

**JOHN W. O'NEILL, MAI, CHE, ISHC, Ph.D.**  
**(814) 863-8984**  
**jwo3@psu.edu**

**ACADEMIC  
EMPLOYMENT**

**THE PENNSYLVANIA STATE UNIVERSITY, University Park, PA**  
*School of Hospitality Management*  
*Assistant Professor, 2001 to 2007*  
*Associate Professor, 2007 to 2011*  
*Professor and Director, School of Hospitality Management, 2011 to 2015*  
*Professor and Director, Real Estate Strategy Group, 2015 to Present*

**JOHNSON & WALES UNIVERSITY, Providence, RI**  
*International Hotel School*  
*Assistant Professor, Associate Professor, Professor, 1994 to 2001*

**NOVGOROD STATE UNIVERSITY, Novgorod, Russia**  
*Executive Education Program*  
*Visiting Faculty Member, 2000*

**UNIVERSITY OF RHODE ISLAND, Kingston, RI**  
*College of Business Administration*  
*Adjunct Faculty Member, 1997*

**CORNELL UNIVERSITY, Ithaca, NY**  
*School of Hotel Administration*  
*Teaching Assistant, 1983 to 1984*

**EDUCATION**

**UNIVERSITY OF RHODE ISLAND, Kingston, RI**  
*Ph.D. in Business Administration, 1999*  
*Concentration in Strategic Management*  
Academic Achievement Award

**NEW YORK UNIVERSITY, New York, NY**  
*M.S. in Real Estate, 1994*  
*Concentration in Valuation and Analysis*  
Graduate with Distinction

**CORNELL UNIVERSITY, Ithaca, NY**  
*B.S. in Hotel Administration, 1984*  
Dean's List, Dean's Merit Award

**SPECIALIZED  
EDUCATION**

**HARVARD UNIVERSITY, Boston, MA**  
*Completed Harvard Business School Leading Innovation Program, 2017*

**U.S. SMALL BUSINESS ADMINISTRATION, Dallas, TX**  
*Completed Loan Officer Training Program, 2000*

**EDUCATIONAL INSTITUTE OF THE AH&LA, Boston, MA**  
*Completed education and other requirements for the CHE designation, 1998*

**APPRAISAL INSTITUTE, New York, NY**  
*Completed education and other requirements for the MAI designation, 1995*

**INDUSTRY EMPLOYMENT**

**COOPERS & LYBRAND, New York, NY**  
*Senior Associate, Hospitality Industry Consulting Services Group, 1991 to 1994*

**HOLIDAY INN WORLDWIDE, Boston, MA**  
*Director, Hotel Market Planning, 1990 to 1991*

**MARRIOTT CORPORATION, Chicago, IL and Washington, DC**  
*Manager, Senior Manager; Hotel Development Planning, 1988 to 1990*

**LAVENTHOL & HORWATH, Kansas City, MO**  
*Consultant, Senior Consultant; Leisure Time Industry Services, 1985 to 1988*

**HYATT REGENCY, Kansas City, MO**  
*Front Office Manager, Housekeeping Manager, 1984 to 1985*

**FUNDED RESEARCH**

*Principal Investigator:* A national study of Airbnb hosts, pricing, demand, and guests. \$45,000 research grant awarded by the *American Hotel & Lodging Association Foundation*, 2016 to 2017.

*Investigator:* From Top Executives to Department Managers: A Comparative Study of Strategic Issues Perceived at Multiple Management Levels in the Hotel Industry. \$150,000 research grant awarded by the *Hong Kong Polytechnic University*, 2008 to 2010.

*Co-Principal Investigator:* Hotel Work and Well-Being: The Penn State Hotel Manager Initiative. \$630,000 research grant awarded by the *Alfred P. Sloan Foundation*, 2005 to 2009.

*Investigator:* The Effects of Brand Extension on Hotel Market Value. \$80,000 research grant awarded by the *Hong Kong Polytechnic University*, 2008 to 2009.

*Investigator:* Work Stress, Health, and Parenting among Hotel Employees. \$1,340,000 research grant awarded by the *National Institutes of Health*, 2005 to 2009.

*Co-Principal Investigator:* Hotel and Home Lives: A Study of Work and Life Challenges and Strategies in the Hotel Industry. \$45,000 research grant awarded by the *Alfred P. Sloan Foundation*, 2003 to 2004.

*Investigator:* The Conversion of the Russian Hospitality Industry to a Market Economy. \$275,000 grant awarded by the *U.S. State Department*, 1998 to 2000.

*Principal Investigator:* Determinant Factors and Strategic Consequences of an Interorganizational Macroculture: An Analysis of the Lodging Industry. \$10,000 grant awarded by the *American Hotel Foundation*, 1998 to 1999.

**BOOK**

Rushmore, S., O'Neill, J.W., & Rushmore, S. Jr. (2012). *Hotel Market Analysis and Valuation: International Issues and Software Applications*. Chicago: Appraisal Institute.

**BOOK  
CHAPTERS**

O'Neill, J.W. (2015). Research advances in the building of hotel brands, 253-270. In Kompella, K. *The Brand Challenge: Adapting Branding to Sectorial Imperatives*, London: Kogan Page Limited.

Almeida, D.M., Davis, K.D., O'Neill, J.W., & Crouter, A.C. (2012). Translational research on work and family: Daily stress processes in hotel employees and their families, 127-146. In Wethington, E., & Dunifon, R.E. *Research for the Public Good*, Washington, DC: American Psychological Association.

O'Neill, J.W., & Mattila, A.S. (2008). A study of hotel service recovery strategy, 205-216. In Yuksel, A. *Tourist Satisfaction and Complaining Behavior: Measurement and Management Issues in the Tourism and Hospitality Industry*, New York: Nova Science Publishers.

O'Neill, J.W., & Mattila, A.S. (2008). Recent findings regarding hotel brand and strategy, 203-214. In Olsen, M., Zhao, J., & Pizam, A. *Handbook of Hospitality Strategic Management*, Oxford, UK: Elsevier.

O'Neill, J.W. (2002). Strategic hotel development, 3-1 – 3-29. In Digman, L.A. *Strategic Management*, Mason, OH: Thomson Learning.

**REFEREED  
PUBLICATIONS**

O'Neill, J.W., & Yeon, J. (2023). Comprehensive effects of short-term rental platforms across hotel types in United States and international destinations. *Cornell Hospitality Quarterly*, 64(1), 5-21.

O'Neill, J.W., Zhao, J., Liu, P., & Caligiuri, M. (2023). Benchmarking hotel investment risk: Differences based on types of hotels. *Cornell Hospitality Quarterly*, 64(4), 485-502.

