, Rodney Warnick and John Clark. 2001. "Corporate Selling Activities and the Determinants of Corporate Partner Retention in the National Basketball Association (NBA)." ***International Journal of Sports Marketing & Sponsorship***. December/January 2002. Vol. 3 (4): 403-427. (Refereed Journal).

Warnick, Rodney B. 2001. "New England's Travel Markets: Generational Travel Patterns, 1979 to 1996 -- Trends in the 90s." ***Proceedings of the 2001 Northeastern Recreation Research Symposium***. (Sharon Todd, Compiling Editor). April 2001. ***General Technical Report NE - 289.*** Radnor, PA: U.S. Department of Agriculture, Forest Service, Northeastern Forest Experiment Station. pp. 69-75. (Refereed General Technical Report)

Warnick, Rodney B. 2000. "New England's Travel and Tourism Markets: Trends in the Geographic

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- Abstract and Poster Reviewer – *National Environmental and Recreation Association Conference*.** 2010 to Present.
- Textbook Reviewer – Belch and Belch, *Integrated Marketing Communications*.** 2021. McGraw Hill Publications. Stipend.
- Textbook Reviewer – *Introduction to Leadership: Concepts and Practices*** (Northouse, 5th edition). Leadership Sage Publications. Technical Assistance and Implementation in Hospitality.
- Journal Reviewer and Editorial Board Members. *Tourism Economics*.** 2018 to Present. Annual reviewer for topic areas in economic impact analysis. Review best paper award – Sinclair Paper Award Program – three years.
- Journal Reviewer. *International Journal of Hospitality Management*.** 2018 to Present. Annual reviewer for topic areas in hospitality and consumer behavior articles.
- Journal Reviewer. *International Journal of Geo-Information*.** 2018 to Present. Ad hoc reviews of hospitality and tourism related articles.
- Journal Reviewer. *Journal of Travel Research*.** 2012 to Present. Periodic ad hoc reviews of tourism and economic impact related articles.
- Journal Reviewer. *Sustainability*.** 2018 to Present. Periodic ad hoc reviews of tourism and sustainable tourism related impact articles.
- Conference Section Reviewer. 2012. *ICHRIE Conference*.** Reviewed content area papers on clubs and hospitality for 2012 ICHRIE Conference to be held in Providence, Rhode Island.
- Conference Research Section Reviewer. 2009. *Travel and Tourism Research Association Conference*.** Reviewed content area papers in tourism marketing and trends for 2009 TTRA Research Conference.
- Research Reviewer. 2009. *Journal of Ecotourism*.** (Blind review of research articles under direction of Jennifer Tunstall, Editorial Staff, Taylor and Francis Publishers).
- Book Reviewer. 2008. *Flatworld Publications. Book Resource Reviewer*.** (Blind review of custom designed textbooks in advertising, promotions and marketing for publisher).

- Research Reviewer.** 2007- 2009. *Research Leadership and Development Grant Program.* (Blind review of research proposals submitted to the Vice Provost Office of Research and Development under direction of Marla Michel and Karen Hayes, Research Liaisons).
- Research Reviewer.** 2008 and 2012. *International Journal of Hospitality and Tourism Administration.* (Blind review of research articles under direction of Clayton Barrows, Editor, University of New Hampshire).
- Consulting Associate Editor.** 1990 to Present. *Journal of Hospitality and Leisure Marketing.* University of Massachusetts: Hotel, Restaurant and Travel Administration Department. Francis Buttle and Bonnie Knutson, Editors.
- Research Reviewer.** 2006. *Tourism Management and Marketing.* Northeast Recreation Research Conference. December 2006 – January 2007. (Blind review of research articles under direction of Robert Burns, West Virginia University).
- Book Reviewer.** 2006. *Club Management Issues in Australia and North America.* Authors --- Clayton Barrows and Nerilee Hing. Binghamton, New York: Haworth Press, Inc.
- Research Reviewer.** 2006. *Tourism Management and Marketing.* Northeast Recreation Research Conference. December 2005 – January 2006. (Blind review of research articles under direction of Gerard Kyle , Texas A&M University).
- Research Reviewer.** *Leisure Research Symposium.* 2004. Arlington, VA: Society of Park and Recreation Educators, National Recreation and Park Association. February 2004. (Blind review of research articles under direction of Deborah Kerstetter, Penn State University).
- Research Reviewer.** 2003 - 2004. Amherst, MA: Office of Grants and Contracts, University of Massachusetts at Amherst. (Blind review of research proposals for Healey Public Service Grants and Faculty Research grants).
- Warnick, Rodney B. 1992. “Book Review - *Marketing of Recreation, Park and Leisure Services*” by Ellen O’Sullivan. *Journal of Park and Recreation Administration.* (Invited Review).
- Journal Article Reviewer** for *Journal of Leisure Research.* December 1990. (Blind review of research articles).
- Warnick, Rodney B. 1989. “Book Review - *Tourism Analysis*” by Stephen L.J. Smith. *Leisure Sciences.* 11(4): 379-381.
- Journal Article Reviewer** for *Journal of the Academy of Park and Recreation Administration.* May - June 1988. (Blind review of research articles).
- Research Reviewer.** *Resort and Commercial Recreation Research Symposium.* August - November, 1987. (Blind reviews of research articles).
- Research Reviewer.** *Resort and Commercial Recreation Research Symposium.* September - November, 1986. (Blind reviews of research articles).
- Grant Reviewer.** *Sea Grant Program.* March 1986. (Sea Grant Application reviews).
- Research Reviewer.** *SPRE Annual on Education.* Arlington, VA: Society of Park and Recreation Educators, National Recreation and Park Association. February, 1986. (Blind review of research articles).

Textbook Reviewer. Private and Commercial Recreation. By Arlin Epperson (Editor). State College, PA: Venture Publishing Company, 1986. (Textbook reviewed).

POPULAR PRESS, NEWSLETTERS AND TRADE MAGAZINES

- Warnick, Rodney B. 2023. “**Expert Advice – Best and Worst States for Summer Road Trips.**” Documentary about travel and trip planning for Summer 2023. https://wallethub.com/edu/best-worst-states-for-summer-road-trips/4648#expert=Rod_Warnick
- Warnick, Rodney B. 2017. “**Documentary: Fabian Hoeller, German Born U.S. College Football Player and The State of U.S. American College Football.**” Personal Taped Interview. Beuth University of Applied Science. Interviewer: Nico Baumbach. (Published).
- Lacey, Nelson and Rod Warnick. 2001. “**UMass Athletics are a Great Value.**” Guest Editorial. *Hampshire Gazette*. (Saturday, December 8-9, 2001).
- Lacey, Nelson and Rod Warnick. 2001. “**Value of UMass Athletics.**” Website Article – WWW.UMASS.EDU/Athletics.
- Warnick, Rodney B. 1996. “**UMass -- #1 in Club Management Field.**” *HRTA Alumni Key*. Vol 1(1): 15-16, 22. (Invited).
- Warnick, Rodney B. 1993. NEPARKS Part 2. “**Trends for the 90s: Impacts on Recreation and Park Programs.**” *New England Parks Newsletter*. Vol. 2(1): 2-4. (Invited and Feature Article).
- Warnick, Rodney B. 1993. **Five Give Me Ten Trends for the 90s: Trends for the 90s in Club Management: Part 1.** *NECMA Quarterly*. New England Club Managers Association, 5(4):3-5.
- Warnick, Rodney B. 1993. **Five More Trends for the 90s: Trends for the 90s in Club Management: Part 2.** *NECMA Quarterly*. New England Club Managers Association, 5(5):2-4.
- Warnick, Rodney B. 1993. NEPARKS Part 1. Trends for the 90s: Impacts on Recreation and Park Programs. *New England Parks Newsletter*. Vol. 1(1): 2-4. Feature Article of First Newsletter Edition.
- Warnick, Rodney B. 1991. “The Growth of the Female Golf Market” *Club Management*. Vol. 70 (1): 10-11. (Invited and Reviewed).
- Warnick, Rodney B. 1991. “Golf Volume: The Bottom Line” *Club Management*. Vol. 70 (6) (Invited and Reviewed).
- Warnick, Rodney B. 1990. “African Americans Tee Up: Research Shows Growth in Play” *Club Management*. Vol. 69 (10): 46-47. (Invited and Reviewed).

PERSONAL INTERVIEWS FOR PUBLICATIONS AND BROADCASTING:

- Crushing Club Marketing – Podcast. June 29, 2026. **“The Changing Leaders of Private Clubs (A Conversation with Dr. Rod Warnick, UMass). *Crushing club management marketing podcast: Episode 1* [Video].** YouTube. youtube.com: https://www.youtube.com/watch?v=QLBj_nX7Mb8&t=16s
- Marketing Communication – Isenberg School of Management, UMass. May 19, 2026. **“UMass HMT Continues Its Winning Ways at 2026 World CMAA Conference.”** <https://www.isenberg.umass.edu/news/isenberg-hmt-continues-winning-streak-2026-cmaa-world-conference> (Contributed the text, photos and leads for interviews.)
- Marketing Communication – Isenberg School of Management, UMass. November 13, 2025. **“HTM Students Awarded \$20,000 in Scholarships at NECMA Annual Meeting and Scholarship Dinner.”** (Contributed the text, photos and leads for interviews.) <https://www.isenberg.umass.edu/news/htm-students-awarded-20000-scholarships-necma-annual-meeting-and-dinner>
- Marketing Communication – Isenberg School of Management, UMass. July 1, 2025. **“Where Hospitality Meets Hustle: The Jenny Dell Playbook.”** Sports Emmy-Nominated Alumna (Contributed the text, photos and leads for interview) <https://www.isenberg.umass.edu/news/where-hospitality-meets-hustle-jenny-dell-playbook>
- Marketing Communication – Isenberg School of Management, UMass. April 18, 2024. **“Isenberg HTM Students Win National Shark Tank Competition.”** (Contributed the text, photos and leads for interviews.) <https://www.isenberg.umass.edu/news/isenberg-htm-students-win-national-shark-tank-competition>
- Warnick, Rodney B. 2023. **“Five Isenberg HTM Students Receive New England Club Foundation Scholarships for the 2023-2024 Academic Year”** (Authored Press Release). UMass Isenberg School of Management Press Release, January 2, 2024.
- Warnick, Rodney B. 2023. **“Grace Canzano, Recipient of the Club Foundation’s National Student Scholarship, the Joe Perdue Scholarship 2023-2024”**. (Authored Press Release). UMass Isenberg School of Management Press Release, December 5, 2023.
- Warnick, Rodney B. 2022. **“UMass Connections Aplenty at This Summer’s US Open in Brookline.”** (Authored Press Release). UMass Press Office, August 11, 2022.
- Russi, Audrey. 2018. “UMass Amherst professor remembers former student, late firefighter.” *Western Mass News*. December 11, 2018. (TV Interview on behalf of the UMass News Office on the passing of firefighter, Christopher Roy, UMass and HTM Graduate.
- Warnick, Rod. “Study Shows Economic Impact of Great New England Air Show at Westover.” *UMass Press Office Press Release*. February 19, 2019. Study cited and quoted in numerous news outlets locally and regionally.
- Kinney, Jim. “Blandford Club’s new owners, golf industry hope to follow Tiger Woods on the comeback.” *Springfield Union*. April 28, 2019. Quoted about the future of golf and the purchase of the new ownership of the Blandford Golf Club in Blandford, MA.
- Kieran, John. 2016. “Fun Cities – Hear from the Experts.” *Wallet Hub*. Personal interview about traveling on a budget and choosing a fun and affordable city destination for travel and enjoyment. Link: <https://wallethub.com/edu/most-fun-cities-in-the-us/23455/#rod-warnick>

- Vitello, Paul. “More Americans Are Giving Up Golf.” *New York Times*. February 21, 2008 (Cover Page Story to the NY Times – provided background information on participation trends and cited in article).
- Gordon, Jane. 2006. “At Home Recreation – Trends for Mega at Home Recreation Facilities.” *New York Times*. Personal Interview for working paper series on leisure and lifestyle.
- Vitello, Paul. 2006. “Climatic Changes and Increased Ambient Temperature and Impact on Recreation Participation.” *New York Times*. Personal Interview for working paper/article series recreation trends.
- Urban, Scott. 2006. “Golf Participation and the Closure of Golf Course Facilities.” *New Bedford Standard Register*. Personal Interview for working paper on golf participation.
- Bloch, Talia. 2002. “It’s About Time – Working Even at Leisure and Taking Time – Work Leisure and the Sabbath.” *Aufbau*. August 8, 2002. Provided background info and direction on article for Jewish-American newspaper. (Multi-cultural contribution).
- Goosens, Anna-Maria. May 8-9, 1999. “People on the Go.” *Daily Hampshire Gazette* E2-E3. (Cited travel trend data work in interview and article.)
- Marcero, Jr. Cosmo. March 11, 1998. “Mediastream Links to Future.” *Boston Herald*. B-2. (Cited golf trend data work.)
- Krupa, Greg. March 14, 1999. “A Ticket to Ryder.” *Boston Globe*. Pages G7-G8. (Cited golf trends work and book publication in article and interview.)
- Bonk, Thomas. October 29, 1998. “No Cheap Shots; The Lowdown on Golf: It’s Still an Upscale Sport, Despite Tiger’s Success.” *Los Angeles Times*. Sports. Part S. Page 1. (Cited trends work on golf in interview and article)
- TV News Business Segment. **TV News - Channel 40**. Springfield, MA. February 1998. Interviewed by reporter Janet Mandell. “Impact of the Sale of Riverside Park in Agawam, MA to Premier Parks, owner of Six Flags Company.”
- Industry Press Publication. Abend, Jules. 1996. (Writer) Trends in Designer Clothing for Golf. *Bobbin*. (Fall) (Personal interview on golfing trends, article completed and published).
- Popular Press Publication. Powell, Todd (Writer). 1996. “Going for the Green, The Business of Golf.” *Midwest Express*. July/August 1996. Vol 4 (4): 14 - 20, 46-48. (Personal interview and golf research heavily quoted on page 48). *Midwest Express* is an airline magazine.
- Industry Publication. Walsh, Peter, 1996 (Writer). “Consumers Eye Golf Looks, Not Necessarily the Game.” *Daily News Record*. May 22, 1996. pages 1, 4 and 5. (Personal interview and golf research heavily quoted in sidebar article about why fashion designers have picked up activity of golf.). *Daily News Record* is a weekly publication of the clothing industry.
- Newspaper Interview. Bonk, Thomas (Reporter). 1996. “The Tiger Woods Watch. Golf Participation and Impact on Playing Trends.” Provided research and background information on golf participation among African Americans for *Los Angeles Times*. Several articles published during August 1996.
- Newspaper Interview. Tanasychuk, John (Reporter). 1996. “The Popularity of Golf.” Provided research background on golf participation for article prior to major PGA golf tournament held in Michigan for publication in *Detroit Free Press/News*.
- Newspaper Interview. Gordon, Ronnie (Reporter). April 14, 1996. “Go Figure!! -- Skating.” *Sunday*

Republican. Interviewed and quoted by writer for *Springfield Republican* on trends in ice skating. Article published; April 14, 1996.

“Extreme Games -- The Element of Play and Generation X.” **ESPN 2.** Interviewed by Greg Costa. Show aired during Extreme Games held in Rhode Island in June and July 1995.

Newspaper Interviews. “Women Golf Trends.” Background article prepared for the *Springfield Union News* on golf participation trends among women prior to LPGA events.

Newspaper Interviews. “Golf Trends in Western Massachusetts.” Background article for *Springfield Union News* on new golf courses planned for Springfield and Western Massachusetts.

Radio Interviews. “Florida Tourism Crisis -- A Lesson in Crisis Management.” **USA Radio Network** (syndicated radio news programming) and **KNBC Radio**, Los Angeles, California. Two 15-minute radio interviews. KNBC Radio Interview was local broadcast, USA Radio network interview was broadcast nationally.

Radio Interviews. “Tourism Trends in New England and the US.” **WNNZ Talk Radio.** Westfield, Massachusetts. Two one-hour talk radio shows in the Fall of 1993 and Spring of 1994. Radio Interviewer: Barbara Haislip. Radio talk show format with call in questions. Discussed recent research conducted on tourism trends in the US in first interview and in New England in second interview.

Newspaper Interview. **Times Piquette.** New Orleans, Louisiana. “The Decline of Recreation Participation and Opportunities” August 1993, Article published in September 1993.

“Golf Has More Players Who Play More Often” **Wall Street Journal.** September 9, 1991. Marketing Section. Article written by Alan Otten, Feature Writer. (Publication of research work in the **Wall Street Journal** resulted in over 100 requests for research information ranging from product firms, financial investment firms, to advertising and publication firms. Additional quotes of work appeared in a number of additional national newspapers including *Houston Chronicle*, *Chicago Tribune*, *USA Today*, *Golf Journal*, *Massachusetts Golf*, *Albany Golfing News*, among many others.

