

CHARLES GRAHAM PARTLOW

Professor
School of Hotel, Restaurant and Tourism Management
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EDUCATION

- Ph.D. Kansas State University (1987) in Adult and Occupational Education
- M.S. University of Southern Mississippi (1980) in Institutional Food Admin.
- B.S. Mississippi State University (1979) in Foods and Nutrition
- R.D. Registered Dietitian (1983) from American Dietetic Association
- C.H.E. Certified Hospitality Educator (1999) from Educational Institute of AH&LA
- C.B.P Certified Bourbon Professional (2021) from Society of Whiskey Masters

PROFESSIONAL EXPERIENCE

Education

2004-2010: Chair, School of Hotel, Restaurant and Tourism Management, University of South Carolina. Provided overall leadership for the School and made administrative decisions pertaining to fiscal matters, personnel, staffing and policies. Supervised, coordinated and evaluated activities related to undergraduate and graduate instruction, research, and outreach. Represented the school in the College Administrative Council and facilitated cooperative relations with other departments within and outside the College. Provided leadership in private fundraising to support program development.

1990-2007: Director of Graduate Studies, School of Hotel, Restaurant and Tourism Management, University of South Carolina. Recruited and advised graduate students, selected and supervised teaching and research assistants, and directed curricular and co-curricular areas of the Master of International Hospitality and Tourism Management program.

1981-1990: Director of Undergraduate Studies, Department of Hotel, Restaurant, Institutional Management & Dietetics, Kansas State University. Taught undergraduate courses and led in the areas of program recruitment, advisement, and curriculum development. Conducted research and provided academic service and community outreach.

Hospitality Industry

1977-1981: Foodservice Manager within the healthcare and college and university foodservice environments, both self-op and contract.

Consultation

1994-2000: University Representative and Technical Consultant, Burgundy Group, Inc., Golden, Colorado. Burgundy Group, Inc. designs and develops management education programs for use by executives in training and for students majoring in hospitality management at two and four-year institutions.

1982-1986: Restaurant Consultant for Ray Enterprises, Inc. and Cummings and Associates, Inc. Both companies owned and operated up to five casual-theme restaurants throughout the state of Kansas. Responsibilities included product and menu development, financial analysis, cost control, and employee training.

Faculty Internships

Summer of 2004: Sodexo, Inc, with USC Dining Services and Palmetto Baptist Hospital, Columbia, SC

Summer of 1999: Compass Group North America with corporate office in Charlotte, NC and Canteen Vending Services and Eurest Dining Services in Columbia, SC

SCHOLARLY AND PROFESSIONAL PUBLICATIONS

Book

Stringam, B.B. & Partlow, C.G. (2016). *A profile of the hospitality industry*. Business Expert Press: New York, NY

Book Chapters

Partlow, C. G. (2007). Education Careers. In Brymer, R. & Hashimoto, K. (Eds), *Hospitality and Tourism: An introduction to the industry*. Kendall-Hunt Publishing Company: Dubuque, IA.

Partlow, C.G. (2002). The Malcolm Baldrige National Quality Award and The Ritz-Carlton. In Woods, R. & King, N., *Managing for quality in the hospitality industry* (2nd Ed.), Educational Institute of the American Hotel and Lodging Association: East Lansing, MI.

Refereed Journal Articles

Bufquin, D., DiPietro, R.B., & Partlow, C. (2016). The influence of the DinEX service quality dimensions on casual dining restaurant customers' satisfaction and behavioral intentions. *Journal of Restaurant Business Research*, 20(5), 542-556.

Yand, L., Partlow, C., Anand, J., & Shukla, V. (2014). Assessing managerial competencies needed for hospitality managers in India. *Journal of Hospitality & Tourism Education*, 26(4), 153-165.

Bufquin, D., Partlow, C. & DiPietro, R. (2015). Measuring restaurant patron's perceptions and expectations: An importance-performance analysis using the DinEX scale. *Journal of Foodservice Business Research*, 18(3), 226-243.

DiPietro, R.B. & Partlow, C.G. (2014). Customer Expectations of casual dining restaurants. *International Journal of Hospitality and Tourism Administration*, 15(4), 376-393.

DiPietro, R.B., Cao, Y., & Partlow, C. (2013). Green Practices in Upscale Foodservice Operations: Customer Perceptions and Purchase Intentions. *International Journal of Contemporary Hospitality Management*, 25(5), 779-796.