Singh, A., & O'Neill, J.W. (2023). Appraisal bias in the lodging sector: Evidence from CMBS transactions. *International Journal of Hospitality Management*, 106.

O'Neill, J.W., Bloom, B., & Tang, K. (2023). Consideration of risk in the implementation of probabilistic prognostications of hotel revenues and expenses. *Journal of Hospitality and Tourism Insights*, 6(5), 2400-2415.

Liu, P., & O'Neill, J.W. (2023). Do brand-affiliated hotels have lower cash-flow risk? *Cornell Hospitality Quarterly*, 64(3), 363-380.

O'Neill, J.W., & Yeon, J. (2022). Hotel room rate discounting during recessionary times: Effects by hotel class. *Cornell Hospitality Quarterly*, 63(4), 544-558.

Robert, J.G., & O'Neill, J.W. (2021). Evaluating hotel time to delivery (TTD): Influencing factors and financial performance. *Journal of Real Estate Literature*, 29(1), 1-17.

O'Neill, J.W. (2021). Projecting economic cycles in the lodging industry. *Boston Hospitality Review*, April.

O'Neill, J.W. (2020). Recreational marijuana legalization: Its effects on hotel performance. *Journal of Real Estate Literature*, 27(2), 159-180.

O'Neill, J.W., & Ouyang, Y. (2020). Predicting lodging demand trends in the U.S. hotel industry. *Cornell Hospitality Quarterly*, 61(3), 237-254.

O'Neill, J.W. Bloom, B.A., & Sharma, A. (2020). Towards improving hotel prognostications through the application of probabilistic methodologies. *Cornell Hospitality Quarterly*, 61(4), 373-400.

O'Neill, J.W., & Follmer, K. (2020). A multi-level review of hospitality work-family conflict research and a strategy for future research. *Journal of Hospitality & Tourism Research*, 44(1), 3-44.

Valentin, M., & O'Neill, J.W. (2019). The value of location for urban hotels. *Cornell Hospitality Quarterly*, 60(1), 5-24.

Manning, C., deRoos, J., O'Neill, J.W., Bloom, B.A.N, Agarwal, A., & Roulac, S. (2018). Hotel/lodging real estate industry trends and innovations. *Journal of Real Estate Literature*, 26(1), 13-41.

Hua, N., O'Neill, J.W., Nusair, K., Singh, D., & DeFranco, A. (2017). Does paying a higher franchise fee command a higher REVPAR? *International Journal of Contemporary Hospitality Management*, 29(11), 2941-2961.

O'Neill, J.W., & Quadri-Felitti, D. (2016). Resort fees and service fees in the U.S. hotel industry: Context and concepts related to partitioned pricing. *ICHRIE Research Reports*.

Singh, A.J., O'Neill, J.W., Robinson, S.J., & Manning, C. (2016). International Hospitality Real Estate Investment Management. *International Journal of the Built Environment and Asset Management*, 1(4), 269-272.

Lee, S., O'Neill, J.W., & McGinley, S.P. (2016). Effects of economic conditions and other factors on hotel sale prices. *International Journal of Contemporary Hospitality Management*, 28(10), 2267-2284.

Rushmore, S., & O'Neill, J.W. (2015). Recommendations for projecting fixed and variable components of hotel financial performance. *Cornell Hospitality Quarterly*, 56(1), 17-28.

O'Neill, J.W., & McGinley, S.P. (2015). Extreme minimum wages: Effects on the U.S. hotel industry. *ICHRIE Penn State Research Reports*. **Manuscript of the Year Award (1<sup>st</sup> Place)**

- Manning, C., O'Neill, J.W., Hood, S., Bloom, B., Singh, A., & Liu, C. (2015). The emergence of hotel/lodging real estate research. *Journal of Real Estate Literature*, 23, 3-25.
- Harrison, M.M., Jones, A.M., Cleveland, J.N., & O'Neill, J.W. (2015). Mediators of transformational leadership and the work-family relationship. *Personnel Psychology*, 30(4), 454-469.
- McGinley, S.P., Zhang, L., Mattila, A.S., & O'Neill, J.W. (2015). Attraction to hospitality companies: How processing fluency moderates value fit. *Journal of Human Resources in Hospitality & Tourism*, 14: 25-44.
- McGinley, S.P., Zhang, L., Hanks, L., & O'Neill, J.W. (2015). Reducing longitudinal attrition through Facebook. *Journal of Hospitality Marketing & Management*, 1-7.
- O'Neill, J.W. (2014). University lodging demand: An analysis of its stability and guidance for estimating its growth potential at the market level. *ICHRIE Penn State Research Reports*.
- O'Neill, J.W., & McGinley, S.P. (2014). Operations research from 1913 to 2013: The Ford assembly line to hospitality industry innovation. *International Journal of Contemporary Hospitality Management*, 26: 5, 663-678.
- McGinley, S.P., O'Neill, J.W., Damaske, S., & Mattila, A.S. (2014). A grounded theory approach to developing a career change model in hospitality. *International Journal of Hospitality Management*, 38, 89-98.
- Kim, Y.H., Kim, M.C., & O'Neill, J.W. (2013). Advertising and firm risk: A study of the restaurant industry. *Journal of Travel and Tourism Marketing*, 30: 5, 455-470.
- O'Neill, J.W. (2013). Improving the quality of hotel feasibility studies: Evaluating potential opportunities for hotel development and acquisition in university towns. *Journal of Quality Assurance in Hospitality & Tourism*, 14: 4, 391-411.
- O'Neill, J.W., Dev, C.S., & Yanagisawa, H. (2013). Hotel assets: An analysis of brand attributes, franchise fees, hotel age and performance. *International Journal of the Built Environment and Asset Management*, 1: 2, 139-164.
- McGinley, S. P., VanHoof, H.B, Carpio, S., O'Neill, J. W., & Cueva, A. (2013). Aplicación de la Teoría Fundamentada en la Evaluación de las Aspiraciones de Carrera de los Estudiantes: Un Estudio de Caso. *Pucara-Revista de Humanidades*, 25: 183-204.
- Lawson, K.M., Davis, K.D., O'Neill, J.W., & Crouter, A.C. (2013). Understanding work-family spillover in hotel managers. *International Journal of Hospitality Management*, 33: 273-281.

O'Neill, J.W. (2012). Face time in the hotel industry: An exploration of what it is and why it happens. *Journal of Hospitality & Tourism Research*, 36: 4, 478-494.

O'Neill, J.W. (2012). Using focus groups as a tool to develop a hospitality work-life research study. *International Journal of Contemporary Hospitality Management*, 24: 6, 873-885.