“Recreation Trends Among Adults” Research and Personal Interview by Pat Samples. **Journal of Sports Medicine.** March 1988.

Numerous other interviews with radio stations (WTTT - Amherst, WSPR - Springfield, WCVB - Boston), business publications (*Cross Country Skier Magazine*, *Business West*, *Jet Magazine*, and *Athletic Business*) and newspapers (*Springfield Union*, *Hampshire Gazette*, *The National*, *USA Today*, *Wall Street Journal*) regarding various recreational activity trends and issues. Topics covered include golf participation among minorities and the general public; female recreation participation trends; and tourism travel trends. All interviews were a result of publication and/or press releases from the University regarding research work.

DISTRIBUTION PUBLICATIONS AND PROFILES

Please Note: These publications are developed and distributed in two different forms – printed and digital that contain profiles of students in club management and leadership. Permission was sought by student permission to market our students to club management, resorts, homeowner associations in major hospitality looking to hire or employ the best of our students. These publications started first in club management back in 2013 and has continued yearly since then through the UMass Student Chapter of CMAA and the club management classes. Based on the success and placement of our students, we extended this profile concept to the leadership class and the leadership academies and since its initial listing has evolved into both individual profiles, alumni listing by year and also publications and news articles about the students and

alumni successes. Distribution goes out yearly by January in both print and digital format and is distributed through regional chapters, annually to firms attending HTM Career Days, and to leadership academy hosts and recruiters upon request. These publications are listed here by year and by size in booklet form and contain individual head photo pictures, line listings, group pictures, alumni listings, and news articles. Booklets are printed in color and booklet format.

CMAA Student Profile Publications:

Warnick, Rodney B. 2025-2026. **“UMass CMAA Club Listing and Network – A Listing of Club Placements by Club Name”**. Hospitality and Tourism Management Department, Isenberg School of Management. 2 pages. (Currently in draft format).

Warnick, Rodney B. 2025-2026. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 32 pages. (Currently in draft format).

Warnick, Rodney B. 2024-2025. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 30 pages. (Published in print and digital format).

Warnick, Rodney B. 2023-2024. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 26 pages. (Published in print and digital format).

Warnick, Rodney B. 2022-2023. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 23 pages. (Published in print and digital format).

Warnick, Rodney B. 2021-2022. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 18 pages. (Published in print and digital format).

Warnick, Rodney B. 2020-2021. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 18 pages. (Published in print and digital format).

Warnick, Rodney B. 2019-2020. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 18 pages. (Published in print and digital format).

Warnick, Rodney B. 2018-2019. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 15 pages. (Published in print and digital format).

Warnick, Rodney B. 2017-2018. **“Undergraduate Students and Alumni with Private Club Experience & Private Club Interest.”** Hospitality and Tourism Management Department, Isenberg School of Management. 15 pages. (Published in print and digital format).

Warnick, Rodney B. 2016-2017. **“UMass CMAA Student Profiles.”** Hospitality and Tourism Management Department, Isenberg School of Management. 12 pages. (Published in print and digital format).

Warnick, Rodney B. 2015. **“UMass CMAA Student Profiles.”** Hospitality and Tourism Management Department, Isenberg School of Management. 11 pages. (Published in print

and digital format).

Warnick, Rodney B. 2014. “**UMass CMAA Student Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 10 pages. (Published in print and digital format).

Warnick, Rodney B. 2013. “**UMass CMAA Student Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 10 pages. (Published in print and digital format).

Leadership Profile Publications:

Warnick, Rodney B. 2024-2025. “**Global Hospitality Leadership Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 20 pages. (Published in print and digital format).

Warnick, Rodney B. 2023-2024. “**Global Hospitality Leadership Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 21 pages. (Published in print and digital format).

Warnick, Rodney B. 2022-2023. “**Global Hospitality Leadership Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 20 pages. (Published in print and digital format).

Warnick, Rodney B. 2019-2020. “**Global Hospitality Leadership Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 15 pages. (Published in print and digital format).

Warnick, Rodney B. 2017-2018. “**Global Hospitality Leadership Profiles.**” Hospitality and Tourism Management Department, Isenberg School of Management. 13 pages. (Published in print and digital format).

CONSULTANT, FUNDED & TECHNICAL ASSISTANCE RESEARCH ACTIVITIES

- | | |
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| 2026 | CMAA Faculty Immersion and Development Program. Applicant for Program Participation as a Senior Faculty Members to Help Development the Next Generation of Faculty in Hospitality Club Management Programs. Competitive Essay, references and application process completed.
Funded Project: Requires Participation, Attendance & Training Project is: In Review |
| 2025 | RecWell Review and Assistance to Executive Office of Well Being – Student Affairs. Provided connection, suggestions and contacts for the hiring and staffing of the Campus Recreation Center on the Campus of UMass Amherst. Contacts – Elizabeth “Betsy” Cracco and Julie LaBranche, Exercise Science Department, UMass.
Funded Project: Technical Assistance Only Project is: Completed |
| 2024 | RisaTech.AI Review. Provide connection and reviews of AI tool, RisaTexh investment firm for the AI tool that uses AI capabilities to quickly and precisely analysis hospitality financial statements. Primarily shared and reviewed sites and were looking for contacts for trials and demonstrations. Web Site: < https://risatech.ai/ > Contact –Russ Savrann.
Funded Project: Technical Assistance Only Project is: Completed |
| 2024 | New York City Club Legal Review. Provide connection and assistance to a legal team developing the membership and legal guidelines for a New York City Club. Primarily shared |

contacts and sites and to assist including CMAA documents and connection to the Club Council, headed by two former club managers. Contact – Russ Savrann.
Funded Project: Technical Assistance Only Project is: Completed

- 2023 - Present **“Laguna SECA Economic Impact Research Project.”** To assist in the development, measurement and implementation of event participant survey regarding the economic impact of selected racing events at the speedway in Monterey Bay, CA in conjunction with the California State University at Monterey Bay and under the Director of Sustainable Hospitality Management Program. July 2018.
Funded. \$10,000 equivalent (Direct \$1000) Project is: In Development
- 2023-2024 **“UMass Club Peer Review.”** Peer review audit of the UMass Club managed by UMass Dining Services in Boston, included financial and membership performance appraisal and review of club documents and plan that concluded with a written report, PPT slide presentation and a series of prioritized recommendations, including sub contract to Club Benchmarking for comparative club financial and membership data and peer manager reviews of club operations and finances.
Funded. \$7,500 Project is: In Proposal – Contracted
- 2023 **Smugglers’ Notch Resort.** Trend analysis and branding report review and preparation with presentation to Senior Executive Committee at the resort in March 2023 including completion of fully documented report and Power Point presentation. Done in conjunction with Villian Branding of Marshfield, MA.
Funded Project: Project Value Tradeout \$18,000 Project is: Completed
- 2021 **Adventure East.** Technical Assistance to Firm Interested in Luxury Outdoor Recreation and Unique Travel Opportunities in the Connecticut River and Pioneer Valley Area. On- going feedback and technical assistance. Web Site: <<https://www.adventureeast.com/>>. Contact – Brian Peterson.
Funded Project: Technical Assistance Project is: On-Going
- 2021 **Pioneer Valley Hospitality Group.** Technical Assistance to firm interested in hotel room and inside room sanitation and air filtration. On-going feedback and technical assistance regarding survey design and outreach for assessment with hotel, restaurant and club management operations and managers. Contact – Shardool Parmar
Funded Project: Technical Assistance Project is: Completed
- 2021 **Pioneer Valley Hospitality Group.** Technical Assistance to firm interested in recreation attraction including indoor sky diving attraction and indoor-outdoor golf simulation attractions such as TopGolf™. Extensive research on the concepts including TopGolf™ and competitors. Web Site: < <https://topgolf.com/us/>> Contact – Shardool Parmar
Funded Project: Technical Assistance Project is: On-Going
- 2021 **Use Kitchen.** Technical Assistance to firm interested in developing centralized commercial kitchens that would in metro city locations with branded product and food and beverage. Web Site: < <https://usekitch.com/>> Contacts – Justin Rumack and Russ Savrann.
Funded Project: Technical Assistance Project is: Completed
- 2021 **Marlborough Country Club, Marlborough, MA.** Technical Assistance to private country club needed assistance in management, job placement of students, inventory control and hiring of chef and Dining Room Manager, plus business and technology advice. Web Site: <<https://www.marlboroughhcc.com/>> Contact – Michael Rodman.
Funded Project: Technical Assistance Project is: Completed
- 2020-2021 **National Endowment of the Arts Funding Agency.** “A Longitudinal Field Study to Measure the Impact of the Arts and Culture interventions (ACI) and “Place Vibrancy” in Selected

	Massachusetts Communities.” Principal Investigator – Rodney B. Warnick, Graduate Doctoral Student Funded – John Delconte, Department of Regional Planning. Funded Project Proposal: \$200,003 with \$125,394 direct Project is: Not Funded
2020-2021	UMass Center for Teaching Grant – Teaching Course Update Project. Updated all on-ground courses to be hybrid and to be able to teach both synchronously and asynchronously during the Pandemic. Two courses funded although all updated. Funded Project: \$14,000 Project is: Completed
2019-2020	PMYR Grant. Isenberg School of Management. Post multi-year funding program for case study project, based on PMYR grant request. Funded Project: \$2,000 Project is: On-Going
2019-2021	UMass Center for Teaching PMYR Grant. Post multi-year review funding program for case study project, based on Competitive PMYR grant request. Funded Project: \$3,000 Project is: On-Going
2019-2021	Club Foundation Grant. Post multi-year review funding program for the collection of case study stories and preparation of <i>Case Studies in Club Management</i> publication. Funded Project: \$2,500 Project is: On-Going
2017-2021	“Member Guest Service Project.” GreatHorse. Coordinated and trained students with staff reviews of participating in a 140 member plus guest member guest weekend event at the newest golf club in New England, a lifestyle club, called GreatHorse, located in Hampden, MA. Funded Student Project: \$2,200+ Project is: Completed and On-Going
2018	“Great England Air Show Economic Impact Research Project.” To assist in the development, measurement, implementation of 9,000 household survey regarding air show economic impact on the Chicopee and Westover local economy. July 2018. Funded. \$5,000 equivalent Project is: Completed
2018-2019	“UMass Club Peer Review.” Three-day review of the UMass Club managed by UMass Dining Services in Boston, included 3 focus group reviews, staff interviews, and review of club documents and plan that concluded with a written report, PPT slide presentation and a series of prioritized recommendations Funded. \$4,500 Project is: Completed
2017-2018	“Member Guest Service Project.” GreatHorse. Coordinated and trained students with staff reviews of participating in a 120 member plus guest member guest weekend event at the newest golf club in New England, a lifestyle club, called GreatHorse, located in Hampden, MA. Funded Student Project: \$2,500+ Project is: Completed
2017	“Crumpin Fox – Golf and Food Service Operations.” To assist in the operations and marketing of a championship golf course and casual dining/special event venue. June – November 2017. Funded. \$2,500 Project is: Completed
2017	“West Mass vs Western Mass Branding Project.” To conduct a consumer survey of the naming and branding of the Greater Springfield Convention and Visitors Bureau. June-July 2017. Project Leader – Muzzo Uysal. Funded. \$3,500 Project is: Completed
2017	“Westfield International Air Show Economic Impact Research Project.” To assist in the development, measurement and implementation of 4,000 household survey regarding the economic impact of this air show on the Westfield, MA local economy. August 12-13, 2017. Funds Sought. \$5,000 Project is: Submitted – Not Funded

- 2015 – 2016 **“Return to Academia – Food Trends for Millennials – Come for the Food, Stay for the Education.”** -- Two-day workshop for NECMA to be hosted by UMass Student Chapter of CMAA and Department of Hospitality and Tourism Management. Program includes three food trend presentations for credit to the club managers and includes keynote speaker, Kate Edwards, author of *“Hello! And Every Little Thing That Matters.”* Funded: \$15,000 Project is: Completed
- 2015-2016 **“Bradley International Airport Customers Experience Survey.”** To develop a customer experience survey for Bradley International Airport and to submit proposal in the Fall Semester 2015 with implementation in 2016.
Funded. \$55,000 Project is: Not Funded
- 2014-2015 **“Great England Air Show Economic Impact Research Project.”** To assist in the development, measurement and implementation of an 8,000-household survey regarding the economic impact of this air show on the Chicopee and Westover local economy. May 15-17, 2015.
Funded. \$5,000 Project is: Completed
- 2015 Warnick, Rodney B. 2015. **“Club Benchmarking.”** Statistical analysis for club management financial data, including median and statistical measures to develop confidence intervals.
Funded. \$1,000 Project is: Completed
- 2013-2014 Warnick, Rodney B. 2013 – 2014. **“Measuring the Impact of the Avenue of States Experience on the Big E”**. A 5000-household survey on the impact of visitor experiences to the New England State Fair (The Big E).
Funded: \$5,000 Project is: Completed
- 2013-2014 Warnick, Rodney B. **“Honor You Market Analysis Project.”** Consulted by a minority firm to offer expert testimony in a small claims court regarding the completeness and representativeness of a market research project contracted for by a minority client.
Project was Porter vs. Inner Group. Provided analysis and updated market research work that was available to demonstrate the report as prepared was lacking in both content and detail.
Funded: Expenses Reimbursement Project is: Completed
- 2008-2014. Stevens, Thomas and Rodney B. Warnick (Co-PIs). Title: **“An Assessment of Factors Affecting Forest Recreation Participation Trends.”** A Joint Venture Agreement between the US Forest Service, U.S. Department of Agriculture Northeast Research Station and the University of Massachusetts at Amherst. Competitive Research Project. Funded. Regional Funding
Project is: Completed
- 2012 - **“CMAA Mid-Managers Conference.”** Conference jointly developed with the New England Club Managers and the Club Managers Association of America. To be held in Boston, MA September 30 to October 2, 2012.
Funded Equivalent: \$2,500 Project is: Completed
- 2012 - **“A National Economic Impact Statement Analysis for ICAS.”** A structure for analyzing and collect economic impact and market analysis information for measuring the impacts and markets for air shows to be funded by the International Council of Air Shows. Client: International Air Show Council, Washington, D.C.
Funded Equivalent: Proposal Stage Project is: Not Funded
- 2012 - **“Stuart Air Base Air Show – Economic Significance and Market Analysis Study.”** Study jointly developed through the Stuart Air Base Air Show Committee, the Air National Guard

- and the ECOD of Stuart, FL
Funded Equivalent: \$15,000
Project is: Held Review Stage
- 2011 - 2012 **“UMass Conference Services Project.”** Study jointly developed through UMass Conference Services and the HTM Department to analyze markets available to the department for securing meetings and events.
Funded Equivalent: \$5,000
Project is: Completed
- 2010-2011 **“Proposal for Professional Development in Teaching for Periodic Multi-Year Review of Faculty (PMYR).”** Funding to Upgrade Teaching Modules and Explore New Course Proposals. Center for Teaching. University of Massachusetts at Amherst.
Funded: \$3,000
Project is: Completed
- 2010-2011 **“Proposal for Professional Development in Teaching for Periodic Multi-Year Review of Faculty (PMYR).”** Funding to Upgrade Computer Hardware and Software. Center for Teaching. University of Massachusetts at Amherst.
Funded: \$4,200
Project is: Completed
- 2010-2011 **“Funding for Research Assistant – Metro Springfield Economic Development Program.”** Funding to hire research assistant for project for the Westfield International Air Show Economic Impact and Market Analysis Study.
Funded: \$4,400
Project is: Completed
- 2010-2011 **“Westfield International Air Show – Economic Significance and Market Analysis Study.”** Study jointly developed through the Westfield Air Show Committee, the Air National Guard and the Greater Springfield Convention and Visitors Bureau and the HTM Department.
Funded Equivalent: \$15,000
Project is: Completed
- 2009-2011 **“Volleyball Hall of Fame – Event and Market Analysis.”** Study jointly developed through the Volleyball Hall of Fame and the Greater Springfield Convention and Visitors Bureau and the HTM Department.
Funded Equivalent: \$10,000
Project is: Completed
- 2007-2008 **“Great New England Air Show – Economic Significance and Market Analysis Study.”** Study jointly developed through the Westover Air Base, the Galaxy Council and the Greater Springfield Convention and Visitors Bureau and the HTM Department. Funded Equivalent: \$20,000
Project is: Completed
- 2010-2011 **“Proposal for Professional Development in Teaching for Periodic Multi-Year Review of Faculty (PMYR).”** Funding to Upgrade Computer Hardware and Software. Center for Teaching. University of Massachusetts at Amherst.
Funded: \$4,200
Project is: Completed
- 2010-2010 **“MSP – Computer and Technology Upgrade Grant.”** Massachusetts Society of Professors and Chancellor’s Office Funding for Technology upgrades.
Funded: \$ 800
Project is: Completed
- 2008-2012 **“An Assessment of Factors Affecting Forest Recreation Participation Trends.” US Forest Service Research Grant.** Stevens, Thomas and Rodney B. Warnick (Co-PIs). 2008-2011. A Joint Venture Agreement between the US Forest Service, U.S. Department of Agriculture Northeast Research Station and the University of Massachusetts at Amherst; Texas A&M University; University of Vermont; and National Park Service.
Funded -- \$72,000 (Competitive).
Project is: Completed
- 2007-2009 **Plum Creek Rezoning and Market Demand Project – Moosehead Lake Region of**