Bender, B., Partlow, C., & Roth, M. (2008). An examination of strategic drivers impacting U.S. multinational lodging corporations. *Journal of International Hospitality and Tourism Administration*, 9(3), 219-243.

Brizek, M.G., Partlow, C.G., & Nguyen, L.A. (2007). S. Truett Cathy: From young entrepreneur to industry leader. *Journal of Hospitality & Tourism Education*, 19(4), 7-10.

Partlow, C.G. & Gustafson, C.M. (2005). A comparison of strategic planning practices and environmental factors impacting country clubs and city clubs. *Journal of Hospitality Management Practice*, 7(1), 181-195..

Gustafson, C.M. & Partlow, C.G. (2003). Environmental forecasting in American city clubs: An exploratory study using four case studies, *International Journal of Hospitality and Tourism Administration*, 4(3), 1-22.

Gustafson, C.M. & Partlow, C.G. (2002). Environmental forecasting and strategic planning practices in private country clubs: An exploratory study, *International Journal of Hospitality and Tourism Administration*, 3(4), 61-76.

Gregoire, M.B. & Partlow, C.G. (2002). The changing role of administrators in hospitality management education, *Journal of Hospitality & Tourism Education*, 14(2), 16-21..

Kretz, D.R. & Partlow, C.G. (2001). Student perceptions of the on-site foodservice industry as a career choice, *Journal of Hospitality & Tourism Education*, 13(1), 30-33.

Ayres, K.M. & Partlow, C.G. (1999). Application of telemarketing in university foodservices. *Journal of Restaurant & Foodservice Marketing*, 3(2), 37-47.

Kiser, J.W. & Partlow, C.G. (1999). Experiential learning in hospitality education: An exploratory study. *Journal of Hospitality & Tourism Education*, 11(2/3), 70-74.

Morse, S.C. & Partlow, C.G. (1999). Assessing the demand for hospitality graduates in your state: Implications for enhancing program resources. *Journal of Hospitality & Tourism Education*, 11(4), 35--39.

Gustafson, C.M. & Partlow, C.G. (1998). Development of a club management specialization within the hospitality curriculum. *Journal of Hospitality & Tourism Education*, 10(2), 31-36.

Partlow, C.G. & Coon, E.H. (1997). Security management in the hotel industry: Implications for course development. *Journal of Hospitality & Tourism Education*, 9(4), 8-15..

Partlow, C.G. (1996). Human resource practices of TQM hotels. *Cornell Hotel and Restaurant Administration Quarterly*, 37(5), 67-77.

Partlow, C.G. & Gregoire, M.B. (1994). Is graduate hospitality education effective? Ask graduates. *Hospitality & Tourism Educator*, 6(3), 13-16.

Van Dyke, T., Montgomery, R.J., & Partlow, C.G. (1994). Alumni relations in hospitality education. *Hospitality & Tourism Educator*, 6(3), 21-23.

Partlow, C.G. & Wencel, F.E. (1994). Application of total quality management in contract foodservice. *Journal of College and University Foodservice*, 2(2), 3-14.

Partlow, C.G. & Strick, S.K. (1993). Intergenerational contact in the hospitality workplace. *Hospitality and Tourism Research Journal*, 4(1), 75-87.

Partlow, C.G. (1993). How Ritz-Carlton applies "TQM." *Cornell Hotel and Restaurant Administration Quarterly*, 34(4), 16-24.

Partlow, C.G. & Gregoire, M.B. (1993). Graduates' assessment of quality in graduate hospitality education. *Hospitality & Tourism Educator*, 5(3), 53-56.

Partlow C.G. & Gregoire, M.B. (1993). Activities of hospitality management program administrators. *Hospitality Research Journal*, 16(3), 17-26.

Nettles, M.F., Gregoire, M.B., & Partlow, C.G. (1993). Relevance of competencies to graduate education and experience in foodservice management. *Journal of the American Dietetic Association*, 93, 877-880.

Barrows, C.B., Partlow, C.G., & Montgomery, R.J. (1993). Students' perception of careers in club management. *Hospitality & Tourism Educator*, 5(4), 17-20.

Partlow, C.G. & Gregoire, M.B. (1991). Comparison of current and expected roles of administrators in hospitality education. *Hospitality & Tourism Educator*, 4(1), 46-48.

