



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

MEETING AGENDA

Tuesday, February 24, 2026

1:30 – 2:45 pm

FSU Westcott Building
Conference Room 201
222 South Copeland St.
Tallahassee, FL 32306

The agenda will be followed in subsequent order and items may be heard earlier than the scheduled time.

I. Call to Order and Welcome

Trustee Vivian de las Cuevas-Diaz, Chair

II. Approval of Minutes

October 30, 2025, Meeting Minutes

III. Informational Items and Updates

Trustee Vivian de las Cuevas-Diaz, Chair

Dr. James Clark, Provost, and Executive Vice President for Academic Affairs

A. Visitors Center Update

B. Social Media Policy

IV. Action Items for Consideration of Recommendation to the Board of Trustees

Trustee Vivian de las Cuevas-Diaz, Chair

Dr. James Clark, Provost, and Executive Vice President for Academic Affairs

A. Action Item I: Request for Approval: Tenure Upon Appointment

B. Action Item II: Request for Approval: Tenure Report

C. Action Item III: Request for Approval: Proposal to Implement B.S. in Civics and Liberty Studies

D. Action Item IV: Request for Approval: Proposal to Implement M.S. in Hospitality Management

E. Action Item V: Request for Approval: Proposal to Implement Ph.D. in Hospitality Management

- F. Action Item VI: Request for Approval:** Proposal to Implement Ph.D. in Entrepreneurship
- G. Action Item VII: Request for Approval:** Proposal to Terminate B.S. in STEM Teaching
- H. Action Item VIII: Request for Approval:** Amended FSU Regulation 5.098

V. Open Forum for Trustees

Trustee Vivian de las Cuevas-Diaz, Chair

VI. Adjournment

Trustee Vivian de las Cuevas-Diaz, Chair



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

Meeting Minutes October 30, 2025



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

MEETING MINUTES (DRAFT)

Thursday, October 30, 2025

Augustus B. Turnbull Conference Center
555 W Pensacola St, Tallahassee, FL 32306
Room 101

Trustees in Attendance: Trustee Vivian de las Cuevas-Diaz (Committee Chair and FSU Board of Trustees Vice Chair), Trustee Roxanne Hughes, Trustee Justin Roth, and Trustee Kathryn Ballard

Staff: President Richard McCullough, Chief of Staff Marissa Langston, General Counsel Carolyn Egan, Provost James Clark and other Academic Affairs Staff

I. Call to Order and Welcome

Trustee Vivian de las Cuevas-Diaz (Committee Chair) called the meeting to order at 12:15pm, AVP Michelle Personette conducted roll call and confirmed quorum.

II. Approval of Minutes (Academic Affairs Committee Meeting – August 28, 2025)

Trustee Roth moved to approve the committee meeting minutes from August 28, 2025, Trustee Ballard seconded the motion, and the minutes were approved unanimously by all present at the meeting.

III. Informational Items

A. FSU Artificial Intelligence Strategy, Investments, and Successes

Chief Information Officer, Jonathan Fozard presented FSU's investments and strategies in Artificial Intelligence. The presentation also included awards, recognitions, and pilot invitations that FSU has received over the last two (2) years, including Microsoft, Google and other emerging technologies.

B. Amended List of Anticipated New Degree Programs: 2025-2026 Academic Year

Assistant Vice President for Faculty Development and Advancement Amy Guerrette presented the amended 2025-2026 Anticipated New Degree program list. The amended list includes the addition of a PhD in Audiology.

C. Post Tenure Review Report

Provost and Executive Vice President for Academic Affairs James Clark and Vice President Jeanette Taylor presented the Post Tenure Review results. The presentation included a review of BOG regulation 10.003, FSU-BOT regulation 4.073, the rating scale, and the process of submittal and review of post tenure. The outcomes of the 2025 post tenure review are:

- Total Cohort = 133
- Exceeds Expectations = 71; Meets Expectations = 44; Does Not Meet Expectations = 1; Unsatisfactory = 0; Voluntarily Resigned/Retired = 16; Opted into Non-Tenure Position = 1

IV. Action Items for Consideration of Recommendation to the Board of Trustees

A. Action Item I: Request for Approval: College of Medicine Graduate Medical Education Annual Institutional Review Executive summary (AY 2024-2025)

Associate Dean of Graduate Medical Education, Bill Boyer presented the 2024-2025 Annual Institutional Review for the College of Medicine Graduate Medical Education.

Trustee Hughes moved to approve the College of Medicine Graduate Medical Education Annual Institutional Review Executive summary (AY 2024-2025), Trustee Roth seconded the motion, and the motion was unanimously approved by all present at the meeting.

B. Action Item II: Request for Approval: Tenure Upon Appointment

Provost and Executive Vice President for Academic Affairs James Clark and Vice President Jeanette Taylor presented the list of newly hired faculty members that were recommended for tenure at the start of their appointment to FSU. The list included sixteen (16) scholars that were hired from other universities, including two National Academy of Science Members. All 16 of the faculty members joined FSU as Associate or Full professors and have met FSU's rigorous standards for tenure and successfully passed reference and background checks.