O'Neill, J.W. (2012). The determinants of a culture of partying among managers in the hotel industry. *International Journal of Contemporary Hospitality Management*, 24: 1, 81-96.

Xiao, Q., O'Neill, J.W., & Mattila, A.S. (2012). The role of hotel owners: The influence of corporate strategies on hotel performance. *International Journal of Contemporary Hospitality Management*, 24: 1, 122-139.

O'Neill, J.W. (2011). Hotel occupancy: Is the three-year stabilization assumption justified? *Cornell Hospitality Quarterly* 52: 2, 176-180.

O'Neill, J.W., & Carlback, M. (2011). Do brands matter? A comparison of branded and independent hotels' performance during a full economic cycle. *International Journal of Hospitality Management* 30, 515-521.

O'Neill, J.W., & Davis, K. (2011). Work stress and well-being in the hotel industry. *International Journal of Hospitality Management* 30, 385-390.

O'Neill, J.W., & Mattila, A.S. (2010). Hotel brand strategy. *Cornell Hospitality Quarterly* 51: 1, 27-34. **The most frequently read article in the Cornell Hospitality Quarterly in 2010 according to SAGE**

Xiao, Q., & O'Neill, J.W. (2010). Work-family balance as a potential strategic advantage: A hotel general manager perspective. *Journal of Hospitality & Tourism Research* 34: 4, 415-439. **Article of the Year Award**

O'Neill, J.W., & Xiao, Q. (2010). Effects of organizational/occupational characteristics and personality traits on hotel manager emotional exhaustion. *International Journal of Hospitality Management* 29, 652-658.

Kim, S., O'Neill, J.W., & Cho, H.M. (2010). When does an employee not help coworkers? The effect of leader-member exchange on employee envy and organizational citizenship behavior. *International Journal of Hospitality Management* 29, 530-537.

Mattila, A.S., O'Neill, J.W., & Hanson, B. (2009). An analysis of characteristics of U.S. hotels based on upper and lower quartile net operating income. *Real Estate Finance Journal* 25: 1, 50-54.



O'Neill, J.W., Harrison, M.M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A.C. (2009). Work-family climate, organizational commitment, and turnover: multilevel contagion effects of leaders. *Journal of Vocational Behavior* 74: 4, 18-29.

Hanson, B., Mattila, A.S., O'Neill, J.W., & Kim, Y.H. (2009). Hotel rebranding and rescaling: Effects on financial performance. *Cornell Hospitality Quarterly* 50: 3, 360-370.

Hua, N., O'Neill, J.W., & Mattila, A.S. (2008). More marketing expenditures, better hotel financial performance? *Journal of Hospitality Financial Management* 16:1, 82-88.

O'Neill, J.W., Hanson, B., & Mattila, A.S. (2008). The relationship of sales and marketing expenses to hotel performance in the United States. *Cornell Hospitality Quarterly* 49: 4, 355-363. **Article of the Year Award**

Xiao, Q., O'Neill, J.W., & Wang, H. (2008). International hotel development: A study of potential franchisees in China. *International Journal of Hospitality Management* 27, 325-336.

O'Neill, J.W., Xiao, Q., & Mattila, A.S. (2007). Suburban hotel development: Choosing a franchise brand. *Case Research Journal* 26: 2, 43-60.

O'Neill, J.W., & Mattila, A.S. (2007). The debate regarding profitability: Hotel unit and hotel brand revenue and profit relationships. *Journal of Travel and Tourism Marketing*, 21: 3, 131-135.

Cleveland, J.N., O'Neill, J.W., Himelright, J.L., Harrison, M.M., Crouter, A.C., & Drago, R. (2007). Work and family issues in the hospitality industry: Perspectives of entrants, managers, and spouses. *Journal of Hospitality & Tourism Research*, 31: 3, 275-298.

O'Neill, J.W., & Xiao, Q. (2006). The role of brand affiliation in hotel market value. *Cornell Hotel and Restaurant Administration Quarterly*, 47: 3, 210-223. **Article of the Year Award**

Mulvaney, R.H., O'Neill, J.W., Cleveland, J.N., & Crouter, A.C. (2006). A model of work and family dynamics of hotel managers. *Annals of Tourism Research*, 34: 2, 66-87.

O'Neill, J.W., Mattila, A.S., & Xiao, Q. (2006). Hotel guest satisfaction and brand performance: The effect of franchising strategy. *Journal of Quality Assurance in Hospitality & Tourism*, 7: 3, 25-39.

O'Neill, J.W., & Mattila, A.S. (2006). Strategic hotel development and positioning: The effects of revenue drivers on profitability. *Cornell Hotel and Restaurant Administration Quarterly*, 47: 2, 146-154.

- O'Neill, J.W., & Belfrage, E.E. (2005). A strategy for estimating identified intangible asset value: Hotel affiliation contribution. *Appraisal Journal*, 73: 1, 78-86.
- O'Neill, J.W., & Xiao, Q. (2005). Strategic approach to smoking bans: The case of the Delaware gaming industry. *FIU Hospitality Review*, 23: 1, 39-50.
- O'Neill, J.W., Beauvais, L.L., & Scholl, R.W. (2004). Strategic issues and determinant factors of an interorganizational macroculture in the lodging industry. *Journal of Hospitality & Tourism Research*, 28: 4, 483-506.
- O'Neill, J.W., & Mattila, A.S. (2004). Towards the development of a lodging service recovery strategy. *Journal of Hospitality & Leisure Marketing*, 11: 2, 51-64.
- O'Neill, J.W. (2004). An automated valuation model for hotels. *Cornell Hotel and Restaurant Administration Quarterly*, 45: 3, 260-268.
- O'Neill, J.W., & Mattila, A.S. (2004). Hotel branding strategy: Its relationship to guest satisfaction and room revenue. *Journal of Hospitality & Tourism Research*, 28: 2, 156-165.
- Kim, S.K., O'Neill, J.W., & Jeong, S.E. (2004). The relationship among leader-member exchange, perceived organizational support, and trust in hotel organizations. *Journal of Human Resources in Hospitality & Tourism*, 3: 1, 59-70.
- Cleveland, J.N., O'Neill, J.W., Crouter, A.C., & Drago, R. (2004). Hotels and Home Lives: A study of the work-family challenges of hotel managers. New York: *Alfred P. Sloan Foundation*.
- Mattila, A.S., & O'Neill, J.W. (2003). Relationships between hotel room pricing, occupancy, and guest satisfaction: A longitudinal case of a midscale hotel. *Journal of Hospitality & Tourism Research*, 27: 3, 328-341. **Article of the Year Award**
- O'Neill, J.W. (2003). ADR rule of thumb: Validity and suggestions for its application. *Cornell Hotel and Restaurant Administration Quarterly*, 44: 4, 7-16. **Lead Article**
- O'Neill, J.W., & Rushmore, S. (2003). Strategic and structural changes in hotel mortgages: A multiple regression analysis. *Appraisal Journal*, 71: 3, 238-244.
- O'Neill, J.W., & Lloyd-Jones, A.R. (2002). One year after 9/11: Hotel values and strategic implications. *Cornell Hotel and Restaurant Administration Quarterly*, 43: 5, 53-64.