Partlow, C.G. (1990). Graduate education in hospitality management: Implications for curriculum development. *Hospitality Research Journal*, 14(1), 23-33.

Nettles, M.F. & Partlow, C.G. (1990). Comparison of job characteristics and motivating potential of jobs in school food service operations. *School Food Service Research Review*, 14(2), 108-113.

Partlow, C.G., Spears, M.C., & Oaklief, C.R. (1989). Non-economic and economic benefits of continuing education for dietitians. *Journal of the American Dietetic Association*, 89(9), 1321-1324.

Partlow, C.G., Hearne, S.A., & MacLaurin, D.J. (1988). A "critical" look at student self-evaluation. *Hospitality Education and Research Journal*, 12(2), 47-54.

Refereed Publications in Conference Proceedings

Bufquin, D., DiPietro, R. & Partlow, C. "Influence of DinEX Performance Attributes on Customers' Satisfaction and Behavioral Intentions in a Casual Dining Restaurant Setting." Proceedings of the 2014 *Graduate Conference Education & Graduate Student Research Conference in Hospitality and Tourism*, Houston, TX. Co-presenters: Diego Bufquin and Dr. Robin DiPietro.

Yang, Li-Ting & Partlow, C.G. "Assessing Competencies for Entry-Level Hospitality Managers in India." Proceedings of the 2014 International Council on Hotel, Restaurant and Institutional Education Conference, San Diego, CA.

DiPietro, R.B. & Partlow, C.G. "Key Attributes of Casual Dining Restaurants: Guest Perceptions." Proceedings of the 2012 Southeast Council on Hotel, Restaurant and Institutional Education Conference, Atlanta, GA.

Yang, Li-Ting & Partlow, C.G. "Assessing the Competencies Needed by Hospitality Management Graduates in India." Proceedings of the 2012 Euro-Council on Hotel, Restaurant and Institutional Education Conference, Lausanne, Switzerland.

DiPietro, R.B. & Partlow, C.G. "Perceptions of Green Practices in a University Foodservice Operation. Proceedings of the 2011 Southeast Council on Hotel, Restaurant and Institutional Education Conference, Beaufort, SC.

Partlow, C.G. & Simon K.V. "Challenges and Recommendations for Redefining Hospitality Education in India," Proceedings of the 2009 Euro Council on Hotel, Restaurant and Institutional Education Conference. Helsinki, Finland.

Uysal, M., Kline, S. & Partlow, C. "An Assessment of the Effects of Travel and Tourism Introductory Course on Understanding Global Issues," Proceedings of the 2008 Euro Council on Hotel, Restaurant and Institutional Education Conference. Dubai, UAE.

Bender, B., Partlow, C., & Roth, M. "An Analysis of Corporate Strategy of Multinational Hotel Companies," Proceedings of the 2006 International Council on Hotel, Restaurant and Institutional Education Conference. Washington, D.C., pp. 46-53.

Morgan, J. S. & Partlow, C. G. "An Analysis of Third-Party Reservation Web Sites in the Greater Charleston Area," Proceedings of the Fall 2005 Frontiers in Southeast CHRIE Hospitality and Tourism Research Conference, Auburn, AL, pp. 33-34.

Van Hyfte, M.A., Partlow, C.G. & Boger, C.A., "An Exploratory Study of Recruitment Strategies for Undergraduate Students in U.S. Hospitality Management Programs," Proceedings of the Fall 2005 Frontiers in Southeast CHRIE Hospitality and Tourism Research. Wilmington, NC, pp. 13-16.

Tranquili, T., Gustafson, C.M. & Partlow, C.G., "A Comparison of Environmental Forecasting Practices and Strategic Planning in Country Clubs and City Clubs," Proceedings of the 2002 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, pp. 539-541.

Meng, Y.J., Partlow C.G., & Calvert C., "Assessing Training Needs of Hotel

Employees in Coastal Cities of South Carolina," Proceedings of the 2001 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Atlanta, GA, pp. 304-306.

Paes G. & Partlow G.C. "The Role of Administrators in Hospitality Education: Past, Present, and Future," Proceedings of the 2001 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Atlanta, GA, pp. 333-334.

Tranquilli T., Gustafson C.M., & Partlow C.G. "Environmental Forecasting in Private Clubs," Proceedings of the 2001 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Atlanta, GA, pp. 416- 418.