Trustee de las Cuevas-Diaz informed the Trustees that she has requested that staff include Tenure Upon Appointment as a standing item on the Academic Affairs committee agenda. This action would reduce the number of faculty upon appointment for review in one meeting.

Trustee Hughes moved to approve the roster of Tenure Upon Appointment candidates, Trustee Ballard seconded the motion, and the motion was unanimously approved by all present at the meeting.

C. Action Item III: Request for Approval: Proposal to Implement BS in Interdisciplinary Design – Design and Visual Communication

Amy Guerrette presented the proposal to implement the Bachelor of Science in Interdisciplinary Design degree in the College of Fine Arts. The proposed degree will be implemented in Fall 2026. This degree will be in CIP Code 50.0401.

Trustee Roth moved to approve the proposal to implement the proposed BS in Interdisciplinary Design, Trustee Ballard seconded the motion, the motion was unanimously approved by all present at the meeting.

IV. Open Form for Trustees

Trustee de las Cuevas-Diaz provided the committee with an update on the creation of a social media policy.

V. Adjournment:

Trustee Ballard moved to adjourn the meeting, Trustee Hughes seconded the motion, and the meeting was adjourned at 1:23pm.



FLORIDA STATE UNIVERSITY
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Academic Affairs Committee

ACTION ITEM I



FLORIDA STATE UNIVERSITY

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Academic Affairs Committee

ACTION ITEM I

February 24, 2026

SUBJECT: Request for Approval: Tenure Upon Appointment

PROPOSED COMMITTEE ACTION

Request to approve 2025-2026 Tenure Upon Appointment Candidates

AUTHORITY FOR BOARD OF TRUSTEES ACTION

FSU-1.004 University Constitution, Article VI, Section B. Tenure, Nonreappointment, Termination, and Suspension

BACKGROUND INFORMATION

The tenure review committee has reviewed the tenure nominations and applications and made recommendations to the Provost and President. The Provost and President recommended awarding tenure to 6 faculty members reviewed for tenure upon appointment. All candidates met requirements of the University's rigorous tenure review process.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Tenure Upon Appointment Candidates

Submitted by: Office of Faculty Development & Advancement & Office of the Provost and Executive Vice President for Academic Affairs.

	Name	Department	College	Hire Date	Degree and Institution	Brief Description
1	Bobo, William	Behavioral Science & Social Medicine	Medicine	Fall 2024	MD; University of Missouri-Columbia School of Medicine	Dr. Bobo came to FSU from the Mayo Clinic where he was Professor and Chair of the Department of Psychiatry & Psychology. He previously served on faculty at Vanderbilt University Medical School. His research focuses on treatment outcomes and illness trajectories for mood disorders in adults and has been continuously funded for 20 years. He has 182 published papers and has a distinctive record for teaching and service.
2	Guseva, Yuliya		Law	Spring 2026	LL. B; Orenburg State University School of Law; LL. M.; Columbia Law School	Ms. Guseva joined FSU from Rutgers Law School where she was a tenured professor and served as Vice Dean. She is a leader in the fields of business and financial law, particularly the area of fintech – technology assisted banking and financial services. Her international reputation in scholarship is accompanied by excellence in teaching and a clear commitment to serving the university and the profession.
3	Johnson, Sarah	Health, Nutrition and Food Sciences	Education, Health, & Human Sciences	Fall 2025	PhD in Nutrition and Food Science; Florida State University	Dr. Johnson came to FSU from Colorado State University where she was a tenured associate professor and Director of the Program in Dietetics. She has published nearly 50 research articles and has garnered over \$11 million in competitive external grants for her work., which focuses on dietary interventions that reduce chronic disease. She has mentored 20 doctoral students and has highly visible service as a grant reviewer and in a leadership role in professional organizations.
4	Macatee, Richard	Psychology	Arts & Sciences	Fall 2025	PhD in Psychology (Clinical); Florida State University	Dr. Macatee came to FSU from Auburn University where he was a tenured associate professor. Although he earned his doctoral degree at FSU, his research program's focus on substance dependence is independent of his mentor's program on anxiety disorders. Dr. Macatee has published over 60 research articles and he brought two federal grants with him to FSU. He has mentored several doctoral students and has provided service to the discipline as a grant reviewer.
5	Romig, John	School of Teacher Education	Education, Health, & Human Sciences	Fall 2025	PhD in Special Education; University of Virginia	Dr. Romig joins FSU from the University of Texas at Arlington where he was a tenured associate professor. He has secured over \$2.4 million in external funding for his research, which focuses on instructional technology for students with disabilities. His national service is reflective of his reputation in the discipline.
6	Widman, Laura	Nursing	Nursing	Fall 2025	PhD in Psychology (Clinical); University of Tennessee	Dr. Widman came to FSU from North Carolina State University where she was a tenured professor in Psychology. She was a decorated faculty member at NC State winning research, teaching, and service awards. Her research focuses on adolescent and behavioral health and digital health and she has published 93 papers in some of the best journals. She has secured more than \$5 million in federal support for her work.