O'Neill, J.W., & Bagdan, P. (2002). Toward developing strategies to effectively teach technological concepts to hospitality students. *Journal of Hospitality & Tourism Education*, 14: 1, 4-8. **Lead Article/Cover Story**

O'Neill, J.W. (2002). The role of storytelling in affecting organizational reality in the strategic management process. *Journal of Behavioral and Applied Management*, 4: 1, 3-18. **Lead Article**

O'Neill, J.W., & Lloyd-Jones, A.R. (2001). Hotel values in the aftermath of September 11, 2001. *Cornell Hotel and Restaurant Administration Quarterly*, 42: 6, 10-21. **Lead Article/Nominated for Article of the Year**

O'Neill, J.W., Beauvais, L.L., & Scholl, R.S. (2001). The use of organizational culture and structure to guide strategic behavior: An information processing perspective. *Journal of Behavioral and Applied Management*, 2: 2, 131-150.

O'Neill, J.W., & Rushmore, S. (2000). Refining estimates of hotel financing costs. *Cornell Hotel and Restaurant Administration Quarterly*, 41: 6, 12-17. **Lead Article**

O'Neill, J.W. (2000). Strategic directions of hotel industry executives. *F.I.U. Hospitality Review*, 18: 2, 51-60.

O'Neill, J.W. (2000). Residence Inn by Marriott. *Case Research Journal*, 20: 3, 125-164.

O'Neill, J.W. (1999). Strategy of Executives in the Lodging Industry: Its Sources and Consequences. Washington, DC: *American Hotel Foundation*.

O'Neill, J.W. (1998). Effective municipal tourism and convention operations and marketing strategies. *Journal of Travel & Tourism Marketing*, 7: 3, 95-125.

O'Neill, J.W. (1997). An interorganizational macroculture: The case of all-suite hotels. *Journal of Hospitality & Tourism Research*, 21: 2, 98-110.

## **PROFESSIONAL ARTICLES**

O'Neill, J.W. (2015, May). Two surprising predictors of college town demand. *Hotel News Now*.

O'Neill, J.W. (2013, July). PSU index: Hotel values project growth in 2014. *Hotel News Now*.

O'Neill, J.W. (2013, January). Rising hotel values. *Lodging Hospitality*, 20.

O'Neill, J.W. (2012, October). Calculating cap rates. *Lodging Hospitality*, 18-19.

O'Neill, J.W. (2012, August). Hotel values strengthen. *Lodging Hospitality*, 14-15.

- O'Neill, J.W. (2012, June). Fracking boosts hotel business. *Lodging Hospitality*, 22-24.
- O'Neill, J.W. (2012, March). Time to be social. *Lodging Hospitality*, 20-22.
- O'Neill, J.W. (2012, Spring). The Penn State real estate index. *The Hospitality Financial Management Review*, 4-5.
- O'Neill, J.W. (2012, February). Anticipation. *Lodging Hospitality*, 16.
- O'Neill, J.W. (2011, November). The market study. *Lodging Hospitality*, 18-19.
- O'Neill, J.W. (2011, July). Time to buy. *Lodging Hospitality*, 14.
- O'Neill, J.W. (2011, April). The OTA conundrum. *Lodging Hospitality*, 16-18.
- O'Neill, J.W. (2011, February). Branding works. *Lodging Hospitality*, 18-20.
- O'Neill, J.W. (2010, October). Per diem factors. *Lodging Hospitality*, 26.
- O'Neill, J.W. (2010, July). Problem appraisals. *Lodging Hospitality*, 18.
- O'Neill, J.W. (2010, April). What's the highest and best use? *Lodging Hospitality*, 18-20.
- Belfrage, E.E., & O'Neill, J.W. (2010, February). Can a rain dance induce financial precipitation? *AAHOA Lodging Business*, 48-49.
- O'Neill, J.W. (2010, February). A new spin on rebranding. *Lodging Hospitality*, 16.
- O'Neill, J.W. (2009, November). Scraping away the 'CRUD.' *Lodging Hospitality*, 20-21.
- O'Neill, J.W. (2009, August). Values to bottom out in 2010? *Lodging Hospitality*, 18-19.
- O'Neill, J.W. (2009, May). The four drivers of hotel values. *Lodging Hospitality*, 20-22.
- O'Neill, J.W. (2009, February). Values to rise in 2010? *Lodging Hospitality*, 14-15.
- O'Neill, J.W. (2008, November). Anything but lavish. *Lodging Hospitality*, 26-27.
- O'Neill, J.W. (2008, May). A CNN recession? *Lodging Hospitality*, 32-33.
- O'Neill, J.W. (2007, November). Big box strategy. *Lodging Hospitality*, 44-46.

O'Neill, J.W. (2007, May). Multiplier effect. *Lodging Hospitality*, 32.

O'Neill, J.W. (2007, April). Brands and value. *Lodging Hospitality*, 19.

O'Neill, J.W. (2006, August). ABCs of cap rates. *Lodging Hospitality*, 34-36.

O'Neill, J.W. (2006, May). Double-digit growth. *Lodging Hospitality*, 22.

O'Neill, J.W. (2006, January). Defining segments. *Lodging Hospitality*, 42.

O'Neill, J.W. (2005, November). Hurricanes and values. *Lodging Hospitality*, 40-42.

O'Neill, J.W. (2005, July). Figuring intangibles. *Lodging Hospitality*, 30.

O'Neill, J.W. (2005, May). Tackling obsolescence. *Lodging Hospitality*, 23.

O'Neill, J.W. (2005, February). Up the value roller coaster. *Lodging Hospitality*, 32.

O'Neill, J.W. (2004, November). A new approach to hotel values. *Lodging Hospitality*, 38.

O'Neill, J.W. (2004, September). The inn crowd. *Commercial Investment Real Estate*, 39-40.

O'Neill, J.W. (2004, July). Luxury hotel values are on the rise. *Lodging Hospitality*, 30.

O'Neill, J.W. (2004, March). Is the rule of thumb still viable? *Lodging Hospitality*, 26.

O'Neill, J.W. (2003, November). Are value increases on the horizon? *Lodging Hospitality*, 38.