Shock, R.D. & Partlow, C.G. "A Content Analysis of Technological Trends Impacting the Hospitality Industry," Proceedings of the 2000 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, pp. 138-144.

Shumate, S.R. & Partlow, C.G. "Student Assessment of the Top Of The House Hotel Management Simulation in United States Hospitality Programs," Proceedings of the 2000 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, pp. 214-216.

Shumate, S.R. & Partlow, C.G. "Intergenerational Contact in the United States Hospitality Workplace," Proceedings of the 2000 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, pp. 378-380.

Antun, J.M. & Partlow, C.G. "An Exploratory Study to Determine the Efficacy of Utilizing Foodservice Sustainable Agriculture to Replace Tobacco Cultivation in South Carolina," Proceedings of the 2000 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, pp. 393-395.

Morse, S.C. & Partlow, C.G. "Evaluating the Demand for Hospitality Graduates in Southeastern States: Implications for Enhancing Hospitality Program Resources," Research Proceedings of the Spring 2000 Southeast CHRIE Conference, Atlanta, GA, pp. 9-14.

Morse, S.C. & Partlow, C.G. "The Importance of the Service Sector to Your State's Economy: A Southeast State-By-State Analysis," Research Proceedings of the Fall 2000 Southeast CHRIE Conference, Hilton Head, SC, pp. 81-83..

Antun, J.M. & Partlow, C.G. " Integrating Multicultural Education Into the Hospitality Curriculum," Proceedings of the 1999 Graduate Education and Graduate Research Conference in Hospitality & Tourism, Las Vegas, NV, pp. 15-20.

Kiser, J.W. & Partlow, C.G. "An Exploratory Study of Experiential Learning in the Hospitality Curriculum," Proceedings of 1999 Graduate Education and Graduate Research Conference in Hospitality & Tourism, Las Vegas, NV, pp. 42-47.

Ayres, K.M. & Partlow, C.G. "The Effectiveness of Telemarketing in Increasing Student Participation in Non-Mandatory University Meal Plans,," Proceedings of the 1998 Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, pp. 540-547.

Wencel, F.E. & Partlow, C.G. "Application of TQM in Contract Foodservice," 1993 Annual CHRIE Conference Proceedings, Chicago, IL, p. 119.

VanDyke, T.L., Montgomery, R.J., & Partlow, C.G. " Alumni Relations in Hospitality Education Programs," 1993 Annual CHRIE Conference Proceedings, Chicago, IL, p. 118.

Strick, S.K. & Partlow, C.G. "Intergenerational Contact in the Hospitality Workplace," 1992 Annual CHRIE Conference Proceedings, Orlando, FL, pp. 103-105.

Montgomery, R.J., Partlow, C.G., & Barrows, C.W. "Students' Perception of Careers in Club Management," 1992 Annual CHRIE Conference Proceedings, Orlando, FL, pp. 172-174.

Partlow, C.G. & Gregoire, M.B. "The Changing Role of Administrators in Hospitality Education," 1991 Annual CHRIE Conference Proceedings, Houston, TX, pp. 32-33.

Van Deusen, C. A. & Partlow, C.G. "Acquisition of U.S. Hotel Chains by International Hospitality Firms: Keys to Successful Integration," 1991 Annual CHRIE Conference Proceedings, Houston, TX, p. 344.

Montgomery, R.J., VanDyke, T.L., & Partlow, C.G. "Teaching Effectiveness: What Works in the Classroom," 1991 Annual CHRIE Conference, Houston, TX, pp. 322-323.

Partlow, C.G. & Gregoire, M.B. "Graduates' Assessment of the Master's Degree in Hotel, Restaurant and Institutional and Management (HRIM)," 1991 Annual CHRIE Conference Proceedings, Houston, TX, pp. 99-101.

Unrefereed Publications

Bender, B., Partlow, C., & Roth, M. (2006). Corporate Strategy in Multinational Lodging Firms. Alfred P. Sloan Travel and Tourism Industry Center: University of South Carolina.

Partlow, C.G. & Woods, R.H. (1996). "Ethics in Hospitality Management: A Course Whose Time Has Come." *Hospitality and Tourism Educator*, 8(4), 4.

Woods, R.H. & Partlow, C.G. (1996). "Celebrating 50 Years in Hospitality," *Hospitality and Tourism Educator*, 8(2/3), 7.