- Greenville, Maine.** Under contract to Plum Creek Development Company of Seattle, Washington was contracted as an expert witness to conduct a recreation market demand analysis for two resort development projects in the Moosehead Lake Region of Greenville, Maine. The project involved the data analysis of three travel activities and 14 recreation and outdoor recreation pursuits of 17 metropolitan areas on the east coast of the US that were group into three (3) distinct geographic regions or areas. Included intensive cross examination reporting and testimony in December 2007. Project Completed in Fall 2008 – Pending Final Hearing and Funded -- \$18,995
Project Outcome – Consulting Project Completed, External Review Completed.
- 2007-2009 **Development Grant – Gift of NewMarket International Software Support.** A development gift of NewMarket International’s software of the current and update software of the Delphi program to ISOM and the Department of Hospitality and Tourism Management. The gift of this software will assist our development of hospitality technology in the department that includes training programs and skill certification for both our undergraduates and graduates. Estimate value of this development gift is estimated to be \$350,000. Project includes gift of software and training modules for implementation in courses at undergraduate and graduate levels. Funded -- \$350,000
Project is: Completed.
- 2008 **Restaurant Associates (RA) Projects –Harvard Business School Celebration and Events.** Through cooperative outreach provided opportunities to undergraduate students to participate through paid hourly positions to work in service and event management positions at the Harvard Business School (HBS) in Cambridge, MA for the Centennial Celebration (100th Anniversary) of the school. Approximately 83 students participated and were paid an hourly rate, trained and transported from UMass to Cambridge and back to UMass. Experiences provided training, interaction with RA executives, participation in high-end event, event coordination, event preparation, service functions and interactions with world business. Payroll of \$64,335 before tax for the dates of September 26th-27th and October 11th-14th of 2008 paid HTM students. RA hired students hired full-time and contractually and recruited enhanced. Upwards 120 students recruited for events. Funded -- \$64,335
Project is: Completed.
- 2006 – 2007 **“Return to Academia – Research Applications for Club Management.” -- Research Leadership Action Grant,** University of Massachusetts Provost Office of Research. One day workshop for NECMA and Connecticut Chapter of CMAA to be hosted by UMass Student Chapter of CMAA and Department of Hospitality and Tourism Management. Program includes four accredited research presentations for club managers and includes keynote speaker, Danny Meyer, author of *“Setting the Table: The Transforming Power of Hospitality in Business.”* Project included matching grants sought from UMass Alumni Association (\$2,000); UMass Office of Outreach (\$2,500), New England Club Managers Association Regional Chapter (\$1,000); Connecticut Chapter of CMAA (\$1,000); and Club Foundation Chapter Grant (\$2,500); plus program registration fees estimated to total \$7,500. Funded -- \$8,000 with matching to \$21,000
Project is: Completed.
- 2005-Present **Smugglers’ Notch Resort.** “Recreation Trends and Markets: -- Market Studies for Travel and Winter Vacation Planning” -- A collection of trend data to assist SNR in planning and marketing processes. Funded -- \$3,500 equivalent
Project is: Completed, on-going
- 2005 – 2006 **Sentosa Tourism Planning and Management Seminar.** Week long management training sessions in tourism planning, management, marketing and trend analysis for tourism planning and management officials. Co-presented with David Bojanic, University of Massachusetts (Workshop cancelled due to tsunami in SE Asia). Funded: \$3,000
Project is: Suspended

- 2004 – 2005 **Sentosa Research and Management Contract.** Management and market research analysis of recreation and tourism agency activities for the resort island and development company called “Sentosa” in Singapore in SE Asia. One of eight faculty participants, key author of management training proposal and management to leadership concept.
Funded: \$57,000 Project is: Completed.
- 2002-2003 **Smugglers’ Notch Resort.** “Recreation Trends and Markets: What’s Next for Smugglers’?? -- A Discussion of Topics for Strategic Market Planning”. Consulting and Presentation to Management Staff of Smugglers Notch Resort.
Funded -- \$7,000 equivalent Project is: Completed.
- 2002-2003 **Teachnology Grant** – HRTA Department and CFNR College for Instructional Media to teach hospitality and club management courses.
Funded: \$3,500 Project is: Completed.
- 1998 **Sports/Recreation; Conference/Convention and Movie Theater Complex;** Kent Narrows, Maryland. Project advising and recreation demand analysis consulting.
Funded: \$2,350 Project is: Completed.
- 1998 **New Hampshire Travel and Recreation Trends.** Contracted as an analyst to Innovation Works of Manchester, New Hampshire to complete recreation and travel trends for a recreation and tourism-based client.
Project Funded: \$200 Project is: Completed.
- 1996 **Contracted Research Specialist/Investigator. Massachusetts Parks Strategic Plan Assessment Project.** Project proposal completed and submitted in August/September 1996. (Consultant to Public Service Administration of McLean, Virginia). Consulted for expertise in survey development and knowledge of park systems, markets, SCORP and trend analysis.
Funded: \$235,000 Project is: Completed.
- 1996 **Co-Principal Investigator, Ladies Professional Golfers Association.** Conduct Fan Village Concept Testing -- Focus Groups and Personal Interviews. Daytona, Beach, Florida. (With W. Sutton, M. McDonald, and G. Milne)
Funded: \$4,000 Project is: Completed.
- 1996 **Consultant, 1996 LPGA Phoenix, Atlanta and East Lansing Site Analysis Report.** Amherst, MA: Audience Analysts. 75 pages. (Comprehensive on-site audience surveys of LPGA tournament events in host cities for LPGA). Daytona, Beach, Florida. With Audience Analysts - W. Sutton, M. McDonald; G. Milne; and J. Gladden.
Funded: \$10,000 Project is: Completed.
- 1996 **Consultant, Smuggler’s Notch Resort.** Local Ski Market Study. Smuggler’s Notch, Vermont.
Funded: \$2,000 Project is: Completed.
- 1995-1996 **Consultant, Vermont Ski Areas Association.** Summer 1995. Survey of Legislative Issues of Vermont State Legislatures. Montpelier, Vermont. Major survey of 200+ legislative members and staff.
Proposed funding: \$800 Project is: Completed.
- 1995-1996 **Consultant, Resort and Commercial Recreation Association.** RCRA Membership Follow-up Survey. On-going membership services survey for 1995-1996. New Port Ritchey, Florida.
Proposed funding: \$2,000 value (Public Service) Project is: Completed.

- 1995 **Consultant, Smuggler's Notch Resort.** Smuggler's Notch Resort's Family Marketing Projects. Smuggler's Notch, Vermont. Winter Survey of Inquiries and Past Guest. (with Dave Bojanic)
Funded: \$30,000 Project is: Completed.
- 1994-Present **Co-Principal Investigator, Ladies Professional Golfers Association.** Conduct a two- three year panel study and a corporate sponsorship survey of ladies' professional golf.
Daytona, Beach, Florida. Co-PI – William Sutton and Jay Gladden. Funded:
\$12,000 (Year 1) Project is: Completed.
Funded: \$20,000 (Year 2)
- 1994-1995 **Consultant and Project Coordinator, Resort and Commercial Recreation Association.** RCRA Membership Services Survey. New Port Ritchey, Florida.
Funded: Public Service and Costs Project is: Completed.
Project Value (\$15,000)
- 1995 **Contracted Consultant, Center for Economic Development.** University of Massachusetts.
Town of Adams, Massachusetts -- Seasonal Home Study of Berkshire County.
Funded: \$3,000 Project is: Completed
- 1995 **Contracted Consultant, Center for Economic Development.** University of Massachusetts.
Pittsfield Conference Center Pre-Feasibility Market Analysis. Pittsfield, Massachusetts.
Funded: \$5,000 Project is: Completed
- 1994 **Contracted Consultant, Department of Environmental Management.** Market Analysis
Study for Greylock Center in Adams , Massachusetts. Boston, Massachusetts. Funded: \$2,800
Project is: Completed.
- 1994 **Consultant, Smuggler's Notch Resort.** Family Marketing Projects. Smuggler's Notch,
Vermont. Summer Market Focus Group Project -- Family Programming and Packaging. Funded:
\$10,000 Project is: Completed.
- 1993 **Consultant, Smuggler's Notch Resort.** Family Marketing Projects. Smuggler's Notch,
Vermont. Winter Program Survey and Market Analysis. (with Dave Bojanic).
Funded: \$43,000 Project is: Completed.
- 1992-1993 **Consultant, Open Space Recreation Planning Project.** Chester, New York. (Private consulting
work for preliminary analysis of open space in community.) With Jeff Lacey. Funded: \$2,500
Project is: Completed.
- 1991-1992 **Associate Consultant, Waldo County , Maine.** Tourism Marketing and Development -- the
Waldo County, Maine. Project funded through LandUse, Inc. of Ashland, Massachusetts
Funded: \$23,500/year Project is: Completed
- 1991 **Associate Consultant, Moosehead Lake Region, Maine.** Tourism Marketing and
Economic Development -- the Moosehead Lake Region, Greenville, Maine. Project funded
through LandUse, Inc. of Ashland, Massachusetts
Funded: \$27,500/year Project is: Completed
- 1991 **Associate Consultant, Yankee Rowe Power Plant.** Measuring the Economic Impact of
Employees of Yankee Rowe Nuclear Power Plant, Rowe, Massachusetts for LandUse, Inc.
Hadley, MA 01351
Funded: \$5,000 Project is: Completed.
- 1989-1993 **Co-Principal Investigator.** NE-163 Extension Service Regional Extension Project, Tourism
in Rural Areas, Hatch Funding, U.S. Department of Agriculture.
Funded: \$4,000/year Project is: Completed

- 1989-1991 **Co-Principal Investigator.** MASSGIS and SCORP -- A Pilot Project for Cape Cod and Islands. Worked with L. Klar, Co-Principal Investigator, on the project. Project funded to link MASSGIS database with EOEA SCORP database.
Funded: \$50,000 Project is: Completed
- 1988 -1989 **Principal Investigator.** Faculty Improvement Grant. Online Data Base Retrieval System Via Dialog™ Information Services. For Undergraduate Commercial Recreation Management Course (LS&R 365). Funded by College of Food and Natural Resources.
University of Massachusetts, Amherst.
Funded: \$600/year Project is: Completed
- 1986 -1988 **Co-Principal Investigator.** Recreational Needs Study for Massachusetts Statewide Comprehensive Outdoor Recreation Plan, Department of Environmental Management, State of Massachusetts, Boston, MA and National Park Service, New England Region, Boston, MA.
(Extensive and detailed recreation planning study for the Commonwealth of Massachusetts which included the inventory and review of nearly 13,000 recreation, park and conservation sites; a survey of 4,000 households across the Commonwealth; a survey of 275 municipal and local town administrators; and a survey of 175 state agency administrators. In addition, the preparation and writing of a two-volume technical document was undertaken by this faculty member. Fifteen graduate and undergraduate students were employed during the project. Worked with L. Klar, Co-Principal Investigator to complete this project. Additional funding was granted in 1988 to cover printing and publication of the document under the supervision of the principal investigators. SCORP Research and Plan Supervisor: Kathryn Smith, Department of Environmental Management, Boston, MA).
Funded: \$235,000 Project is: Completed
- 1987 **Consultant, Lenox.** A Market Analysis for a Cultural Arts and Crafts Development in Lenox, MA; for LandUse, Inc. Hadley, MA 01351
Funded: \$200 Project is: Completed
- 1987 - 1988 **Consultant.** Computer Application Program for Measuring Fiscal Impact Analysis for LandUse, Inc. Hadley, MA 01351
Funded: \$200 Project is: Completed
- 1987 - 1988 **Consultant.** Fiscal Impact Analysis for Private Housing Project, (Private Client) Chicopee, MA
Funded: \$500 Project is: Completed
- 1986 - 1987 **Principal Investigator.** Adams Open Space Study, Town of Adams and Adams Community Development Office, Town Hall, Adams, MA 02212
Funded: \$1,800 Project is: Completed
- 1986 **Principal Investigator.** Adams Signage Program, Town of Adams and Adams Community Development Office, Town Hall, Adams, MA 02212
Funded: \$1,200 Project is: Completed
- 1986 -1987 **Principal Investigator.** Adams Site Plan Review Manual, Town of Adams and Adams Community Development Office, Town Hall, Adams, MA 02212
Funded: \$2,000 Project is: Completed
- 1986 **Co-Principal Investigator.** Bed & Breakfast Survey, Cooperative Study between Department of Environmental management, Massachusetts Cooperative Extension, and Hatch Funded Project: Tourism Research in Rural Areas, University of Massachusetts, Amherst, MA 01003
Funded: \$1,000 Project is: Completed
- 1986 -1988 **Co-Principal Investigator.** Campground Management Study, Cooperative Study between

- Massachusetts Cooperative Extension; Tourism in Rural Areas, Hatch Federal Grant (NE 163); and the University of Massachusetts and Massachusetts Association of Campground Owners.
Funded: \$1,500 Project is: Completed
- 1985-1986 **Co-Principal Investigator.** NE-100 Massachusetts Extension Service Project, Tourism in Rural Areas, Hatch Funding, U.S. Department of Agriculture.
Funded: \$5,000 Project is: Completed
- 1985-1986 **Co-Principal Investigator.** Amherst Recreation Master Plan, Amherst Leisure Services and Supplemental Education Department, Bangs Community Center, Amherst, MA 01002
Funded: \$1,850 Project is: Completed
- 1985-1986 **Principal Investigator.** Adams Housing Study, Town of Adams and Adams Community Development Office, Town Hall, Adams, MA 02212
Funded: \$4,700 Project is: Completed
- 1985-1986 **Marketing Consultant.** New England Marketing Project for the Resort and Commercial Recreation Association, 4 Aztec Trail, Ormond Beach, FL 32074
Funded: \$100 Project is: Completed
- 1983-1985 **Co-Principal Investigator.** NE-137 Extension Service Regional Extension Project, Tourism in Rural Areas, Hatch Funding, U.S. Department of Agriculture.
Funded: \$5,000/year Project is: Completed
- 1985 **Research and Training Coordinator.** Prince William County Park Authority Marketing Workshop, 12440 Bristow Road, Bristow, VA
Funded: \$3,150 Project is: Completed
- 1985 **Training Coordinator.** New England Regional Management Institute, National Recreation and Park Association, East Hartford, Connecticut, November 12,13, & 14. Funded: \$2,500
Project is: Completed
- 1985 **Co-Principal Investigator.** Adams, Massachusetts: A Town with a View -- for the Future. Town of Adams and Adams Community Development Office, Town Hall, Adams, MA 02212 (Regional Planning Studio Project).
Funded: \$2,300 Project is: Completed
- 1985 **Principal Investigator.** Faculty Travel Research Grant, Graduate Research Council, Graduate Research Center, University of Massachusetts, Amherst, MA
Funded: \$300 Project is: Completed
- 1984 **Participating Faculty Member.** Connecticut River Greenway Management Plan, for Department of Environmental Management, State of Massachusetts, Boston, MA (Regional Planning Studio Project).
Funded: \$10,000 Project is: Completed
- 1984 **Principal Investigator.** Athol: Taking Charge--A Regional Planning Study, for Athol- Orange Chamber of Commerce, Athol, MA (Regional Planning Studio Project)
Funded: \$1,000 Project is: Completed
- 1984 **Participating Faculty Member.** Easthampton, MA: A Downtown Revitalization Project, for Easthampton Chamber of Commerce, Easthampton, MA (Regional Planning Studio Project).
Funded: \$1,000 Project is: Completed
- 1983 **Participating Faculty Member.** Mohawk Trail Study, for Mohawk Trail Association. Greenfield, MA (Regional Planning Studio Project.).