O'Neill, J.W. (2003, August). How fees and capex affect values. *Lodging Hospitality*, 20.

O'Neill, J.W. (2003, May). Midscale without F&B gains in value: The Penn State index. *Lodging Hospitality*, 48.

O'Neill, J.W. (1995, Spring). Looking for money: Where to get financing. *Hosteur*, 13-15.

O'Neill, J.W. (1992, December). A business plan is not a marketing plan. *Lodging*, 23-26.

**REFEREED  
PAPER  
PRESENTATIONS  
AND  
PROCEEDINGS**

Tang, K., O'Neill, J.W. (2023). The effects of age on the performance of hotels. Presented at the 39th Annual American Real Estate Society Conference, San Antonio, TX, April 2023.

Tang, K., Hyoungju, S., O'Neill, J.W. (2023). Racial disparity in real estate CEOs compensation. Presented at AsRES-GCREC Joint International Real Estate Conference, Hong Kong, China, July 2023.

Tang, K., O'Neill, J. W. (2023). The effects of age on the performance of hotels: Does an historical effect exist? Presented at 28th Annual Graduate Education and Graduate Student Research Conference, Orange County, CA, January 2023.

Wang, B., O'Neill, J.W., Bloom, B.A.N., Manning, C.A., Hood, S., & Singh, A.J. (2021). Impact of COVID-19 on the hospitality sector and its asset management. Presented at the 36th Annual American Real Estate Society Conference, Las Vegas, NV, March 2021.

Robert, J.G., & O'Neill, J.W. (2021). Hotel development time: Factors influencing it, and its effects on performance. Presented at the 36th Annual American Real Estate Society Conference, Las Vegas, NV, March 2021.

O'Neill, J.W. (2020). Projecting economic cycles in the lodging industry. Presented at the International Association of Hospitality Financial Management Education Annual Conference, New York, NY, November 2020.

Wang, B., O'Neill, J.W., Bloom, B.A.N., Manning, C.A., & Singh, A.J. (2019). Converging practices and trends between the hospitality industry and institutional real estate investments. Presented at the 35th Annual American Real Estate Society Conference, Scottsdale, AZ, April 2019.

Manning, C.A., O'Neill, J.W., Singh, A.J., Turner, R., & Bloom, B.A.N. (2018). Hotel/lodging real estate investment industry issues. Presented at the 34th Annual American Real Estate Society Conference, Fort Meyers, FL, April 2018.

O'Neill, J.W., & Ouyang, Y. (2017). Airbnb: A national study of hosts, pricing, demand and guests. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Baltimore, MD, July 2017.

Manning, C.A., O'Neill, J.W., Bloom, B.A.N., Sahlins, E., Johnson, K., Roulac, S.E., & Corgel, J. (2017). Hotel/lodging real estate investment value drivers and appraisal. Presented at the 33rd Annual American Real Estate Society Conference, San Diego, CA, April 2017.

Manning, C.A., O'Neill, J.W., deRoos, J.A., Roulac, S., Agarwal, A., & Robinson, S. (2016). Hotel/lodging real estate industry trends and innovations. Presented at the 32nd Annual American Real Estate Society Conference, Denver, CO, April, 2016.

Hua, N., O'Neill, J.W., Nusair, K., & Singh, D. (2015). Does paying a higher royalty fee command a higher RevPAR? Evidence from the hotel industry in the United States. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Orlando, FL, July 2015.

Manning, C.A., O'Neill, J.W., Bloom, B., Corgel, J., Roulac, S.E., & Kline, R. (2015). How hotel/lodging real estate is different from core real estate. Presented at the 31st Annual American Real Estate Society Conference, Fort Meyers, FL, April 2015.

Roulac, S.E., Manning, C.A., & O'Neill, J.W. (2015). Is a 20<sup>th</sup> century hospitality property classification scheme relevant for the 21<sup>st</sup> century? Presented at the 31st Annual American Real Estate Society Conference, Fort Meyers, FL, April 2015.

McGinley, S.P., O'Neill, J.W., Mattila, A.S., & Van Hoof, H.B. (2015). The role of uncertainty avoidance in pre-entry career expectations. Presented at the 20<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Tampa, FL, January 2015.

McGinley, S.P., O'Neill, J.W., Mattila, A.S., & Van Hoof, H.B. (2015). The role of gender in disparate pre-entry career expectations. Presented at the 20<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Tampa, FL, January 2015.

McGinley, S.P., O'Neill, J.W., & Martinez, L. (2014). The moderating role of career progression on job mobility: A study of career change and turnover. Presented at the International Academy of Management Annual Conference, Philadelphia, PA, August 2014.

McGinley, S.P., O'Neill, J.W., Mattila, A.S., & VanHoof, H.B. (2014). Before orientation: Studying how new entrants to the hospitality industry form their pre-entry salary expectations. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, San Diego, CA, July 2014.

Manning, C.A., O'Neill, J.W., Singh, A.J., Hood, S., Liu, C., & Bloom, B. (2014). The emergence of hotel/lodging real estate research. Presented at the 30<sup>th</sup> Annual American Real Estate Society Conference, San Diego, CA, July 2014.

McGinley, S.P., Wu, L., Mattila, A.S., O'Neill, J.W., & Van Hoof, H.B. (2014). Towards a career expectations model: An analytic induction approach. Presented at the 19<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, January 2014.

McGinley, S.P., Zhang, L., Hanks, L., & O'Neill, J.W. (2014). Reducing attrition: Facebook as a new medium. Presented at the 19<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, January 2014.

McGinley, S.P., Zhang, L., Mattila, A.S., & O'Neill, J.W. (2013). The joint effect of value fit and processing fluency on job application intentions. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, St. Louis, MO, July 2013.

Manning, C.A., Bloom, B., O'Neill, J.W., Singh, A.J., Hood, S., & Liu, C. (2013). Opportunities in hotel/lodging research. Presented at the 29<sup>th</sup> Annual American Real Estate Society Conference, Mauna Lani Bay, HI, April 2013.

McGinley, S.P., O'Neill, J.W., & Mattila, A.S. (2013). Towards a career change model in hospitality: A grounded theory approach. Presented at the 18<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Seattle, WA, January 2013.

McGinley, S.P., O'Neill, J.W., VanHoof, H.B., & Mattila, A.S. (2013). Understanding Career Change and Turnover in a Cross Cultural Context. Presented at the 18<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Seattle, WA, January 2013.

Hua, N., O'Neill, J.W., & Nusair, K. (2012). Does paying a higher franchise fee command a higher RevPAR? Presented at the Association of Hospitality Financial Management Education Research Symposium, New York, NY, November 2012.