Partlow, C.G. & Woods, R.H. (1995). "Will Hospitality Education Go the Distance?" *Hospitality and Tourism Educator*, 8(1), 80.

Woods, R.H. & Partlow, C.G. (1995). "Many Constituents View for the Time of Today's Hospitality Educators," *Hospitality and Tourism Educator*, 7(3), 68.

Partlow, C.G. & Woods, R.H. (1995). "Tenure Under Review," *Hospitality and Tourism Educator*, 7(2), 72.

Partlow, C.G. & Woods, R.H. (1995). "The New Educational Paradigm: Beyond the Classroom," *Hospitality and Tourism Educator*, 7(1), 68.

Partlow, C.G. & Woods, R.H. (1994). "The Educator: Diversity of Topics, Authors, and Styles," *Hospitality and Tourism Educator*, 6(4), 76.

Partlow, C.G. (1994). "Notes From the Associate Editor," *Hospitality and Tourism Educator*, 6(2), 88.

Partlow, C.G. (1994). "Notes From the Associate Editor," *Hospitality and Tourism Educator*, 6(1), 88.

Partlow, C.G. (1993). "Six Steps to Effective Training," *Pineapple Press*, 3(3), 9.

Partlow, C.G. (1993). "Six Steps to Effective Training: Training Begins With Defining Training Needs," *Pineapple Press*, 3(4), 11-12.

Partlow, C.G. (1993). "Six Steps to Effective Training: Putting Together the Training Plan Part I," *Pineapple Press*, 3(5), 16-18.

Partlow, C.G. (1993). "Six Steps to Effective Training: Putting Together the Training Plan Part II," *Pineapple Press*, 3(6), 14-16.

Partlow, C.G. (1993). "Six Steps to Effective Training: Preparing and Conducting the Training Session," *Pineapple Press*, 3(7), 22-25.

Partlow, C.G. (1993). "Six Steps to Effective Training: Evaluation and Coaching," *Pineapple Press*, 3(8), 17-18.

Seminars and Invited Presentations

"The Leadership Challenge for the Hospitality Industry" One-day seminar presented to Tourism and MBA Students from China. University of South Carolina, July 17, 2014.

"Leadership and Human Resource Management" Co-taught two courses to MBA Students at University of Aruba, November 21-December 5, 2012.

"Managing the Y Generation." One-hour seminar presented at the Hospitality Finance and Technology Professionals Conference, Charleston, SC, February 20, 2009.

"Hospitality Education and Internship Opportunities in the USA: Opportunities for Estonian Students." A 30-minute presentation of students at the Tallinn University of Technology, School of Economics and Business Administration, Tallinn, Estonia, October 21, 2009.

"Encouraging the Heart: A Leader's Guide to Recognizing and Rewarding Others." A 90-minute seminar presented to 30 food and beverage managers attending Milliken's Annual Food & Beverage Forum, Spartanburg, SC, March 13, 2007.

"The Leadership Challenge: How to Get Extraordinary Things Done in Organizations." A 90-minute seminar presented to 30 food and beverage managers attending Milliken's Annual Food & Beverage Forum, Greenville, South Carolina, May 26, 2006.

"Leadership Is Everything." Two-hour seminar presented to 40 foodservice managers attending the Annual F&B Forum sponsored by Milliken Corp., Greenville, SC, May 2005.

"Leadership Is Everyone's Business." One-hour seminar presented to 30 foodservice managers attending the Annual F&B Forum sponsored by Milliken Corp., Greenville, SC, April 2006.

"Benchmarking for Quality." Two-hour seminar presented to 125 hotel managers attending the Annual Managers' Meeting of Posadas Hotel Group, Acapulco, Mexico, December 1997.

"Current Trends in the Alcoholic Beverage Industry." One-hour presentation at the Carolina Club Managers Association of America Educational Conference on USC campus, 1996.

"Putting Together the Pieces of a Business Plan." Four-hour seminar presented to hospitality and tourism professionals from Russia as part of the Russian Training Project, University of South Carolina-Columbia, June 1994.

"Strategic Planning Is Key to Your Business Success." One-hour seminar presented at the South Carolina Commission for the Blind Business Development and Support Conference in Myrtle Beach, November, 1992.