	Funded: \$1,000	Project is: Completed
1982-1983	Assistant Consultant. Venture, Inc. for Program Evaluation, Essex County, New Jersey, Department of Parks, Recreation and Cultural Affairs, Newark, NJ Funded: \$80,000 Project is: Completed	
1982-1983	Consultant. Importance-Performance Marketing Analysis of a Ten-Kilometer Race, Pittsburgh, PA, Citiparks, Dept. of Recreation and Parks, Pittsburgh, PA. Funded: \$ 800 Project is: Completed	
1982-1983	Consultant. Importance-Performance Marketing Analysis of Exercise/Fitness Programs, Pittsburgh, PA, Citiparks, Dept. of Recreation and Parks, Pittsburgh, PA. Funded: \$ 800 Project is: Completed	
1982-1983	Consultant. Importance-Performance Marketing Analysis of the State College Area YMCA Aerobics Programs. State College Area YMCA, State College, PA 16801 Funded: \$ 300 Project is: Completed	

SCHOLARLY AND PROFESSIONAL PRESENTATIONS

Management in Motion Workshop. 2026. Hosted by CMAA and Denny Corby Private Club Radio (Podcast). Participant and Promotion Assistance. Assisting with promotion and speaker series, backup speakers and video and photography setups. Monticello Driving Club, Monticello, New York.

Management in Motion Workshop. 2025. Hosted by CMAA and Denny Corby Private Club Radio (Podcast). Participant and Promotion Assistance. Sponsorships for two UMass CMAA Students – Derek Foley (2027) and Jack Sorensen (2025) to attend a two-day workshop on management, leadership and teamwork at the Monticello Driving Club, Monticello, New York.

“Trend Analysis and Branding Report – Smugglers’ Notch – Summer 2023.” -- Strategic Implications for Smuggler’s Notch Resort, Smuggler’s Notch, Vermont to identify potential trends for the Summer Season 2023. To **Management Staff of Smuggler’s Notch Resort.** Smuggler’s Notch, Vermont. March 12, 2023. (Invited to present in conjunction with Villian Branding of Marshfield, MA to CEO and Management Staff, Smuggler’s Notch is the #1 Family Resort in the US). Completed formal presentation and completed 100 page trend analysis report for the resort staff.

“Student Internships – A Panel Discussion of Types and Opportunities.” To **National Student Education Conference of the Club Managers Association of America.** Host Chapter, New England Club Managers Association, Boston, MA (November 2015). (Invitation with Expense Honorarium from Department and NECMA).

“Strategic Planning and Marketing” -- Strategic Implications for Smuggler’s Notch Resort, Smuggler’s Notch, Vermont. To **Management Staff of Smuggler’s Notch Resort.** Smuggler’s Notch, Vermont. June 24, 2016. (Invited to present to CEO and Management Staff, Smuggler’s Notch is the #1 Family Resort in the US).

“Measuring Economic Impact: Marketing Implications for Improving Sponsorship, Political Support and Community Involvement.” To **International Council of Air Shows.** Las Vegas, Nevada. (December 2012). (Invitation with Expense Honorarium).

“Mid-Managers Roundtable Discussions” – Two Panels. To Club Managers Association of America (CMAA) and New England Club Managers Association Conference (NECMA) **Mid-Managers Conference.** Boston, Massachusetts. (September 29 to October 2, 2012). (Invitation with Expense Honorarium).

“Economic Impact Studies for Air Shows.” To **International Council of Air Shows.** Las Vegas, Nevada.

(December 2011). (Invitation with Expense Honorarium).

“Advanced Economic Impact Studies and Market Analysis – Case Studies.” To **International Council of Air Shows**. Las Vegas, Nevada. (December 2011). (Invitation with Expense Honorarium).

“Recreation and Tourism Trends and Markets in New England.” To **Vermont Travel Industry Conference**. Presented two-hour program on recreation and tourism trends and markets to travel industry professionals at this conference in Stowe, Vermont. (April 2010). (Invitation Extended with Honorarium).

“Economic Impacts of Large Regional Events.” To **Massachusetts Economic Development Council**. Presented 30-minute program on the “Business of Fun” at the monthly meeting of economic development administrators in Worcester, MA (July 16, 2009). (Invitation).

“Economic Discussion #4 – Tourism in the Pioneer Valley.” To **Economic Discussion Group of UMass Administrators and Tourism Officials of the Amherst and Pioneer Valley**. Presented a 20- minute overview of tourism trends and markets to travel industry at this working group of administrators and staff. (January 15, 2009). (Invitation).

“Recreation and Tourism Trends and Markets in New England.” To **Vermont Travel Industry Conference**. Presented two-hour program on recreation and tourism trends and markets to travel industry professionals at this conference in Stowe, Vermont. (November 2006). (Invited with Honorarium).

“Golf Marketing in PGA Management.” To **Professional Golf Association (PGA) Management Certification Workshop**. Taught one day long PGA Education Workshop for Golf Professionals in Orlando to 55 golf professionals. (January 1997). (Stipend, Funded by PGA).

“Outdoor Recreation Trends in the Northeast: Markets and Issues -- Future Demand for Recreation.” To **New England Society of American Foresters**. Taught/participated for two hour long panel presentation on trends in New England’s forests. March, 1997. (Invited).

“Coming Attractions: Scenes from “Futurepark”” To **Department of Environmental Management’s Supervisors Conference**. Presented two-hour long program on outdoor recreation -- the trends and impacts on in Massachusetts Forest and Parks System. March, 1997. (Invited).

“Marketing to Tourists, Markets and Trends -- Research Update” To **Vermont Travel Industry Conference**. Burlington, VT. December 4, 1996. (Invited with Honorarium).

“Golf Marketing in PGA Management.” To **Professional Golf Association (PGA) Management Certification Workshop**. Taught one day long PGA Education Workshop for Golf Professionals in Las Vegas, Nevada (September 1996). (Stipend, Funded by PGA).

“Marketing to Tourists in Massachusetts” To **UMass Small Business Management Institute**. Springfield, Massachusetts, April 14, 1996. (Invited with Honorarium).

“Regional Tourism Planning and HyperMedia.” 1995. To **Russian Regional Planning Officials**. (Presentation for Proposal made to Center for Regional Planning and Development of Pskov, Russia.) Department of Landscape Architecture and Regional Planning. (With Mark Lindhult).

“Outdoor Recreation Participation and Demand Trends” To **Fourth National Outdoor Recreation Trends Conference**. (Panelist) 1995. St. Paul, Minnesota. General Technical Report. Chicago. Illinois: U.S. Department of Agriculture, Forest Service, North Central Forest Experiment Station. (Invited panelist, topic peer reviewed; presentation to published in conference proceedings. Session Coordinator -- Joe O’Leary, Purdue University).

“Changing Population Demographics” To **Fourth National Outdoor Recreation Trends Conference**. (Panelist) 1995. St. Paul, Minnesota. General Technical Report. Chicago, Illinois: U.S. Department of Agriculture, Forest Service, North Central Forest Experiment Station. (Invited panelist, topic peer reviewed; presentation to published in conference proceedings. Session Coordinator -- Steve Murdock, Texas A&M University).

“Marketing and Promotional Concepts in Recreation Management.” To **US Department of Defense Recreation Management Division -- Asian and Pacific Region**. Conducted six (6) teaching lecturers to over 50 professional recreation managers at Camp Zama, Japan. (July 1995). (Invited lecturer and Stipend).

“Marketing in PGA Management.” To **Professional Golf Association (PGA) Management Certification Workshop**. Taught two, one day long PGA Education Workshop for Golf Professionals in Dallas, Texas (November 1994). (Stipend, Funded by PGA).

“Marketing in PGA Management.” To **Professional Golf Association (PGA) Management Certification Workshop**. Co-assisted in one, three day long PGA Education Workshop for Golf Professionals in Orlando, Florida (January 1995). (Stipend, funded by PGA).

Klar, Jr., Lawrence R. and Rodney B. Warnick. 1992. “Quality of Life Indicators: An Update of Rural Massachusetts Communities.” **1992 Northeastern Recreation Research Symposium**. Saratoga Springs, N.Y. (Peer reviewed conference presentation, not published).

“Understanding Demographics -- Strategic Implications for Smuggler’s Notch Resort, Smuggler’s Notch, Vermont. To **Management Staff of Smuggler’s Notch Resort**. Smuggler’s Notch, Vermont. February 29, 1992. (Invited to present to CEO and Management Staff, Smuggler’s Notch is the #1 Family Resort in the US).

“Domestic and Northeast Travel Trends: Hidden Data” To **New England Chapter of Travel and Tourism Research Association**. Peabody, Massachusetts. November 1991. (Invited).

“Understanding Demographics in a Changing World: Implications for SCORP Planners” To **National Association of State Recreation Planners**. Jackson Hole, Wyoming. May 1991. (Invited with Honorarium).

“Recreational Activity Trends and Concepts: Implications for SCORP Planners” To **National Association of State Recreation Planners**. Jackson Hole, Wyoming. May 1991. (Invited with Honorarium).

“What Draws Tourists -- the Recreation Experience” 1990. To **Vermont Travel Industry Conference**. Burlington, Vermont. (Invited with Honorarium).

“Consumer Behavior Issues for Recreation Management and Programming” To **European Recreation and Park Association**, Kimsee, West Germany, April 1990. Approximately 50 civilian military management personnel attended a marketing lecture led by the instructor. (Invited with Honorarium).

“Marketing Tools and Techniques -- Building Better Outdoor Recreation Programs” To **Recreation Management Operations of the US Department of Defense -- European Divisions**, Kimsee, West Germany, April 1990. Approximately 75 civilian military management personnel attended a one-day marketing workshop led by the instructor. (Invited with Honorarium).

“Marketing Tools and Techniques -- Building Better Outdoor Recreation Programs” To **Recreation Management Operations of the US Department of Defense**, Fort Jackson, South Carolina, March 1990. Approximately 150 civilian military management personnel attended a one-day marketing workshop led by the instructor. (Invited with Honorarium).

“Marketing Tools and Techniques -- Building Better Recreation and Sports Programs” To **Recreation Management Operations of the US Department of Defense**, South Korean 8th Army Division, August 8-9, 1988; Taegu, South Korea. Approximately 100 civilian military management personnel attended a two-day marketing workshop led by the instructor. (Invited with Honorarium).

“Marketing Tools and Techniques for Recreation Center Programs” To **Worldwide Recreation Center**

Management Operations of the US Department of Defense, Department of the Army; DA Headquarters of Arlington, VA. in Colorado Springs, Colorado. Approximately 60 civilian military management personnel attended a two-day marketing workshop led by the instructor. (Invited with Honorarium).

“Contracting Public Recreation and Park Services to the Private Sector” To **Leisure Development Course**, Ottawa, Canada, Ottawa Recreation and Park Association, June 4, 1988. (Invited with Honorarium).

“Operational Marketing and Revenues” To **Leisure Development Course**, Vernon, British Columbia, Canada, British Columbia Recreation and Park Association, June 8-13, 1986. (Invited with Honorarium).

“Market Research for Program Development” To **Resort and Commercial Recreation Association Conference**, Destin, FL, January 1986. (Invited).

“Marketing for Public Recreation and Park Agencies: Selling or Marketing Programs” To **Pioneer Valley Recreation and Park Association**, Bangs Community Center, Amherst, MA. (Invited).

“Market Research: Importance-Performance Analysis” To **Graduate Seminar in Research Methods**, Recreation and Leisure Studies Department, Southern Connecticut State University, New Haven, Connecticut, February 1986. (Invited with Honorarium).

“Tourism in New England” To Seminar in **New England Geography**, University of Massachusetts, Geography Department, Amherst, MA, December 1985. (Invited).

“Marketing Recreation and Park Services” To **New England Region of the National Recreation and Park Association**, Management Institute, East Hartford, Connecticut, November 11-13, 1986. (Invited with Honorarium).

“Marketing Aquatic Programs: Tools and Techniques” To **Aquatic Management Program**, New Brunswick, New Jersey, April 23, 1987 and April 12, 1985. (Invited with Honorarium).

“Commercial Recreation” To **New England Educators Conference** in Recreation and Parks, November 1984, Ashland, MA (Sponsored by the Leisure Studies and Resources Program, University of Massachusetts) (Invited).

“Marketing the Citiparks’ Exercise/Fitness Programs” to the **Citiparks Department Programming Staff, Citiparks Department**, Pittsburgh, PA, August 1983. (Funded).

“Marketing the Citiparks’ Ten-Kilometer Race -- The Great Race” To the **Citiparks Department Programming Staff**, Citiparks Department, Pittsburgh, PA, January 1983, (Funded).

“Can We Do It Better? - Contracting Services” to **Educational Program**, National Recreation and Parks Association Congress, Louisville, KY, October 1982 (with D. R. Howard and F. B. Guadagnolo, Invited).

“Contracting Recreation and Park Services to the Private Sector, How to Manage in the 80’s” To **Pennsylvania Recreation and Park Society Conference**, Seven Springs, PA, March 1982. (Invited).

“The Impact of International Education Programs on College Students” To Workshop on **International Education Development** for Faculty, Frostburg State College, February 1979. (Invited).

“Outward Bound and Wilderness Pursuits in Educational Programming” To **Phi Delta Kappa Chapter**, Frostburg, MD, March 1978. (Invited Feature Speaker).

REPORTS

Please note. This section includes reports completed through Extension Service and departmental commitments for research and public service projects. Other reports were completed as a result of contracted and consulting work listed in above sections.

Warnick, Rodney B., Lawrence R. Klar, Jr. and Kim Fontaine. 1988. **An Exploratory Study of the Massachusetts Private Campground Industry: Current Status and Marketing Practices.** Amherst, MA: Landscape Architecture and Regional Planning Department. 8 pp. (Publication for Massachusetts Association of Campground Owners).

Scott, William and Rodney B. Warnick (editor). 1987. **Adams Open Space Study.** Amherst, MA: Landscape Architecture and Regional Planning Department, 1987, 105 pp.

Warnick, Rodney B., Robert D. Yaro, Beth Bragga-Williams and Lisa Phillips. 1986. **Adams Housing Study.** Amherst, MA: Landscape Architecture and Regional Planning Department, 1986, 178 pp.

Warnick, Rodney B. and Patricia Ralston. 1983. **An Analysis of Code Enforcement Inspection of West College Avenue Housing.** State College, PA: Community Development Block Grant.

Warnick, Rodney B. 1983. **An Environment Review Record of the Orchard Park Drainage Project.** State College, PA: Community Development Block Grant Program.

Warnick, Rodney B. and Patricia Ralston. 1983. **West College Avenue Housing Study.** State College, PA: Community Development Block Grant Program.

Warnick, Rodney B. 1983. **Importance-Performance Analysis of the Citiparks' Exercise/Fitness Programs.** State College, PA: Department of Recreation and Parks, Pennsylvania State University for the Citiparks Department, Pittsburgh, PA.

Warnick, Rodney B. 1983. **Importance-Performance Analysis of the Aerobics in Motion Programs.** State College, PA: Department of Recreation and Parks, Pennsylvania State University for the State College Area YMCA, State College, PA.

Warnick, Rodney B., Frank B. Guadagnolo and Deborah A. Kerstetter. 1983. **Importance- Performance Analysis of a Ten-Kilometer Race.** State College, PA: Department of Recreation and Parks, Pennsylvania State University for the Citiparks Department, Pittsburgh, PA,

Other Research, Creative, or Professional Activities not covered in previous sections.

Klar, Lawrence R., Jr. and Rodney B. Warnick. 1991. "The Quabbin Reservoir -- A Multiple Use Drinking Water Reservoir" (slide tape program display for the Quabbin reservoir in Belchertown, MA.) Funded by **Metropolitan District Commission** of Boston, MA

Warnick, Rodney B. 1986. "The Impact of the Presence of Children in the Household Upon Participation in Selected Recreational Activities" *President's Commission on the Great Outdoors.* (invited working research paper for Presidential Commission, not published).

Guadagnolo, Frank B., Rodney B. Warnick and Deborah Kerstetter. "How to Improve Your Race and Increase Attendance" *Road Race Management.* April 1985. No. 39, pp 1,4. (with F. Guadagnolo and D. Kerstetter, Feature Article).

Warnick, Rodney B. 1985. **Working Papers for Prince William County Park Authority.** Bristow, VA: Prince William County Park Authority.

Warnick, Rodney B. 1983. *Marketing Factors in the Evaluation of Exercise/Fitness Programs: An Examination of Core and Fringe Participation by Importance-Performance Analysis.* Ph.D. dissertation, Pennsylvania State University, August 1983. (Published by University of Oregon Microfilms, Inc.).

Warnick, Rodney B. 1982. "Contracting Recreation and Parks Services to the Private Sector" *New England Park Association Newsletter,* November. pp. 1,3. (Invited).