Xiao, Q., & O'Neill, J.W. (2012). The effects of strategic issues perceived by hotel managers on hotel performance. Proceedings of the 10<sup>th</sup> Asia Pacific Council on Hotel, Restaurant and Institutional Education (APac-CHRIE) Conference, Manila, Philippines, June 2012.

Xiao, Q., & O'Neill, J.W. (2010). The influence of corporate diversification strategies on property performance. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, San Juan, PR, July 2010.

Kim, Y.H., & O'Neill, J.W. (2010). How much does brand matter to a hotel's bottom line? Presented at the 15<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Washington, DC, January 2010.

Kim, Y.H., Kim, M.C., & O'Neill, J.W. (2010). Advertising and firm risk: observations from the restaurant industry. Presented at the 15<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Washington, DC, January 2010.



O'Neill, J.W., & Davis, K. (2009). Differences in work and family stress experienced by managers and hourly employees in the hotel industry. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, San Francisco, CA, July 2009.

O'Neill, J.W., & Xiao, Q. (2009). Effects of organizational/occupational characteristics and personality traits on hotel manager burnout. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, San Francisco, CA, July 2009.

Kim, Y.H., Kim, M.G., & O'Neill, J.W. (2009). Behind the scenes of hotel branding: An exploratory study of hotel brand affiliation versus independent operations. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, San Francisco, CA, July 2009.

Xiao, Q., & O'Neill, J.W. (2008). Corporate effects and core competencies: Influence of corporate strategies on sub-unit performance. Presented at the International Academy of Management Annual Conference, Anaheim, CA, August 2008.

Xiao, Q., & O'Neill, J.W. (2008). Generation effects on job satisfaction, organizational commitment and turnover intention: A comparison of baby boomer and generation X hotel managers. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Atlanta, GA, August 2008. **Best Paper Award**

Xiao, Q., & O'Neill, J.W. (2008). The role of hotel owners: The influence of corporate strategies on hotel unit performance. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Atlanta, GA, August 2008.

Kim, Y.H., & O'Neill, J.W. (2008). Branding strategies and firm intangible value: Hotel corporations. Presented at the Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Orlando, FL, January 2008.

Cleveland, J.N., O'Neill, J.W., Almeida, D.M., Klein, L.C., Harrison, M.M., Davis, K.D., Jones, A., & Crouter, A. (2007). Hotel and family work, stress, and well being: Multi-level issues in understanding work-life interfaces. Presented at the Irish Academy of Management Conference, Belfast, Ireland, September 2007.

O'Neill, J.W., Harrison, M.M., Cleveland, J.N., Almeida, D., Stawski, D., Snead, A., & Crouter, A.C. (2007). Work-family climate, organizational commitment, and turnover: The multilevel contagion effect of leaders. Presented at the International Academy of Management Annual Conference, Philadelphia, PA, August 2007. **Best Paper Proceedings**

Almeida, D., O'Neill, J.W., Cleveland, J.N., Klein, L.C., Snead, A., & Crouter, A.C. (2007). The Penn State hotel initiative: An interdisciplinary, multi-method investigation of work, family, and health in the hotel industry. Presented at the International Academy of Management Annual Conference, Philadelphia, PA, August 2007.

Cleveland, J.N., O'Neill, J.W., Almeida, D.M., Klein, L.C., Harrison, M., Davis, K.D., Jones, A., & Crouter, A. (2007). Multi-level issues in understanding hotel work and family interfaces: Avenues for intervention. Presented at the National Institute for Occupational Safety and Health Conference, Washington, DC, August 2007.

Harrison, M.M., Jones, A.M., Cleveland, J.N. & O'Neill, J.W. (2007). Viewing the work-family interface through a leadership perspective. In Social support, leadership, and work-family outcomes. Presented at the 22nd Annual Conference of the Society for Industrial/Organizational Psychology, New York, NY, April 2007.

Xiao, Q., & O'Neill, J.W. (2007). Strategic applications of hotel work-family issues. Presented at the 12<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, January 2007.

O'Neill, J.W., & Xiao, Q. (2006). Hotel branding strategy and market value from an owner perspective. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Washington, DC, July 2006. **Best Paper Award**

Xiao, Q., & O'Neill, J.W. (2006). Chinese hotel operators' perspectives on franchising. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Washington, DC, July 2006.

O'Neill, J.W., & Mattila, A.S. (2005). The debate regarding hotel profitability: Findings about the effects of revenue indicators on profitability. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Las Vegas, NV, July 2005.

Xiao, Q., & O'Neill, J.W., (2005). Do smoking bans matter? Finding a strategic approach in the gaming industry. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Las Vegas, NV, July 2005.

O'Neill, J.W., Cleveland, J.N., Buffington, J., & Crouter, A.C. (2004). Hotel and home lives: Work and family issues in the hospitality industry. Presented at the International Academy of Management Annual Meeting, New Orleans, LA, August 2004.

Cleveland, J.N., O'Neill, J.W., Buffington, J., Harrison, M., & Crouter, A.C. (2004). Hotel and home lives: Using multi-source qualitative and quantitative data. Presented at the American Psychological Association Annual Conference, Honolulu, HI, July 2004.

O'Neill, J.W., Beauvais, L.L., & Scholl, R.S. (2003). Strategy and Macroculture: An empirical analysis of the hotel industry. Presented at the Strategic Management Society Annual International Conference, Baltimore, MD, November 2003.

O'Neill, J.W., & Mattila, A.S. (2003). The strategic evolution of lodging companies to brand management organizations: A longitudinal study. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Palm Springs, CA, August 2003.

Kim, S., O'Neill, J.W., & Jeong, S.E. (2003). The effect of perceived organizational support and trust in organizations on organizational commitment of international hotel employees in Korea: Focus on the differences between in-group and out-group. Presented at the Asia Pacific Council on Hotel, Restaurant, and Institutional Education Annual Conference, Seoul, South Korea, June 2003.

Harris, R.R., Cleveland, J.N., O'Neill, J.W., & Crouter, A.C. (2003). Work and family dynamics in the global hotel industry: A potential strategic advantage. Presented at the Annual Conference on International Human Resource Management, Limerick, Ireland, June 2003.

Kim, S., O'Neill, J.W., Shafer, E., & Jeong, S.E. (2003). The moderating effect of leader-member exchange on perceived organizational support and trust in hotel organizations. Presented at the Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV, January 2003.

O'Neill, J.W., & Mattila, A.S. (2002). The role of front office personnel - guest communication in lodging service recovery. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Orlando, FL, August 2002. **Best Paper Award**

O'Neill, J.W. (2000). Organizational stories and time. Presented at the International Academy of Management Annual Meeting, Toronto, Canada, August 2000.