"Liquor Liability in the Restaurant Industry." Two-hour seminar presented at the South Carolina Commission for the Blind Business Development and Support Conference in Columbia, June 1991.

"Turning Your Restaurant into a Tourist Attraction." One-hour seminar presented at the South Carolina Restaurant and Hotel Convention in Myrtle Beach, October, 1991.

"Motivating Foodservice Staff: If I Lead, Will They Follow?" Four-hour seminar presented to restaurateurs at the Kansas Restaurant Association headquarters in Wichita, October, 1989.

"How to Conduct Employee Performance Appraisals" - Two-hour seminar presented to the Manhattan Restaurant Association, March 1988.

"Cashing in on Kansas Tourism." One-hour seminar presented at the Kansas Restaurant Show in Wichita, KS, October, 1988.

"The Hospitality Industry: Careers in Hotel, Restaurant, and Tourism Management." Two-day seminar presented to Kansas 4-H members at Kansas State University, June 1987.

"Suggestive Selling Techniques That Work." Two-hour seminar presented to managers and staff of Manhattan Country Club, Manhattan, Kansas, October 1987.

"Research Needs in the Hospitality Industry." A committee summary presented at the National Restaurant Association's "Education-Industry" Seminar in Chicago, January 1985.

DEVELOPMENT

2004-2010: Direct and indirect involvement in raising over \$3 million for the HRTM School and HRSM college in the following areas:

Professorships and Faculty Development - \$1,925,000

- Ranging from \$10,000 to \$1,750,000.00
- Donors include Richardson and Pearce families

Program Enhancement - \$230,000

- Private donations and development grants from associations, such as Society for foodservice Management

Research - \$825,000

- Ranging from \$15,000 to \$400,000
- Includes a \$400,000 endowment from Alfred P. Sloan Foundation to establish a Sloan Industry Center for Travel and Tourism
- Includes grants from Southern Governors Association, ASTA Foundation, Marriott Foundation, Travel Industry Association, China National Tourism Administration, Riverbanks Zoo & Botanical Garden, Center for Exhibition Industry, National Tour Association, and Pepsi Bottling Group

Scholarships - \$85,000

- Private and corporate donations, large and small

1984-2004: Grants submitted (internal/external, funded/not funded) in the following areas.

Program Development - \$345,000 funded

- Sodexo, Inc. HRTM Graduate Program Enhancement. \$350,000, 1994-2004, external.
- Society for Foodservice Management. On-site Foodservice Management Course Development, \$15,000, 2002-2004, external.

Research - \$80,400 funded

- Alfred P. Sloan Foundation Travel and Tourism Industry Center, "Corporate Strategy and Management Practice in Multinational Hospitality Firms," \$78,000, November 2004, funded, internal.
- American Hotel Foundation, "Intergenerational Contact in the Hotel Industry," \$25,000, August 1999, not funded, external.
- AARP Andrus Foundation, "A Comparative Study of Compensation of Older Workers in the Foodservice Industry," \$50,000, November 1998, not funded, external.
- College of Applied Professional Sciences Faculty Research Grant, "Environmental Forecasting for the Private Club Industry," \$500, October 1992, not funded, internal.
- College of Applied Professional Sciences Faculty Research Grant, "Students' Perception of Careers in Club Management," \$500, October 1991, funded, internal.
- College of Applied Professional Sciences Faculty Research Grant, "Evaluation of the Master's Degree in Hospitality Management," \$350, May 1991, funded, internal.
- Faculty Research and Development Grant, Kansas State University, \$1,550, 1988, funded, internal.

Teaching Grants - \$7,400 funded

- I-CHRIE Teacher Work-Study Grant, \$2,000, June 2004, funded, external.
- USC Venture Fund Grant, "A Proposal to Develop a Hotel Management Computer Simulation Utilizing Systems-Modeling Software and Internet Technology," \$30,450, January 1998, not funded, internal.
- USC Provost Instructional Development Grant, "Developing a Hotel Management Computer Simulation for Use Via the Internet," \$1,400, November 1997, funded, internal.
- U.S. Information Agency, "University Development Program in Business Management With Matej Bel University in Banska Bystrica, Slovakia," \$40,000, April 1993, not funded, external.
- International Trade Institute Grant, Kansas State University, \$2,000, 1989, funded, external
- National Restaurant Association Teacher Work-Study Grant, \$2,000, 1984, funded., external