Warnick, Rodney B. 1982. *The Scope, Nature and Effect of Contracting Public Recreation and Park Services to*

the Private Sector in the Northeastern United States. Unpublished Master's Thesis.
Pennsylvania State University, University Park, PA.

Warnick, Rodney B. 1976. *The Attitudes of UM Students Toward the Intercollegiate Athletic Program and the Intramural Recreational Program in Contributing to Their General Education*. Unpublished Master's Thesis.
University of Montana, Missoula, MT.

Research Publication Summary:

Books and Chapters: three (3) books; 12 book chapters. Case Studies – Updated (24); ten (10) new cases developed
Refereed High Quality Journal Articles: 27 refereed journal articles Refereed
Research Abstracts: 41 refereed abstracts
General Technical Research Publications: 56 technical refereed research publications
Popular Press and National/Regional Publications/Interviews Citations: 37 popular press references Funded
Research Projects (Direct and Indirect Funding): 85 projects total impact estimated \$1.5 million Invited Scholarly
Presentations: 48 presentations
Student Profiles Print and Digital Publications: 18 publications
Applied Research Reports: 17 local, regional/state and national reports.
Graduate Research Students Advised: 50 graduate students, including seven (7) doctoral students placed in high-quality research institutions – University of Houston, Hong Kong Polytech; Arizona State; and three at University of Massachusetts

SERVICE RECORD

UNIVERSITY SERVICE

Departmental Committees and Administrative Contributions:

2025-2026	Chair – HTM Scholarship Committee. (Member – 2015 to Present)
2024	Member . Search Committee – Faculty Positions, Hospitality and Tourism Management Department. Search Completed – two faculty positions filled.
2016-2018	Member . Hospitality and Tourism Management Department Accreditation Team.
2014–Present	Member and Chair . Department Personnel Committee. Department of Hospitality and Tourism Management, (Elected Chair in 2015-2016, 2017-2018, 2018-2019).
2018-2021	Departmental Representative . Isenberg School of Management Personnel Committee. 2014 –
2015	Member . Search Committee for the Director of External Relations and Engagement.
2009-Present	Member/Advisor – Development Issues – Assistant to Department Head with a focus on development issues. Department of Hospitality and Tourism Management 2009-
2010 - 2018	Faculty Advisor – HTM Career Day.
2013	Eta Sigma Delta – National Honor Society for Hospitality, Guest Speaker and Ceremony Presentation and Awards Program.
2014-Present	National Society for Minorities in Hospitality , Panelist and Presenter.

- 1992-Present Faculty Advisor – **UMass Student Chapter of Club Managers Association of America (CMAA).**
- 2003 -2018 **Member** -- Search Committees. Member of various search committees for faculty, Program Manager, staff and administrative support personnel in the Department of Hospitality and Tourism Management and Isenberg School of Management.
- 2004 –2005 **Member**, Department Personnel Committee. Department of Hospitality and Tourism Management
- 2002 – 2003 **Chair**, Applied Management Personnel Committee, Isenberg School of Management. Elected Chair and Member.
- 2009 –2010 **Member**, Isenberg School of Management Dean Search. Appointed by Chancellor.
- 2009 –2021 **Member**, Department of Hospitality and Tourism Management Scholarship Committee.
- 2009 –2021 **Guest Speaker Coordinator**, Department of Hospitality and Tourism Management Brought in top speakers from the hospitality and related fields to bi-weekly talks in Bowker Auditorium, including invited and public guests with attendance of 500-750.
- 2002 –2008 **Chair**, Department of Hospitality and Tourism Management Scholarship Committee. 2002 – 2008 **Member**, Isenberg School of Management Scholarship Committee.
- 2002 – 2003 **Member**, Review Committee of Undergraduate Dean, Isenberg School of Management.
- 2000- 2001 Department Personnel Committee for Hotel, Restaurant and Travel Administration Department. **Elected Member**.
- 1999- 2000 Department Personnel Committee for Hotel, Restaurant and Travel Administration Accreditation Committee. **Member**.
- 1992-1996 Department Personnel Committee for Hotel, Restaurant and Travel Administration Department. **Elected Member** and **Chair** (1992-1994).
- 1992- Present UMass New England Club Managers of America Chapter. **Faculty Advisor**. 1996 Wine Education Day Special Event. **Faculty Co-Advisor**.
- 1992-1994 Recreation Resources Management Interdisciplinary Program Committee. Met to resolve the final status of the interdisciplinary program in RRM. Wrote the final recommendation report. **Committee Member -- Appointed** by CFNR Dean Helgesen.
- 1993-1994 HRTA Management Committee. Attended and participated in management team for department as the representative from the DPC. Also participated in a representative group which provided insights into the departmental staffing plan during the summer of 1994. **Appointed Representative** from Departmental Personnel Committee.
- 1993-1994 Independent Study Coordinator. HRTA Department. Coordinated all independent study projects for HRTA Department. **Assigned Coordinator**.
- 1988-1992 Department Personnel Committee, Landscape Architecture and Regional Planning Department, **Elected Member** and **Chairperson**; Interim Member 1985 - 1986
- 1986, 1991 Accreditation Preparation Committee, Leisure Studies & Resources Program, **Contributor**

1986-1992	Department of Landscape Architecture and Regional Planning, Computer Applications and Steering Committee, Chairperson
1986-1992	Department of Landscape Architecture and Regional Planning, Strategic Planning Committee, Contributor
1985-1986	Landscape Architecture and Regional Planning Lecture Series, Co-Coordinator
1985-1986	Promotions and Marketing Committee, Leisure Studies and Resources Program, Coordinating Faculty Member
1984-1986	Educational Needs Fund, Committee Member
1983-1986	Curriculum Committee, Regional Planning Program, Committee Member
1983-1992	Curriculum Committee Leisure Studies and Resources Program, Committee Member
1983-1986	Leisure Studies & Resources Society, UMass Student Majors Group, Assistant Advisor

School, College or University Service and Administrative Contributions:

2025-2026	Member at Large & Co-Chair Department Personnel Committee – Promotion to Full Professor – Mark E. McCormack Department of Sport Management, Served as Ad Hoc Members of the Department Personnel Committee for promotion to Full Professor of two candidates – Matthew Getz and Elizabeth Delia.
2024-2025	Member at Large – Full Professor – Mark E. McCormack Department of Sport Management, Served as Ad Hoc Members of the Department Personnel Committee for promotion to Full Professor of one candidate – Nicole Meldon.
2019 – 2020	Member – Academic Review Group. Academic Support Services. UMass Athletic Department. (Appointed by Senior Associate Athletic Director, Kristen Britton)
2019 – 2020	Member – Student Governance Task Force. (Appointed by UG Dean, Bill Brown.)
2011 - 2012	Member – Chase Career Center Task Force. (Appointed by Mark Fuller, Dean ISOM).
2008 - 2009	Member – Search Committee. Dean of the Isenberg School of Management Chase Career Center. (Appointed by Provost Charlena Seymour).
2008	Member – Search Committee. Interim Dean of the Isenberg School of Management Chase Career Center (Appointed by Provost Charlena Seymour).
2005-2006	Member – Search Committee. Executive Director of the Isenberg School of Management Chase Career Center.
2005 – 2006	Member and Subcommittee Chair of NCAA Accreditation Review Team of Intercollegiate Athletics at the University of Massachusetts. Chair and Author of the Subcommittee Report on Governance and Compliance (50+ pages) and Member of Steering Committee. (Provost and Chancellor Lombardi Appointed Position.)
2000–Present	Campus Physical Planning Committee, Member.
2000 – 2002	Search Committee – Athletic Department for Head Basketball Coach for Men’s and Women’s Teams and Athletic Director Positions, Member.

- 1999-2002 Athletic Council – Vision Subcommittee. **Member.**
- 1999-2017 Athletic Council – Faculty Senate Finance, Marketing and Tickets Subcommittee. **Member.**
- 1999-Present Athletic Council – Faculty Senate Compliance Subcommittee. **Member and Chair.** 2013-2014 Compliance Committee Review Committee – Responding to NCAA Violation and Enforcement Issues – Interviewed Student Athletes on Practice and Coaching Issues. **Member.**
- 1998-Present Athletic Council – Faculty Senate Standing Committee. **Member and Co-Chair.** (Did not serve 2004-2005 sabbatical year; Co-Chair 2007 to 2012; Secretary, 2014 to 2016)
- 1998-Present Athletic Council – Faculty Senate Facilities Subcommittee. **Member.**
- 2012-2016 Ad Hoc Committee on FBS Football (Faculty Senate Appointment). **Member**
- 1996-1998 Academic Personnel Policy Committee. University Committee. **Member.**
- 1994-1996 College Personnel Committee for Promotion and Tenure, College of Food and Natural Resources, Stockbridge Hall, University of Massachusetts, **Member and Secretary** -- elected position.
- 1991 College Personnel Committee for Promotion and Tenure, College of Food and Natural Resources, Stockbridge Hall, University of Massachusetts, **Interim Member**
- 1984 - 1987 Faculty Senate, College of Food and Natural Resources, UMASS, **Faculty Senator**
- 1985-1986 University Academic Computer Committee, College of Food and Natural Resources, **University Committee Member**
- 1984-1985 Academic Support Services Committee, Faculty Senate Committee, UMASS, **Committee Member**
- 1980-1982 HPER Executive Committee, Penn State University, **Graduate Student Representative**

PROFESSIONAL SERVICE

- 2007-2018 Greater Springfield Convention and Visitors Bureau. **Member.**
- 1994-Present UMass Student Chapter of Club Managers Association of America Chapter. **Advisor.** 1989-2018 Northeast Recreation Research Conference Planning Board. **Member.**
- 2017-Present National Environment and Recreation Research Conference, **At Large Committee Member.**
- 1995 Fourth International Outdoor Recreation and Tourism Trends Conference. **Advisory Board Member.**
- 1990-1994 Franklin County Planning Board. Greenfield, Massachusetts. **Member - At - Large.** 1990-1994 Executive Office of Environmental Affairs Land Acquisition Advisory Committee. Commonwealth of Massachusetts. **Appointed Member.**

- 1989 Society of Park and Recreation Educators Nominating Committee. **Member.**
- 1985-1986 Statewide Comprehensive Outdoor Recreation Planning Project. Department of Environmental Management. **Technical Advisory Committee Member.**
- 1985-1986 Resort and Commercial Recreation Association. **National Academic Representative and Member Board of Directors.**
- 1984-1985 Resort and Commercial Recreation Association. New England Regional Representative.
- 1984-1985 Connecticut River Greenway Management Project. Massachusetts Department of Environmental Management. **Participating Faculty Member & Ad Hoc Advisor Board Member.**

Professional Memberships:

- 1992–Present **Club Managers Association of America**, Faculty Member.
- 1992-Present **New England Chapter of the Club Managers of America**. Faculty Member. 1992-Present **CHRIE Special Interest Group – Club Management**. Faculty Member.
- 2007-2016 **CHRIE Membership**. Faculty Member and Department Head (2007-2009).
- 1995-2001 **Commercial Recreation and Tourism Branch - NRPA**. Member. 1995-
- 1996 **National Recreation Resource Planning Association**. Member.
- 1990-1996 **National Recreation and Parks Association** and **Massachusetts Recreation and Park Association**. Certified Leisure Professional (CLP).
- 1990-1995 **Travel and Tourism Research Association** -- New England Chapter. Member. 1975-
- 1996 **National Recreation and Parks Association**. Professional Member.
- 1978-1984 **Phi Delta Kappa**. Professional Member.
- 1981-1986 **Phi Kappa Phi National Honorary Society**. Honorary Member.
- 1982-1988 **Resort & Commercial Recreation Association**. Delegate/Professional/Board Member 1983-
- Present **Society of Park and Recreation Educators**. Branch Member
- 1983-Present **Penn State University Alumni Association**. Member

Public Service Outreach and Community Service:

- 2013–Present **James E. "Jake" Hoffman Golf Tournament**. Assisted with the planning and execution of the memorial golf tournament for HTM undergraduate student, Jake Hoffman, who perished in an off-campus fire in Amherst in January 2013 that was held at Brookmeadow Country Club on Columbus Day from 2013 - Present that raised approximately \$150,000 for the scholarship funds in the student's memory through the Isenberg School of Management Development Office. Scholarship now endowed and nine (9) scholarships annually of \$1000-1500 and that provides and \$2,500 Hoffman Annual Student Club Travel Fund sharing among all clubs for last four years.
- 2013–2019 **Crowd Control Certification Program**. Through the coordination of the UMass Fire Safety

and local fire departments we have trained over 75 students in club management on fire safety and evacuation for large event. This program was largely set in motion through the work and interest of the Hoffman Family from the result of off-campus fire that took the life of James E. “Jake” Hoffman. The program has been highly successful and has allowed students to be paid Crowd Control Managers and large private and public events through the Commonwealth and the certification is also observed by the State of Rhode Island, where the Station Club Fire prompted the creation of the safety program.

- 2014-2019 **Lefty Grove Project.** Corresponded and provided background research and consultative recommendations and contacts to the committee to memorialize former Major League Baseball player and pitcher, Robert Moses "Lefty" Grove who pitched his way in MLB Hall of Fame and played baseball for the Baltimore Orioles, the Philadelphia Athletics and ended his career with his 300th win with the Boston Red Soxes. Primary outreach included connecting contacts with the committee and baseball historians in Boston, Northampton, MA and Cooperstown, NY. Committee hopes to build a park and statute in his hometown of Lonaconing, Maryland located in Western Maryland. Completed.
Project is: Completed – Raised \$75,000 – Park Opened. (**Committee Member**)
- 1998 -Present **Recreation Committee. Town of Deerfield.** Provided advice to ad hoc committee working to develop recreation master plan and sport fields in Deerfield. Committee became a standing committee in 1999-2000 and work resulted in creation of Recreation and Parks Department. Served on subcommittee for sport fields.
- 2006 –2007 **Habitat for Humanity.** Certified laborer to assist in Housing Projects – Amherst, Northampton and Turners Falls Project. Assisted Matthew Warnick in starting Habitat for Humanity Chapter at Frontier Regional High School and jointly working with UMass Student Chapter of Club Managers Association in community outreach through this organization.
- 2003 –2017 **Sunset Hoopsters.** Group of local men who still play basketball who worked together to raise money for scholarship funds for needy students and community/school projects in the Frontier Regional School District. Projects include running concession stands at UMass athletic contests, community prom night and graduation activities and Deerfield Craft fair events to secure funds and provide outreach.
- 2002 –2007 **Frontier Parents Association for Athletics (Football and Baseball).** Assist in coordinating and volunteering time, work at athletic events, meals and team travel logistics to support high school athletic programs. Fundraising activities generate about \$10,000 per year for sport programs through turkey raffles, promotional cards, can and bottle drives and local community fundraising efforts.
- 1998-2001 **Design of Memorial Park.** Drafted and designed park with play fields for the Town of Deerfield. Designed general development concept (GDC) which guided Conway School of Design to develop five (5) alternative conceptual plans for the Deerfield Memorial Park. Park links the Deerfield Elementary School, Deerfield Town Library, Deerfield Town Hall, and Deerfield Senior Center. Conceptual plan accepted and funded for development in the 1999-2000 fiscal year.
- 1997 **President’s Office on Economic Development.** Named as a member of a select group of faculty that could provide assistance to the state and cities and towns throughout the Commonwealth on Economic Development Issues. Provided feedback on tourism and economic development issues.
- 1998-2001 **Deerfield Youth Baseball League. Co-Director.** Town of Deerfield. Directed all baseball operations of town league during spring/summer 1998 with over 250 participants; included scheduling 16 teams, field maintenance, uniform ordering, fund raising, and all league

administrative tasks including budgeting and financing of all operations.

- 1998-2001 **Frontier Youth Baseball League. Member and Town Director.** Regional Town Program. Assisted in baseball operations of youth and farm league teams throughout the Frontier Region, an eight-town region with almost 800 participants. Responsibilities include setting policy, raising funds, rules administration, all-star team selection recommendation, running skills clinics, and fund raising.
- 1998-2006 **Franklin County Baseball Association and Babe Ruth™ Baseball League.** Youth baseball program for youth age 13 to 18. **Head Coach, Assistant Coach and Member.**

Service Summary

Department Highlights:

- Provided leadership guidance on Department Personnel Committee – 16 years of service; 6 years as Chair – assisted in the development of merit allocation system. Department Representative to School Personnel Committee – 3 years
- Department Chair – Two (2) Years, 2007-2009.
- Scholarship Committee – 20 Years, 8 years as chair; helped identify and secure new funds for students
- Search Committees – Department Head (2); Research Faculty (4 including Assaf)
- Accreditation Committee – three different times served on Accreditation Committee
- Career Day Advisor – 10 years, recruited many new firms such as Expedia, Vail Associates, Bozzuto, Avalon Bay, Archstone, wide variety of private clubs, EI Associates, Fidelity Investments, TripAdvisor, The Breakers, Treehouse, Mohegan Sun, MGM Resorts, Dolben Associates, and others through outreach
- Faculty Advisor to UMass Student Chapter of CMAA – 30 Years, Chapter of Year four times; Joe Perdue National Scholars – 8 students; CMAA World Conference – average 10-15 students per year with \$10K-\$15K support from NECMA and fundraising annually
- Jake Hoffman Scholarship. Started and assisted family with Memorial Scholarship Golf Tournament annually at Brookmeadow CC to date have raised over \$150K and fully endowed on UMass HTM Hoffman Scholarship and an annual Student Travel Grant Program (\$2,500 per year) since 2017.