O'Neill, J.W., & Beauvais, L.L. (1999). The relationship between industry culture and executive perceptions of strategic issues. Presented at the International Academy of Management Annual Meeting, Chicago, IL, August 1999.

O'Neill, J.W. (1999). Strategic issues among executives in the lodging industry. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Albuquerque, NM, August 1999.

O'Neill, J.W. (1998). The impact of stories on the development and maintenance of organizational social reality. Presented at the Eastern Academy of Management Annual Meeting, Springfield, MA, May 1998.

O'Neill, J.W. (1998). Residence Inn by Marriott, Revere, MA. Presented at the North American Case Research Association Annual Meeting, Durham, NH, April 1998.

O'Neill, J.W. (1998). Organizational stories: A comprehensive organizational story typology model. Presented at the Northeast Decision Sciences Institute Annual Meeting, Boston, MA, March 1998.

O'Neill, J.W., Beauvais, L.L., & Scholl, R.W. (1997). A structure and culture model of organizational behavior variability reduction. Presented at the International Academy of Management Annual Meeting, Boston, MA, August 1997.

O'Neill, J.W. (1997). A structure and culture model of organizational behavior variability reduction for the hospitality industry. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Providence, RI, August 1997.

O'Neill, J.W. (1997). The hotel general manager as asset manager. Presented at the International Council on Hotel, Restaurant, and Institutional Education Annual Conference, Providence, RI, August 1997.

**INVITED  
SPEECHES AND  
PRESENTATIONS**

*Hospitality Asset Managers Association,* San Francisco, CA, 2023  
*Bisnow Lodging Investment Summit,* Washington, DC, 2018  
*Hospitality Asset Managers Association,* Atlanta, GA, 2017  
*Hotel Brokers International Webinar,* Kansas City, MO, 2016  
*U.S. Senate Meeting on Sharing Economy,* Washington, DC, 2016  
*U.S. House of Representatives Meeting,* Washington, DC, 2016  
*Pennsylvania Legislature Meeting,* York, PA, 2016  
*Pennsylvania Restaurant & Lodging Assoc.,* Bedford Springs, PA, 2016  
*Central Pennsylvania CVB,* State College, PA, 2016  
*Bisnow Lodging Investment Summit,* Washington, DC, 2015  
*Hospitality Asset Managers Association,* Dallas, TX, 2015  
*Bisnow Lodging Investment Summit,* Washington, DC, 2014  
*Bisnow Lodging Investment Summit,* Washington, DC, 2013  
*Hospitality Asset Managers Association,* Indianapolis, IN, 2013  
*American Real Estate Society,* Mauna Lani Bay, HI, 2013  
*Midwest Lodging Investors Summit,* Chicago, IL, 2012  
*Cornell Brand Management Conference,* Ithaca, NY, 2012  
*Midwest Lodging Investors Summit,* Chicago, IL, 2011  
*Hersha Hospitality Board of Directors,* Philadelphia, PA, 2011  
*Midwest Lodging Investors Summit,* Chicago, IL, 2010  
*Pennsylvania Tourism & Lodging Assoc.,* University Park, PA, 2010  
*Midwest Lodging Investors Summit,* Chicago, IL, 2009  
*Vantage Hospitality Annual Conference,* Las Vegas, NV, 2009  
*Hotel Brokers International Conference,* San Diego, CA, 2009  
*Pennsylvania Tourism & Lodging Assoc.,* Harrisburg, PA, 2008  
*Hotel Brokers International Conference,* Las Vegas, NV, 2008  
*Association of Assessing Officers Conf.,* Newport, RI, 2007  
*International Hotel and Motel Show,* New York, NY, 2007  
*American Association of University Women,* State College, PA, 2007  
*Hotel Brokers International Conference,* Las Vegas, NV, 2007  
*Pennsylvania Tourism & Lodging Assoc.,* Harrisburg, PA, 2006  
*League of Municipalities Conference,* Atlantic City, NJ, 2006  
*Hotel Brokers International Conference,* Las Vegas, NV, 2006  
*Delaware Legislature,* Dover, DE, 2005  
*Pennsylvania Tourism & Lodging Assoc.,* Harrisburg, PA, 2004  
*Embassy Suites Area Vice Presidents,* Myrtle Beach, SC, 2003  
*Appraisal Institute,* Harrisburg, PA, 2003  
*Hilton Hotels Corporate Offices,* Memphis, TN, 2002  
*United States District Court,* Hartford, CT, 2001  
*Rhode Island Legislature,* Providence, RI, 2001  
*Warwick Station Redevelopment Authority,* Warwick, RI, 1999  
*Appraisal Institute,* Providence, RI, 1999  
*Robert Morris Association,* Freeport, ME, 1998  
*Radisson Hotel General Managers,* Providence, RI, 1996  
*Foundation for Accounting Education,* New York, NY, 1993  
*Commercial Property News Conference,* New York, NY, 1993  
*Maine Innkeepers Association,* Rockport, ME, 1992

**DISCUSSANT** *International Council on Hotel, Restaurant, and Institutional Education Conf.  
North American Case Research Association Annual Meeting  
Northeast Decision Sciences Institute Annual Meeting*

**REVIEWER** *Cornell Hospitality Quarterly (Associate Editor)  
Journal of Hospitality & Tourism Research (Editorial Board)  
International CHRIE Research Reports (Editorial Board)  
Chair, Lodging Track, Graduate Student Research Conference in Hospitality  
International CHRIE Annual Conference  
Academy of Management Annual Conference  
Alfred P. Sloan Foundation Grant Program  
International Journal of Hospitality Management  
International Journal of Contemporary Hospitality Management  
Journal of Behavioral and Applied Management  
Journal of Travel & Tourism Marketing  
North American Case Research Association*

**DOCTORAL STUDENTS**  
**(as committee chair)** Yong Hee Kim  
Sean McGinley  
Khoa Tang  
Maxence Valentin  
Qu Xiao

**UNIVERSITY SERVICE** *Past Chair, School of Hospitality Management Executive Committee  
Past Chair, School United Way Committee  
Past Chair, College United Way Committee  
Founder and Past Chair, Café Laura Committee  
Founder and Past Chair, School Industry Advisory Board  
Past Chair, School of Hospitality Management 75<sup>th</sup> Anniversary Committee  
Past Chair, School Distinguished Speaker Series Committee  
Past Chair, School Scholarship Committee  
Past Chair, Faculty Search Committee  
Past Chair, School Office Manager Search Committee  
Past Chair, School Awards Committee  
Past Faculty Advisor, Eta Sigma Delta Honor Society  
Past Vice Chair, College Curriculum Committee  
Past Chair, School Curriculum Committee  
Past Member, School Promotion & Tenure Committee  
Past Member, College Executive Committee  
Graduate Faculty Committee  
Diversity, Equity and Inclusion Committee  
Past Member, Technology Committee  
Past Search Committee, Director of School of Hospitality Management  
Past Member, Strategic Planning Committee  
Past Member, International Planning Committee  
Past Member, Graduate Admissions Committee  
Past Member, Graduate Exam Committee  
Past Member, College Faculty Council  
Past Representative, University Curriculum Committee*