College and University Highlights:

- Member Student Governance Task Force. 2019-2020. (Appointed by UG Dean Brown).
- Member. Ad Hoc Committee on FBS Football, 2012-2016. (Faculty Senate Appointment).
- Member. FBS Football Transition and Planning Committee, 2012-2016. (Chancellor Appointment).
- Faculty Senator. 2012-2018 and 1984-1987. (Department/School Elected Representative).
- Member Chase Career Center Task Force, 2010. (Appointed by Mark Fuller, Dean)
- Special Assistant to Dean, 2009-2013. Teamed up with Marc Weinberger to prepared and complete the AACSB Accreditation Process for the School of Management; data collection and report preparation responsibilities.
- Dean Search Committee. 2009. (Appointed by Provost Charlena Seymour).

- Interim Dean Search Committee. 2008. (Appointed by Provost Charlena Seymour).
- Member Executive Director of Chase Career Center Search Committee. 2005- 2005. (Appointed by Tom O'Brien)
- Member and Co-Chair, Faculty Senate Athletic Council. 24 years member; co- chair 6 years. Including Chair of Compliance and Student Conduct Committee (23 years); Vision Committee (3 years); Finance Committee (18 years); Facilities (22 years).
- Member NCAA Athletic Department Accreditation Review Team. 2005-2006. (Chancellor Lombardi appointment)
- Chair Search Committee – Athletic Director. 2002. (Chancellor Lombardi appointment).
- Member Search Committee – Men's Basketball Coach, 2001. (Athletic Director Bob Marcum appointment)
- Member Search Committee – Women's Basketball Coach, 2002. (Athletic Director Bob Marcum appointment)
- Member. Campus Physical Planning Committee. 2000-present. (Faculty Senate Appointment).

Service to Profession Highlights:

- Reviewer/Board Member to Research Journals – 10 different hospitality and tourism and recreation journals.
- Conference Review to six (6) different research conferences (IChrie, TTRA, LRS, and NERR)
- Grant Reviewer – reviewed a variety of different recreation and hospitality/tourism related grant programs.
- Book Reviewer – textbook and research books.
- Research Planning Committee Member and Founders Forum Member, 31 years. NERR
- Deerfield Recreation and Planning Committee. 22 years. Build and restore two town parks, assisted with drafting master plan and sport field renovations.
- Youth Athletic Director – Town of Deerfield and Frontier Region – Baseball, 1998-2001 serving over 250 youth and 16 different teams.
- Member. Greater Springfield Convention and Visitors Bureau. 2007-2018. 11 years. University Representative.
- CMAA Faculty Member. 28 years. Attended 27 World CMAA Conferences.
- NECMA Regional Member – Faculty. 28 years. Attended 28 annual meetings.
- ICHRIE Sig Member. Club Management. 28 years.

Awards and Certifications:

- | | |
|------|---|
| 2026 | CMAA Idea Fair Faculty Award. Category -- Advocacy for Club Management Careers. First Place. 2026 CMAA World Conference, Anaheim, California. |
| 2026 | CMAA Idea Fair Faculty Award. Category -- Experiential Learning and Industry Partnership. First Place. 2026 CMAA World Conference, Anaheim, California. |
| 2026 | CMAA Idea Fair Faculty and Student Award. Category – Membership Growth – Medium Size Chapters. 2026 CMAA World Conference, Anaheim, California. |
| 2026 | CMAA Idea Fair Faculty and Student Award. Category – Creative Fundraising. 2026 CMAA World Conference, Anaheim, California. |
| 2025 | CMAA Idea Fair Faculty Award. Category -- Curriculum Enhancement and Best Practices. Best |

in Show and First Place. CMAA World Conference, Tampa, Florida. Cash Award to UMass Student Chapter of CMAA - \$1000.

- 2025 **CMAA Shark Tank Finalist – Event Vault™.** Faculty Advisor to Student Team of Grace Canzano and Jack Sorenson. Placed Second and advanced to final four presentations at the CMAA World Conference, Tampa, Florida.
- 2022 - 2024 **Honorary Endowed Scholarships – Rod Warnick NECMA Scholarship.** Created and endowed by the New England Club Management Association of America – offering two scholarships ranging from \$2,500 to \$5,000 per scholarship awardee.
- 2024 **CMAA Idea Fair Faculty Awards.** Category -- Best in Show and First Place. CMAA World Conference, Las Vegas, Nevada. Cash Award to UMass Student Chapter of CMAA - \$1000.
- 2024 **CMAA Shark Tank Award – Xpickle™.** Faculty Advisor to Student Team of Grace Canzano and Jack Sorenson. Cash Award to UMass Student Chapter of CMAA Participants - \$500 each.
- 2024 **Distinguished Teaching Award Nominee and Finalist.**
- 2024-2025 **Honorary Endowed Scholarship – Rodney B. Warnick Isenberg Scholarship.** Created and endowed by the Isenberg School of Management for \$1 Million and Annual Fund of \$50-\$70,000. Planned for 2024-2025-2026 Academic Year.
- 2023 **Hospitality and Tourism Management Department Special Recognition Award.** Award granted at the Annual Hospitality and Tourism Department Awards Banquet held at the Boston Park Plaza Hotel. Honored and selected by the Hospitality and Tourism Management Leadership Board. March 30, 2023.
- 2022 - 2024 **Honorary Endowed Scholarship – Rodney B. Warnick NECMA Scholarship.** Created and endowed by the New England Club Management Association of America., (Annual Stipend Scholarship - \$1,500). Awarded annually to the top UMass CMAA Student – Years #2, #3 and #4: Grace Canzano, President of UMass Student Chapter of CMAA, 2022-2023 and 2023-2024. Award announced and granted at the 2022 NECMA Annual Meeting at the Wanumetonomy Golf & Country Club; Middletown, RI (2022); Wollaston Golf Club, Milton, MA (2023) and Renaissance Club, Andover MA (2024).
- 2021 **Honorary Endowed Scholarship – Rodney B. Warnick NECMA Scholarship.** Created and endowed by the New England Club Management Association of America., (Annual Stipend Scholarship - \$1,500). Awarded annually to the top UMass CMAA Student – Year #1 Awardee: Michael Maroney, President of UMass Student Chapter of CMAA, 2021. Award announced and granted at the 2021 NECMA Annual Meeting at the Charles River Country Club.
- 2021-2022 **Distinguished Teaching Award Nominee and Finalist.**
- 2021 **Rick Kelleher Award – Student Service Award,** Department of Hospitality and Tourism Management. (Stipend - \$6,500). Third time awarded recognition.
- 2020-2021 **CMAA Chapter of Year Award.** Faculty Advisor to the UMass CMAA Student Chapter and helped/advised them on application and activities during a challenging year of the pandemic. Award: Plaque and \$1200 travel and grant support.
- 2020-2021 **CMAA Idea Fair Awards.** Received two awards on Student Placement and CMAA Promotion for UMass CMAA Student Profiles and Engagement with Regional and Student

Chapters in the U.S. Award: Recognition and Publicity.

- 2018-2019 **Isenberg School of Management Outstanding Teacher of Year Award.** Stipend: \$2,500.
- 2017-2018 **Distinguished Teaching Award Nominee.**
- 2016-2018 **Isenberg School of Management Outstanding Teaching Award Nominee.**
- 2014 **Rick Kelleher Award – Student Service Award,** Department of Hospitality and Tourism Management. (Stipend - \$6,750)
- 2012 **2012 Outstanding Scientific Paper Reviewer – Clubs/Meetings.** International Council on Hotel, Restaurant and Institutional Education. (Plaque and Award Recognition at ICHRIE Conference in Providence, RI. July 2012).
- 1992-Present **Certified Club Professional Credits.** Masters Level. Club Managers Association of America and New England Club Managers Association Credit Program. 371.5 Credits Earned to Date.
- 2009 **Howdy Award – Departmental Award for Service to the Tourism Industry.** Through service and outreach involvement of students and placement of students in the tourism industry in the Greater Springfield and Pioneer Valley area. (Note -- Departmental Award, work cited in presentation and award letter).
- 2008 **Faculty Internship – The Breakers,** Palm Beach Florida. Department of Hospitality and Tourism Management. (Stipend equivalent - \$3,000)
- 2007 **Faculty Service Award,** Norton, MA. New England Club Managers Association. (Service Plaque and Commemorative Box)
- 2005 **Rick Kelleher Award – Student Service Award,** Department of Hospitality and Tourism Management. (Stipend - \$5,000)
- 2003- 2004 **College Teacher of the Year Award.** Isenberg School of Management. (Stipend - \$1,000)
- 2002-2003 **Teachnology Grant –** HTM Department and CFNR College for Instructional Media to teach hospitality and club management courses. (Stipend – grant of Macintosh™ laptop computer.)
- 1997 – 2000 **Faculty Internship – The Club Foundation.** Awarded faculty internship through the Club Foundation, the private educational endowment of the Club Managers Association of America for 1997-1998 years with continuation through 1999. Funding estimate of approximately \$3,000. Included attendance at 1997 CMAA Legislative Conference in Arlington, VA; Tour of clubs in Metro Washington, DC area; educational lectures at CMAA Headquarters in Arlington, VA and placement of faculty internship at The Country Club in Brookline, Massachusetts, site of the 1999 PGA Ryder Cup Golf Championship. One of three internships given for the academic year.
- 1992-2002 **Certified Leisure Professional.** Masters Level. National Recreation and Park Association.
- 1994 **Meritorious Service Award.** Resort and Commercial Recreation Association. 1994. Presented at 1994 RCRA Conference in Galena, Illinois.
- 1993 **American Express International Essay Competition.** New York, New York.

Honorable Mention and Stipend (\$2,000). Award Banquet and Presentation.

- 1987 **Faculty Growth Grant.** Office of Provost, University of Massachusetts, Amherst
- 1987 **Professional Service Citation Certificate.** Resort and Commercial Recreation Association. Recognition for service as Academic Representative.
- 1986 **Professional Service Citation Certificate and Plaque.** Resort and Commercial Recreation Association. Ormand Beach, FL. Recognition for service as National Academic Representative.
- 1986 **Lilly Teaching Fellowship Nominee Finalist.** Lilly Foundation, University of Massachusetts, Amherst, MA.
- 1983 **Phi Kappa Phi.** National Honors Graduate Student, Penn State University .
- 1975 **Departmental Honors and Cum Laude Graduate.** Department of Health, Physical Education and Recreation, Frostburg State College, Frostburg, MD.

TEACHING ASSIGNMENTS

Courses Taught at University of Massachusetts:

- School of Management 888 Research Seminar in Hospitality and Tourism Management, Fall 2022
- Hospitality and Tourism Management 492L – Global Hospitality Leadership, plus Honors course designation, Fall 2015 to Fall 2024.
- Hospitality and Tourism Management 336HI – Honors Course Section for HTM Club Management 2023-Present.
- Hospitality and Tourism 396 and 496 – Career Day. Fall/Spring 2009 - 2018.
- Hospitality and Tourism 296, 396 and 496 – Winter Externship Program. Fall/Spring 2014 - Present.
Coordinated Externship Programs to Farmington Country Club (2014); The Country Club, Brookline (2015); Chevy Chase Club (2016); Farmington Country Club (2017); Palm Beach Area Clubs (Admirals Cove, Mirasol Club, Lost Tree Club, Loxahatchee, Ibis; Palm Beach Bath and Tennis; and The Breakers – 2018); Palm Beach Externship 2019 and Chevy Chase Club 2019; Palm Beach Externship 2020 and New York Athletic Club Externship, 2020.
- Hospitality and Tourism 296, 396 and 496 – UG Teaching Assistants Program. Fall/Spring 2010 - Present.
- Hospitality and Tourism 332 – Hospitality Sales. Fall 2010 Online - 2021.
- School of Management 713 – Services Marketing. MBA Course (Summer 2011).
- Hospitality and Tourism Management 103, 104, 303, 304, 403 and 404 – HTM Guest Lecture Series (Spring 2007 to Fall 2009).
- Hospitality and Tourism Management 298A and 298B – HTM Work Experience I and II (Spring 2007 to Fall 2009).
- Hospitality and Tourism Management – Independent Study Courses – Career Day 2007 and 2008 (Spring 2007 to Fall 2009).
- Hospitality and Tourism Management – Independent Study Course – Externships, 2014, Farmington Country

Club; 2015, The Country Club Brookline; 2016, The Chevy Chase Club; and 2017, Farmington Country Club.

Hospitality and Tourism Management 693W – Graduate Seminar in Hospitality Tourism Marketing (Fall 2002 to Present).

Hospitality and Tourism Management 692W – Graduate Seminar in Hospitality Advertising and Promotions (Fall 2001 to Present).

Hospitality and Tourism Management 492W -- Seminar in Advanced Club Management (Fall 1998 to Present).

Hospitality and Tourism Management 492A -- Senior Seminar in Current Topics (Fall 1995 to Present).

Hospitality and Tourism Management 383 -- Hospitality Merchandising, Promotion and Advertising (Fall 1992 to Present).

Hospitality and Tourism Management 492A -- Senior Seminar in Commercial Recreation (Fall 1992 to 1994).

Hospitality and Tourism Management 336 -- Club Management (Spring 1993 to Present). On-ground and online versions of the course, plus Honors course designation.

Leisure Studies and Resources 193C - Microcomputer Applications in Resource and Leisure Service Management (Fall 1983 to 1992).

Leisure Studies and Resources 367 - Budgeting & Financial Management (Fall 1983 to 1992).

Leisure Studies and Resources 390M - Marketing of Leisure Services (Fall 1983 to 1992).

Stockbridge S04 - Recreation and Park Administration: Issues and Trends. (Spring 1991 -- team taught unit on Commercial Recreation).

Leisure Studies and Resources 365 - Commercial Recreation (Spring 1984 to 1992). Rural

Fellows Program - Outdoor Recreation Planning Unit (Summer 1986).

Regional Planning 675 - Regional Planning Studio I (Spring 1984 to Present) - (Faculty Coordinator).

Environmental Design 597A -- Microcomputers in Environmental Design (Taught Microcomputer Applications for Regional Planners) (Fall 1985).

Regional Planning 681 - Regional Planning Studio II (Participating Faculty) (UMASS -- Fall 1983 through 1987).

Environmental Design 291D - Recreation and Tourism Planning Unit (Team Taught Course) -- Paul Procopio Memorial Lecture (Spring 1984, Spring 1985, Spring 1986).

Environmental Design 547 - Recreation Planning (Spring 1984 and 1985, Team Taught Unit). Rural

Fellows Program - Environmental Planning Unit (Summer 1984).

Guest Lectures:

Sport Management 100 – Introduction to Sport Management – Golf and Club Management Sport Management 630 – College Athletics – Faculty Athletic Councils and UMass

Sport Management 450 – Sport Tourism – Impacts of Sport Activities and Tourism

HRTA 100 -- Introduction to Hospitality Management -- Trends and Recreation/Club Mgmt HRTA 591A -- Club Management Opportunities and Research

Regional Planning 692N -- Economic/Fiscal Issues in Planning (Ratio Analysis) Geography 396 -- Geography of New England (Tourism in New England).

Leisure Studies and Resources 201 -- Commercial Recreation (UMASS).

Leisure Studies and Resources 100 -- Historical Overview of Parks & Recreation Movement Leisure Studies and Resources 391A -- Panel Discussion on Graduate Schools (UMASS).

Leisure Studies and Resources 391A -- Outlook for Commercial Recreation Sports
Studies 321 -- Marketing Fitness Programs (UMASS).
CFNR & ME Honors Seminar 192A -- Overview of Dept. of LA& RP Programs
Environmental Design 547 -- Outdoor Recreation Planning and the SCORP Process

Courses Taught at Penn State University:

Recreation and Parks 434 - Evaluation of Recreation and Park Support Systems (1980-1982). Recreation and
Parks 435 - Recreation Areas and Facilities (1980-1982; graduate teaching assistant).