**COMMUNITY  
AND  
PROFESSIONAL  
SERVICE**

*Chairman, Patton Township Police Pension Board*  
*Past Chairman, Patton Township Planning Commission*  
*Past President, Appraisal Institute, Rhode Island Chapter*  
*Past Vice President, Appraisal Institute, Rhode Island Chapter*  
*Past Chairman, Appraisal Institute, Ethics Review Board*  
*Past Board Member, Patton Township Zoning Board*  
*Past Vice President, Cornell Club of Mid America*

**CERTIFICATES**

Certified General Real Estate Appraiser (multiple states)

**HONORS**

Teaching Excellence Award – The Pennsylvania State University  
Article of the Year – *Cornell Hospitality Quarterly* (multiple times)  
Article of the Year – *Journal of Hospitality & Tourism Research* (multiple times)  
Manuscript of the Year (1<sup>st</sup> Place) – *ICHRIE Penn State Research Reports*  
Practitioner Research Award – American Real Estate Society Annual Conference  
Best Paper Award – Annual ICHRIE Conference (multiple times)  
Outstanding Refereed Paper Reviewer – Annual CHRIE Conference  
Faculty Marshal – Penn State School of Hospitality Management  
Teacher of the Year - Johnson & Wales University  
Merit Award - Johnson & Wales University  
Publishing Award - Johnson & Wales University  
Who's Who among America's Teachers  
Grand Prize Recipient - Teaching Technology without Fear International Contest  
Excellence Award - Marriott Corporation  
Award of Excellence - Hyatt Corporation

**COURSES  
TAUGHT**

*Hospitality Corporate Strategy (graduate level)*  
*Hospitality Real Estate (also developed course)*  
*Hospitality Asset Management (also developed course)*  
*Senior Management Seminar in Hospitality Industry Strategy*  
*Hospitality Managerial Communications*  
*Advanced Hotel Management*  
*Hotel Management*  
*Hotel Front Office Operations*  
*Hospitality Human Resources Management*  
*Introduction to Management in the Hospitality Industry*  
*Managing Quality Services in the Hospitality Industry*  
*Convention and Group Sales and Services Management*  
*Hospitality Information Systems Management*  
*Hotel Asset Management (executive education)*  
*Hotel Real Estate Financial Analysis (executive education)*  
*Hotel Real Estate Market Analysis (executive education)*  
*Issues in Appraising Lodging Properties (executive education)*

**AFFILIATIONS**

Appraisal Institute (MAI designation), American Hotel & Lodging Association (CHE designation), International Society of Hospitality Consultants (ISHC designation), Hospitality Asset Managers Association, Cornell Hotel Society, Mensa International, International Council on Hotel, Restaurant and Institutional Education, American Real Estate Society, Academy of Management, Strategic Management Society, North American Case Research Association

**MILITARY**

United States Army, Honorable Discharge

**QUOTATIONS  
AND  
CITATIONS**

*Bloomberg Business News*  
*Business Travel News*  
*Business Week*  
*CBS News*  
*China Daily*  
*CNBC*  
*Crain's New York Business*  
*Fast Company*  
*Fortune Magazine*  
*Fox News*  
*Hotel & Motel Management*  
*Hotel News Now*  
*Hotels Magazine*  
*Houston Business Journal*  
*Houston Chronicle*  
*Kansas City Star*  
*KGOA News (California)*  
*Lodging Magazine*  
*Lodging Hospitality*  
*Los Angeles Times*  
*Management Review*  
*NBC Today Show*  
*New Jersey Biz*  
*New York Post*  
*New York Times*  
*Ottawa Citizen (Canada)*  
*Pennsylvania Business Central*  
*Philadelphia Business Journal*  
*Philadelphia Inquirer*  
*Providence Journal*  
*San Francisco Examiner*  
*San Jose Mercury News*  
*Skift*  
*The Guardian*  
*Time Magazine*  
*Travel Agent Magazine*  
*Travel Weekly*  
*USA Today*  
*U.S. Japan Business News*  
*Wall Street Journal*  
*Washington Business Journal*  
*Washington Times*  
*WDEL News*  
*Wilkes-Barre Times Leader (Pennsylvania)*  
*Wilmington News Journal (Delaware)*

**CONSULTING  
CLIENTS**

*Hospitality Organizations:*

Choice Hotels International  
Darren Hospitality Group  
HFL Corporation  
Highland Holding Group  
Hilton Worldwide  
Lodgian  
Marriott International  
Mohegan Sun  
Shaner Hotel Group  
The Trump Organization

*Financial Institutions:*

Woodfin Suites  
Bank of the West  
Beneficial Savings Bank  
Citizens Bank  
Commerce Bank  
Fleet Bank  
GMAC Commercial Mortgage  
Graystone Bank  
M&T Bank  
Stearns Bank  
Sun Financial Services  
Washington Trust Bank

*Law Firms:*

Archer & Greiner  
Barley Snyder  
Bond, Schoeneck & King  
Caldwell & Kearns  
CGA Law Firm  
Dorf & Nelson  
Feldman & Pinto  
Guthrie, Nonemaker, Yingst & Hart  
Hall Booth Smith  
Hourigan, Kluger & Quinn  
Hunt, Leibert, Chester & Jacobson  
Kasowitz, Benson, Torres & Friedman  
Katten Muchin Rosenman  
King, Spry, Herman, Freund & Faul  
McNees Wallace & Nurick  
Norris McLaughlin  
Peters, Moritz, Peischl, Zulick, Landes & Brienza  
Severn, O'Connor & Kresslein  
Wagstaff & Cartmell  
Zimmerman, Pfannebecker, Nuffort & Albert

*Publishers:*

Appraisal Institute  
Course Technology  
Delmar Publishing  
Kaplan Publishing  
Prentice Hall  
Thomson Publishing

*Public/Quasi-Public:*

City of Warwick, RI  
Delaware Program  
Fayette County, KY  
Pocono Mountains Visitors Bureau  
Rhode Island Hospitality & Tourism Association  
U.S. Army