Recreation and Parks 464 - Legal Aspects in Recreation and Park Management (1982; graduate teaching assistant).

THESIS, PROJECT AND DISSERTATION ADVISING

Long, Alexa. 2026. **UG Teaching Assistant**. HTM 336 Club Management. (Undergraduate
Teaching Assistant).

DuBois, Olivia. 2026. **UG Teaching Assistant**. HTM 336 Club Management. (Undergraduate
Teaching Assistant).

Kim, Seugho and Mohammed Dayli. 2025-2026. **Graduate Teaching Assistants**. HTM 336 Club
Management and HTM 492L Advanced Club Management. (Graduate TA and Research
Supervisor)

Jeon, Yejin. 2023-2024. **Graduate Teaching Assistant**. HTM 336 Club Management and HTM
492L Global Hospitality Leadership. (Graduate TA and Research Supervisor)

Coyne, Matt. 2022-2023. **Graduate Teaching Assistant**. HTM 336 Club Management and HTM 383
Hospitality Advertising and Promotion. (Graduate TA and Research Supervisor)

Bowen, Maiya. 2023. **UG Teaching Assistant** – HTM 336 Club Management and HTM 383
Hospitality Advertising and Promotion.

Fernandes, Lauren. 2023. **UG Teaching Assistant** – HTM 336 Club Management.

Ciccarelli, Sophia. 2023. **UG Teaching Assistant** – HTM 336 Club Management.

We, Wenqi. 2021 – 2022. Graduate Teaching Assistant. (**Graduate TA Supervisor**)

Kang, Yeon “Alice” Jung. 2019-2020. Graduate Teaching Assistant. (**Committee Member and
Graduate TA Supervisor**)

Wang, Danni. 2019. Graduate Ph.D. Research and Teaching Assistant. (**Supervised**)

Pawar, Akshaya. 2018-2019. Graduate Ph.D. Research and Teaching Assistant. (**Supervised**)

Woo, Linda. 2013 – 2017. Doctoral Committee. (**Committee Member**)

Cartier, Elizabeth. 2011-2017. Doctoral Committee, Graduate Research and Teaching Assistant. **(Committee Member)**.

Feng, Xu. 2012. “The Economic Significance of the Volleyball Hall of Fame and Events.” **(Committee Chair)**.

Shin, Jungyoung Tiffany. 2012 – 2016. Doctoral Committee and Graduate Research and Teaching Assistant. **(Committee Member and Chair)**.

Luo, Weiai. 2011 – Present. “Conference Planning – Markets for Regional Conferences.” Masters Project. **(Committee Chair)**.

Hargis, Chelsea. 2010. “The Great New England Exhibition – Massachusetts Building, Motivations and Interests in Attendance.” **(Committee Member)**.

Andrese, Rachel. 2010-2011. “Westfield International Air Show – Economic Impact and Market Analysis.” Project. **(Project Director)**.

Mathur, Apurv. 2009. “The Great New England Air Show – An Economic Impact Study.” M.S. Project. Hospitality and Tourism Management Department. **(Committee Chair)**.

Ninan, Deepak, 2009. “The Great New England Air Show – An Economic Impact Study.” M.S. Project. Hospitality and Tourism Management Department. **(Committee Chair)**.

Serpanchy, Susan. 2009. “Walt Disney Museum Project – Patina Restaurant Group. ” M.S. Project. Hospitality and Tourism Management Department. **(Committee Chair)**.

Kim, Jinhoo. 2008. “Price Bundling and Travel Product Pricing Practices Used by Online Channels of Distribution.” M.S. Thesis. Hospitality and Tourism Management Department. **(Committee Member)**.

Cao, Yicen. 2008. “UMass Amherst Conference Services 2008 Customer Relationship Survey.” M.S. Project. Hospitality and Tourism Management Department. **(Committee Chair)**.

Lombardi, Anthony. 2004 – 2008. “Yield Management and Food Product Mix in Concessions and Arena Management.” M.S. Thesis. Hospitality & Tourism Management Dept. **(Committee Chair)**.

Marotta, John. 2004 – 2007. “Club Management Employment Trends and Dislocation.” M.S. Thesis. Hospitality and Tourism Management Department. **(Committee Chair)**.

Xu, Daisy. 2006 – 2008. Master Thesis Advising. Project under consideration. M.S. Thesis. Hospitality and Tourism Management Department. **(Committee Member)**.

Coven, Steve. 2006 – 2008. Master Thesis Advising. M.S. Thesis. Hospitality and Tourism Management Department. **(Committee Member)**.

Porcelli, Anthony and Scott Sassenbury. 2005-2006. “NCAA Accreditation Process – Subcommittee on Governance and Compliance, University of Massachusetts.” **(Supervising Faculty Member of**

Report Review, Subcommittee Organization and Report Writing).

Wong, David. 2002-2005. “Determinants of Fan Satisfaction and Loyalty in Professional Sports.” Ph.D. Dissertation. Sports Management Department. (**Committee Member and Advising**).

Aritaya, Taya. 2003. “Impact of Movies and Films on Travel Intentions”. M.S. Thesis. Hospitality and Tourism Management Department. (**Committee Chair**).

Jianz, Jane. 2003. “Terrorism and Perceptions of US Travel Intentions Among Chinese Students.” M.S. Thesis. Hospitality and Tourism Management Department. (**Committee Member**).

Lachowetz, Anthony J. 2000-2001. “Corporate Selling Activities and the Determinants of Corporate Partner Retention in the National Basketball Association (NBA).” Ph.D. Dissertation. Sports Management Department. (**Committee Member and Advising**).

Perry, William. 1999-2000. “Recreation Involvement Among River Enthusiasts.” Forestry and Wildlife Department. (**Committee Member and Advising**).

Nation, Meredith. 1996. “Arts and Mass MOCA -- Arts in the Community.” Master’s Thesis and Independent Study. Extension Program MBA. School of Management. (**Committee Member and Advising**).

Mueller, Andrew. 1995 - 1996. “Managing Mountain Bikes -- The Development of a Land Access Management Process for Application at the Local Level.” Master’s Project. Department of Landscape Architecture and Regional Planning. (**Committee Member and Advising**).

McDonald, Mark. 1995 - 1996. “Customer Satisfaction in Sport Events -- An Analysis of SportQual.” Doctoral Dissertation in Sport Studies. Department of Sport Studies. (**Committee Member and Advising**).

Dreezen, Craig. 1992-1994. “Reimaging Community: Community Arts and Cultural Planning in America.” Ph. D. Program. Department of Landscape Architecture and Regional Planning. (**Committee Member**) Directed readings, reviewed research design and statistics and independent studies for Craig and developed exam questions for comprehensive exams.

Pakkala, Patti R. 1994. “Interpretative Program Planning: The Formation of an Interpretive Program Planning Process and Its Application to the Norwottuck Rail Trail.” Master’s Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning. (Committee Member).

Byrd, Janet. 1992-1994. “A Scenic Water Trail Project -- the Connecticut River. Master’s Project in Regional Planning.” Department of Landscape Architecture and Regional Planning. (**Committee Member and Advising**).

Dodge, Karen. 1993-1994. “Measuring the Impact of Bicycle Trails in Massachusetts. Master’s Project in Regional Planning.” Department of Landscape Architecture and Regional Planning. (**Committee Member**).

Jackson, Jennifer. 1994-1996. “The Impact of Tax Legislation on Clubs in the Northeast. Independent Study Project.” HRTA 396. Assisted student in development of questionnaire and sampling of over 100 city clubs in the Northeast US. (**Independent Study Advisor**).

- Bergman, Barry. 1992. "Changes in the Clean Water Act: Impacts on the Wastewater Treatment Funding Program within Massachusetts." Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA.
- Lou, Zheng. 1992. "Microcomputer Education in US Hospitality Programs." Master's Thesis in Hotel Restaurant and Travel Administration. University of Massachusetts, Amherst, MA. **(Committee Member)**
- Rapp, Michelle. 1992. "Estimating the Economic Impact of Service Industry in Western Massachusetts." Master's Project. Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Chair)**
- Seaburg, David. 1992. "Ecogolf -- Design Implications in Golf Course Design and Management." Master's Project in Landscape Architecture, Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Chair)**
- Skelly, Christopher. 1992. "Measuring the Economic Impact of a Historical District in New Bedford, Massachusetts." Master's Project in Regional Planning, Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Member)**
- Swett, Gail. 1991. "Data Integration: The Massachusetts GIS Project and SCORP Data Base." Master's Project in Regional Planning, Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Member)**
- Edmonds, Helen. 1987-1988. "Attitudes of Administrators Toward Outdoor Recreation, Park and Conservation Planning Issues." Master's Thesis in Regional Planning, Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Chair)**
- MacLise-Kane, Leslie. 1986-1987. "Landscape Design Issues and Process for Elderly Nursing Complexes". Master's Project in Landscape Architecture, Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Member)**.
- Whiteman, John. 1985-1987. "Attitudes Towards Western Massachusetts: A Tourism Study." Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Chair)**
- Allison, Brad. 1985-1987. "Recreation Needs Assessment and Master Plan for Warren, CT." Master's Project in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Member)**
- Bragga-Williams, Beth. 1985-1987. "An Analysis of Housing Conditions in Adams from 1979 to 1985." Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Chair)**.
- May, David K. 1985-1986. "Public Involvement in the Design Process." Master's Project in Landscape Architecture, Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. **(Committee Member)**

- Krieger, Karen. 1985-1986. "Economic and Quality of Life Factors Among Western Massachusetts Artisans." Master's Thesis In Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. (**Committee Chair**)
- Phillips, Lisa. 1985-1986. "Housing Satisfaction of the Elderly Population in Adams, MA." Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. (**Committee Chair**)
- Callahan, Keane. 1984-1985. "Political Fragmentation in the Management and Planning of Developed Coastal Barriers." Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. (**Committee Chair**)
- Ballard, Susan. 1985. "Inventory and Assessment Guidelines for Existing Trails in Massachusetts." Master's Project in Landscape Architecture. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. (**Committee Member**)
- MacDougall, Fred. 1984. "Wild Rice -- A Management Plan and Study in Minnesota." Rural Fellows Master's Thesis. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. (**Committee Member**)
- Higgins, Timothy M. 1984. "Recreational and Environmental Conflicts Along a Sixteen - Mile Stretch of the Connecticut River." Master's Thesis in Regional Planning. Department of Landscape Architecture and Regional Planning, University of Massachusetts, Amherst, MA. (**Committee Member**)

Teaching Resume Teaching Philosophy Resume Statement

Note: While much of my work is documented earlier in regard to teaching in typical resume format, this following statement summarizes the teaching philosophy that drives me to be a better and even more engaged faculty member serving both the students, the alumni and the profession.

Teaching Philosophy

Over the years the development of my teaching philosophy has evolved and assisted me in focusing on my role as an educator and helped me to define what I believe to be important about teaching. The guiding principles have been achieved by carefully reviewing, reading, listening and observing the works of others -- including other quality teachers, researchers, professionals and undergraduate and graduate students in a wide variety of experiences both in the classroom and in online environments; outside the classroom in professional settings including conferences; and through opportunities to share and review teaching insights through special interest groups. It is my contention that I continue to be involved in new and evolving experiences in both settings, inside and outside the traditional classroom setting, and that my teaching philosophy will also evolve as I continue to teach an even more diverse body of students in an even more diverse set of teaching environments. Within this context and the sum of all of my experiences, my current teaching philosophy is guided by a set of teaching principles:

- 1) To continue to strive to develop a broad array of teaching skills and adjust them to meet the needs of my students and the teaching settings;

- 2) To find ways to challenge and bring to life educational experiences that challenge my students, both UG and graduates, in such a manner that will allow them to grow, become comfortable and project a mastery of the material where I may evaluate the students appropriately with an encouraging and positive demeanor;
- 3) To encourage student mastery of the material while at the same time teaching students to develop broader, more important skills such as communication, professionalism, compassion, and critical thinking; and
- 4) To create a teaching and learning environment that fosters a growing, connecting, serving and sharing attitude and atmosphere.

Some of the additional principles that I have found useful in teaching have been fairness, flexibility, adaptation, a search for the truth, building relationships and humor. I believe that fairness and the search for truth that is factual based is an important and guiding skill all students should seek to understand and apply. Flexibility allows me to make changes where needed and employ backup strategies if needed while listening carefully to students and their concerns. I once read that Yogi Berra said that “you can observe a lot just by looking around” and this seems to hold true. Not only to learn to look and listen, but to observe to see if the chatter is real or contrived. I also observe my students in the classroom with their body language and mannerisms and work hard to also have them apply these same skills to both observe and read body language. It is amazing to learn what you can see when you observe such factors both in the classroom and in administrative meetings.

Through the principle of passion, I have found that in teaching if one is positively reinforcing, fun, upbeat, and introspective and engaging great results can be achieved. It simply leads to more success. Anyone who has taken my classes will note that when I am in the “teaching zone,” passion comes through. Passion also means to me that I take great care in organizing, selecting, updating my course material and paying attention to the details. I do love teaching when I know the material well; but I am also never really comfortable, as I want to learn more and teach more new material that is the most appropriate and the best material for my students. This is a skill that is transferrable, and I encourage students to be passionate and upbeat about their profession and learning experiences, too. The use of humor and good laughs has allowed me to increase my students’ awareness of the material, of me, and of others in a less threatening way. Humor seems to release the tension in communicating between us. I believe some of these principles help to explain my teaching evaluations and the strong performance of my students in my classes. It is not a matter of grade inflation or “he is easy and grades easy and therefore students like him” mentality. Students will explain that I am firm, tough, engaging, but also fair and caring.

Finally, I would say that I really stress the real world experience in my classes and outside of my classes as well. Why? I want my students to know what to expect, be critical thinkers, problem solvers and students who have a strong and passionate work ethic. I remember a quote from one of my mentors who said “you learn by doing, you learn by teaching and you learn by demonstrating because when I hear I forget, when I see I remember, but when I do, I understand.” I also spend a great deal of time and effort with my students outside the classroom especially those who are involved in my main area of club management. The ultimate goal for me is when I see a student teach or mentor another student in a skill area or help them make a professional connection at Career Day or through networking experiences. I know then that the passion to learn has been internalized and demonstrated. This is in my mind that ultimate learning outcome.

I believe that my students also learn and are able to network outside the classroom through educational and networking experiences. Over the years, I regularly take three to 10 students to monthly meetings of the New England Club Management Association (NECMA) monthly education sessions plus an annual trip to the CMAA World Conference typically held in February and March. Here my students tour clubs, meet managers, perform service roles for the association, attend educational and meal sessions and network with some of the best club managers in the Northeast and New England and at the CMAA World Conference. At the CMAA World Conference, our students compete for the Chapter of the Year among 40-50 other national programs and submit idea fair projects and Club of the Future entries. This has helped tremendously to both build our reputation, place our students, and jumpstart them into rewarding careers in club management. It also provides research; development

opportunities; and support through scholarship aid and the opportunity to experience clubs through externship and internship programs. This supplements the classroom experience and the “external experience” was a challenge stated to me by Steve Fletcher, former Department Head, when I entered the department in 1992. I still take this very commitment very seriously. This has been best demonstrated in the club management area for me and the students, alumni and our club management professionals. Annually we placed 10-15 students in the club management field, a number have won outstanding awards, both national and regional and two have been names NECMA Club Manager of the Year and two has served as President of NECMA while others have advanced to the highest levels in the field as CEOs and General Managers.

I have also extended this model to the graduate program with our new doctoral program. With the startup of our graduate doctoral program I have facilitated graduate doctoral students to become involved in research conferences and presentations at the Northeast Recreation Research Conference (NERR), now the National Environment and Recreation Research Conference held annually in early April and periodically at the Travel and Tourism Research Conference (TTRA) held annually in June. I have encouraged and had students engage in primary research through special projects we have completed for air shows, regional event fairs and outdoor recreation studies. This builds confidence in graduate students’ abilities to present research at regional and national conferences and jump starts and results in research conference presentations and journal article publications. It works extremely well. These students have been placed at University of Houston, UMass Amherst, IUPUI, Kent State, and Fort Lewis College.

Teaching Support Materials, Effectiveness, Creativity and Student Impact and Learning Outcomes Resume Statement

Note: While much of my work is documented earlier in regard to teaching in typical resume format, this following statement summarizes the teaching materials that demonstrates and drives me to be a better and even more engaged faculty member by documenting effectiveness, creativity, student impact and learning outcomes.

Overview Teaching Support & Supplemental Materials

Within this brief skills document, I will cover my teaching philosophy, specifically address the three major areas of review: a) teaching effectiveness and creativity; b) impact on students; and c) evaluation of continuous improvement to teaching. An additional one-page synopsis of student comments is pulled from teaching SRTIs comments and open-ended surveys I have conducted in all of my courses in the most recent years.

My review here will cover three major classes: HTM 336 Club Management (taught annually in the Fall and Spring semester as needed); HTM 492W Advanced Club Management (taught annually in Spring Semester until this semester) HTM 383 Hospitality Merchandising, Advertising and Promotion (taught in the Spring Semester) and HTM 492L Global Hospitality Leadership (taught both semesters). I will supplement with the additional teaching and externship experiences such as HTM Career Day Faculty advising; development of externships and documented supervision with graduate students. My overall teaching evaluation score on SRTI item #10 (overall teacher rating) for all my course sections during this period averaged 4.63 documented through 2023, down slightly from the impact of COVID and the pandemic. SRTIs were not collected during the pandemic period of 2020-2021, although I did opt to have them collected during the time during the pandemic and also while I was teaching in a remote hybrid mode due to a highly suppressed immune system resulting from a bone marrow transplant in March 2021 and I am still in recovery mode of immune suppression to present and periodically had to go to a remote hybrid mode in Spring 2023 due to positive covid testing in the classrooms I taught.

Teaching Effectiveness and Creativity. My teaching effectiveness is demonstrated through the assessment by the students in my classes, HTM 336 – Club Management, HTM 492W – Advanced Club Management, HTM 383 – Hospitality Merchandising, Advertising and Promotion, HTM 492L Global Hospitality Leadership and Sch Mgmt 888 – Seminar in Hospitality Research (Doctoral Class). My teaching effectiveness in terms of mastering

and managing the art and craft of teaching since 2016; includes the assessments noted in my SRTIs scores for the 29 sections taught during this review period (2016-2023), including: 1) for preparation (**#1 Preparation** ave. = 4.90 with 15 scores = 5s); 2) is interesting and presents in a clear manner (**#3. Clarity** ave. = 4.66) and (**#2 Explanation** ave. = 4.64); 3) provides feedback (**#7 Feedback** ave. = 4.63); and 4) fair evaluations (**#8 Evaluation** ave. = 4.69); ability to motivate and encourage learning and stimulate intellectual growth (**#5 Inspired Interest** ave. = 4.77); and generate active student participation (**#9 Participation** ave. = 4.73). All of these SRTI metrics have consistently been above the department, college and campus ratings. Creativity will be elaborated on in sections specific to new and innovative learning experiences for the work completed for HTM Career Day and the UMass Student Chapter of CMAA (Club Management of America Association).

Impact of Students. The metric that has most inspired me that demonstrates my interest in students and advisees and shows my concern for their educational and personal welfare is **SRTI item #6 – “the instructor showed a personal interest in helping students learn”** where I have averaged 4.88 over these 29 sections and recorded eight (8) 5’s – or highest score possible. These ratings in the HTM 492W Advanced Club Management and HTM 492L Global Hospitality Leadership are important to me. How best do I define how this has occurred? The students’ educational and personal welfare extends well beyond the traditional classroom experiences through faculty advising and development of innovative programs documented here.

1. **Faculty Advisor to HTM Career Day, 2009-2018.** I have served as Faculty Advisor HTM Career Day up until this past year. HTM Career Day as a faculty supervised activity goes well beyond what some perceived that Chase Career Center does. This student-run event is the largest hospitality fair in the Northeast annually attracting 75 firms and impacting nearly all 500 HTM students. Faculty supervision is required of 11 UG students for three (3) credits each; 15 key volunteers for one (1) credit each and another 100 student volunteers. This lasts from Sept.- March of the event with about 8-10 hours/week and required two-hour planning meeting/week of direct supervision. The event is considered by the recruiters to be one of the best in the country as documented in post-event surveys.
2. **New Career Day Program – “Rapid Recruiting.”** In 2016 we challenged the HTM Career Day student committee to develop a new innovative program called “Rapid Recruiting” – a program that took a negative, poor attendance at recruiter info sessions, and turned it into an opportunity to bring a large number of students to two-hour event where recruiters could “pitch” recruitment in short 5-8 minute presentations to students who rotated in small groups from station to station in a “speed dating” style. We enhanced the program with support of advice stations and food stations for both recruiters and student attendees. It was a great success and now in its third year, brings in about 14-16 recruiting firms with 90-120 students attending both in the fall and spring semesters. The HTM Career Day Committee has been driven to further innovate this program and will continue to improve it. The innovation program took a problem or challenge area or the committee and turned it into an asset for both students and recruiters.
3. **CMAA Faculty Advisor, 1994-Present.** Additional impact in learning has also extended through my classes and through my advising of the UMass Student Chapter of CMAA. In addition to motivating students to join and become active in NECMA and physically driving students to educational programs offered by NECMA throughout New England, I have developed new educational programs and have started research funded programs to build new learning case studies. The student chapter is one of our most active chapters, averaging about 30-40 members per year, attends NECMA Annual Meetings, CMAA World Conference and annually raises between \$8,000 to \$14,000 for educational purposes off campus for CMAA World Conference, externships and NECMA Annual Meetings and education. The chapter is also recognized locally through SGA Funding and stable funding over the last five years.
4. **CMAA Winter Externship Programs.** With limited opportunity to take field trips to area clubs through the HTM 336 class, I felt it was important for students to experience club management outside the classroom through externship programs modeled after my faculty internships. So, with the help of the management team at Farmington Country Club in Farmington, VA; we created the first externship program for UMass students after successfully placing three MIT students there in 2013-2014. With support of our

alumni staff, the HR staff and the senior executive team at Farmington, we created a week-long program of experiential learning covering all aspects of club management. I drove the students 600 miles one-way to Virginia in a 15-passenger van; attended and interacted with the students throughout the week stressing many of the learning concepts and outcomes that were presented in the HTM 336, Club Management. This brought the course material to a whole new level of reality and the students could see, learn and truly experience the club environment and the many different aspects of hospitality and management that clubs had to offer. We did this at a very reasonable cost as well – under \$200 per student for the week, including lodging, food and transportation and the students simply raved about the program.

5. **Continued and Expanded Winter Externship CMAA Programs.** We are now completed seven (7) years of the CMAA Winter Externship Programs completing nine, one-week long winter session externships that started in 2013 to 2020 at: 1) Farmington Country Club (2014) – 12 students; 2) The Country Club, Brookline (2015) – 5 students; 3) Chevy Chase Club (2016) – 16 students; 4) Farmington Country Club (2017) – 12 students; 5) Palm Beach Area Clubs (2018) – 20 students; 6) Palm Beach Area Clubs (2019) – 18 students; and Chevy Chase Club (2019) – 10 students. In the Winter of 2020 we completed two (2) externships – one in Palm Beach where the students visited and completed experiential learning experiences at 10 different clubs and HOAs (1/8-12/2019) and the other at New York Athletic Club (1/13-17/2020). We hope to re-open this program after the post-pandemic period with a projected return to these offerings in the Fall - Winter 2024-2025 term. Comments regarding the value and impact the externships have on the students are documented in the attachments about “what they liked best;” and “what closing comments about the expectations and delivery of the program had upon them.” Extensive post-program surveys of the winter externship experiences indicated very strong educational and satisfaction results and academic credit was earned. (Chevy Chase Club 2016 Ave. Satisfaction of Learning Experience (7-pt scale, 7=Delighted, 1=Terrible) = 7.00); (Farmington CC Externship 2017 Ave, Satisfaction Learning Experience = 6.90), (Palm Beach Externship 2018 Ave. Satisfaction Learning Experience = 6.90). Students were also able to participate in and be supervised for three (3) credits in these experiences.
6. **UMass CMAA Student Chapter Successes.** The student chapter has won the “Chapter of the Year” four (4) times and placed in the top five of over 40 universities offering club management every year since I joined the program in 1991. We have also won 28 awards covering such areas as club growth, club tours, educational programs, hiring the future club managers, new technology and publicity. In fact, 2018 and 2019, we have recruited the most students of any other university student chapter and this has been recognized with awards for registrations to the National Student Education Conference held each Fall Semester and sponsored by CMAA. In 2020, the UMass Student Chapter of CMAA won the prestigious “Chapter of the Year” Award at the 2021 World CMAA Conference and again in 2023-2024 recruited the most students of any other university student chapter and will be recognized for this achievement at the 2024 World CMAA Conference in Las Vegas, Nevada.
7. **Fundraising, Scholarships and Student Involvement in CMAA and NECMA.** Seven of our students have received \$2500 to \$5000 Joe Perdue National Club Foundation Scholarships (competitive scholarships made available to all 40+ schools) over the past seven years and every year since the start of David Meador NECMA Scholarship Program in the mid-90s, multiple UMass CMAA Students has received scholarships ranging from \$500 to \$4,000 per year. Through the dedication and involvement of our students we have had funding for 10-20 students per year to attend the World Conference of CMAA where New England CMAA (NECMA) has funded each student’s registration (\$200 per student per year). In 2019 and 2020, the students have fundraised enough to cover all costs to attend the 2019 World CMAA Conference in Nashville, TN and the 2020 World CMAA Conference in Dallas, Texas for six days. In 2019, four of our recent alumni received national recognition for leadership in club management. NECMA also pays for three students to attend each monthly meeting of the organization. A yearly conservative NECMA investment in excess of \$9,000 per year directly affects our students' education and placement in the club management field here in HTM. Students also completed enough funding and fundraising in 2022-2023 and 2023-2024 to fully fund 12 students to attend the CMAA World Conference in Orlando, Florida (2023) and will send 15 students to 2024 CMAA World Conference in Las Vegas, Nevada (2023) Fundraising and outreach to

clubs such as GreatHorse and clubs on the Cape and Island Clubs have also provided enough support to travel to national conference, student conference and monthly NECMA meetings annually, but also build the students experience and involvement in the profession.

8. **UMass CMAA Student Profiles and UMass Leadership Profiles.** One additional way, we have promoted and had an impact upon the students has been through the creation of the *UMass Student CMAA Profiles* and the *UMass Student Leadership Profiles*. These are profile booklets that we compile each year for the club students since 2012 and each semester for the leadership students to promote their placement and career advancement to clubs and corporations. It is distributed to all of the members of the NECMA and nationally to over 400 different clubs and on a demand request for clubs seeking to hire seasonal, interns, and entry level positions. The profiles not only introduce the current students in both the leadership and club management classes to industry professionals, but we continue to track the careers of all alumni in the program since 2012 as their careers progress.
9. **Hoffman Scholarship Program, 2013-2019.** One additional serious but important assessment of teaching and student impact could also be measure through the tragic loss of James E. “Jake” Hoffman and how the UMass CMAA Student Chapter, HTM 492W class of undergraduate students responded. Jake, ‘13 May CMAA undergraduate, who have been placed at The Country Club in Brookline, lost his life in an off-campus fire in January 2013. Two of his roommates, who escaped the fire, were enrolled in HTM 492W Advanced Club Management and his closest friend, Seth Rotberg, Sport Management, ‘13 approached me and our class about what to do in the memory of Jake. The class and Seth with my guidance felt the best way to honor Jake and to raise money quickly would be to hold a golf tournament near his hometown of Stoughton, MA. Seth, under my guidance and with the assistance and support of Jake’s family in October 2013 held the first James E. “Jake” Hoffman Memorial Golf Tournament at the Meadowbrook Country Club in Canton, MA. To date we have held eleven (11) annual golf memorial tournaments and raised in excess of an estimated \$175,000. Enough to support one fully endowed UMass HTM Hoffman Club Management Scholarship offered annually (8 scholarships in total) and additional Stoughton High School now totaling 29 student scholarships. See < http://www.jakehoffmanmemorial.com/?page_id=43>. The tournament now also funds an annual HTM Department Hoffman Student Travel Grant Program funded at a rate of \$2,500 per year for students and student chapters to travel off-campus for education purposes with a total of \$10,000 in this grant program in four years. Finally, the students in the initial HTM 492W through the support and programming of the course have dedicated themselves to become Crowd Control Certified (a certification program to provide crowd control fire and evacuation safety at large private and public venues) and to date 75 UG HTM CMAA students have become certified. This is impacting the students both personally, educationally, and financially and making venues safer.
10. **NECMA Rod Warnick Scholarship.** It is not often that faculty are recognized with honorary endowed scholarships while still in the teaching and service mode; however, due to the nature and long-term placement and dedication to the club management sector of the New England Club Management Association (NECMA) over the last 30 years, in 2021, the association endowed and named their first UMass Scholarship Recipient of the “Rodney B. Warnick NECMA Student Scholarship Award” to current and graduating student, Michael Maroney (Class of ’22) and President of the UMass Student Chapter of CMAA. Last year and this year the scholarship was awarded to current President of the UMass CMAA Student Chapter, Grace Canzano. This scholarship will be offered annually to the top CMAA student at UMass in the amount of \$1500 per academic year.

Evaluation of Continuous Improvement to Teaching. To demonstrate that I have assumed responsibilities on department curriculum, honors, or teaching committees, by supervising graduate students, seek/engage in feedback about teaching quality and engaged in activities for improvement teaching by attending seminars, developing special teaching materials or publications, exploring alternative methods seek aid and tries new teaching ideas, I offer the following:

1. **Department Personnel Teaching Reviews.** Personally involved in compiling and providing assessment teaching evaluation for HTM faculty, 2015 to 2021 and assisting DPC Chair thereafter.

2. **HTM Scholarship Committee.** Service and identifying students with financial need and extended identification of need for placement in summer internship and placement opportunities.
3. **HTM Career Day Advisor, 2009-2018.** Providing guidance to the execution of the annual HTM Career Day and the students committee, 2007 to 2018,- impacts nearly all HTM students & 130 students with CD responsibilities.
4. **Canvas, BBLearn, Connect™ and Sage™ Education Training.** Implementation and training of Canvas, BBLearn platform for HTM 336, , HTM 383, HTM 492W and HTM 492L. Implementation of online programs with McGraw-Hill's Connect™ to enrich course presentation and involvement in HTM 383 Hospitality Merchandising, Advertising and Promotion (taught Spr' 2019) and with Sage Education for the development of support materials for HTM 492L.
5. **SIG – CMAA Faculty and CCM Credits.** Participation at annual CMAA Conference in SIG (Special Interest Group) where we share, evaluate and provide guidance to the national headquarters of CMAA on teaching and educational club management activities and support materials. Obtained 51.5 CMAA credits including 27 of 203.5 earned CMI (Club Management Institute) credits, 9 local chapter Business Meeting Credits and 9.5 NECMA local chapter education credits since 9/2016.
6. **CMAA Case Study Research Grant.** This is on-going grant project to support the development, collection and writing of real-world club management cases, 2016 to present. Collected and written six (6) cases since 2016. This has recently been funded through a grant from the Center for Teaching and supplemented by the Isenberg School of Management
7. **Advising of Doctoral Students in Research.** Former and current graduate students advising include: (Elizabeth Cartier, Ph.D., Assistant Professor, Fort Lewis College – two (2) journal publications – *JTR* and 10 refereed research conference presentations – NERR and TTRA, three since 2016; Tiffany (Shin) Legendre, Ph.D.; Associate Professor, University of Houston – four journal publications (*Cornell Quarterly* and one reviewed at *Market Intelligence & Planning* and seven (7) refereed research conference presentations – NERR and TTRA, three since 2016; Minwoo Lee, Ph.D.; Assistant Professor, University of Houston – three research conference presentations since 2016; Ally Lee, Ph.D.; Assistant Professor, Kent State University – one journal publication - *JHTR*; Akshaya Pekar, Ph.D. Candidate – one research conference research paper - NERR; Feng Xu – M.S.; one journal publication, *JTR*, and one research conference presentation – NERR and advising John Delconte, Regional Planning Ph.D. Candidate, three (3) journal publication drafts completed. Involved Ph.D. students in research projects, conference presentations and journal publications that have result in continuous improvement in their learning and placement. Ph.D. students involved in primary research studies for air shows; regional fairs, outdoor recreation research studies and place vibrancy.
8. **Member Departmental Accreditation Committee, 2016-2017.** Served as a member to reaccredited HTM through the ACPHA process with responsibilities in authoring sections on Mission and Outcomes; Instructional Resources, and Academic Support Services and prior service as Special Assistant to the Dean for Accreditation for the AACSB reaccreditation of the Isenberg School of Management developing measures of learning outcomes at undergraduate and graduate levels during a previous service period of 2009-2013. Report completed, reaccredited with renewed emphasis on learning outcomes and impact documentation.

Completed Learning Outcome Assessments. As part of the on-going accreditation and learning process for the HTM Department, we have submitted and subjected two courses, HTM 336 – Club Management and HTM 492L – Global Hospitality Leadership to accreditation review and learning outcome review. These courses were also recently updated to be taught in various modes of synchronous and asynchronous modalities due to remote and on-ground teaching requirements.