FLORIDA STATE UNIVERSITY
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ACTION ITEM II



FLORIDA STATE UNIVERSITY

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ACTION ITEM II

February 24, 2026

SUBJECT: Request for Approval: Tenure Report

PROPOSED COMMITTEE ACTION

The Academic Affairs Committee is asked to approve the awarding of tenure to faculty as recommended by the President, contingent on full Board of Trustees approval.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Board of Governors Regulation 5.940 Tenure and Permanent Status

FSU-1.004 University Constitution, Article VI, Section B. Tenure, Nonreappointment, Termination, and Suspension

BACKGROUND INFORMATION

The University Promotion and Tenure Committee has reviewed the tenure nominations and applications and made recommendations to the Provost and President. President McCullough has recommended the award of tenure to those faculty meeting the requirements of the University's rigorous promotion and tenure procedures.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Submitted by: Office of Faculty Development and Advancement and the Office of the Provost and Executive Vice President for Academic Affairs.



FLORIDA STATE UNIVERSITY
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ACTION ITEM III



FLORIDA STATE UNIVERSITY

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ACTION ITEM III

February 24, 2026

SUBJECT: Proposal to Implement Civics and Liberty Studies BS Degree

PROPOSED COMMITTEE ACTION

Request to approve the Civics and Liberty Studies BS Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed undergraduate degree in Civics and Liberty Studies will be offered by the College of Social Sciences and Public Policy in collaboration with the FSU Institute for Governance and Civics. The core of this interdisciplinary degree program will focus on the American civics traditions, mixed with an emphasis on the social sciences and empirical methods of analysis. Students will specialize in one of four areas: constitutional, economic, conscience, or educational liberty.

The Civics and Liberty Studies BS degree will be only the third in the state offered in CIP Code 30.5101. The degree uniquely integrates political history, political science, philosophy, and economics into the study of American civics, setting it apart from existing degree programs.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Civics and Liberty Studies

Submitted by: Office of Faculty Development and Advancement



Request to Offer a New Degree Program
In accordance with Board of Governors Regulation 8.011,
Academic Degree Program Coordination and Approval

Florida State University
Institution Submitting Proposal

College of Social Science and Public Policy
Name of College(s) or School(s)

Philosophy, Politics, and Economics
Academic Specialty or Field

30.5101
Proposed CIP Code (2020 CIP)

Fall 2026
Proposed Implementation Term

n/a
Name of Department(s) or Division(s)

Civics and Liberty Studies
Complete Name of Degree

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.

**Date Approved by the University
Board of Trustees**

President's Signature Date

**Board of Trustees Chair's Date
Signature**

Provost's Signature Date

I. Overview

A. Briefly describe the proposed program in the following table.

Purpose	The Institute for Governance and Civics (IGC) and the College of Social Sciences and Public Policy (COSSPP) propose a multidisciplinary undergraduate degree in Civics and Liberty Studies (CLS). The program's core, reflecting the IGC's legislative mandate and faculty's expertise, will be the American civics traditions, broadly construed, mixed with a heavy emphasis on social science and methods of analysis. After taking a core set of classes, students will specialize in one of four areas of liberty: constitutional, economic, conscience, or educational. Course instruction and research supervision will be undertaken by IGC and COSSPP faculty, including faculty from a variety of other FSU departments. The degree's interdisciplinarity will open up avenues for cooperation with existing, single-discipline departments. The proposed curriculum is designed to provide a comprehensive education organized around civic thought, political philosophy, social science, and empirical methods. The courses together form a robust interdisciplinary program that prepares students to lead and to understand and analyze our unique republican form of government. This interdisciplinary program integrates classical and modern texts, empirical social science, legal analysis, and rhetorical training to develop thoughtful, data-informed, and ethically grounded civic leaders. The degree culminates in a senior research seminar and paper for every student. The CLS degree uniquely integrates political history, political science, philosophy, and economics into the study of American civics, setting it apart from existing programs that typically focus on narrower disciplinary perspectives. The curriculum also supports the IGC's statutory mission to "[p]rovide students with access to an interdisciplinary hub that will develop academically rigorous scholarship and coursework on the origins of the American system of government, its foundational documents, its subsequent political traditions [and] evolutions..." It aligns with the Board of Governor's 2025 Strategic Plan, especially its aims to "address the significant challenges and opportunities facing Florida's citizens, communities, regions, the state, and

	beyond,” and to [d]eliver knowledge to advance the health, welfare, cultural enrichment, and economy through community and business engagement and service.”
Degree Level(s):	Bachelor of Science in Civics and Liberty Studies
Majors, Concentrations, Tracks, or Specializations	<u>Major:</u> Civics and Liberty Studies
Total Number of Credit Hours	120
Program Type	☒ E&G Program ☐ Market Tuition Rate Program* ☐ Self-Supporting Program* *Refer to Board Regulation 8.002 , Self Supporting and Market Tuition Rate Program and Course Offerings, for additional details.
Possible Career Outcomes	This interdisciplinary undergraduate program will appeal to students interested in the complex interplay among political science, economics, religion, law, philosophy, and public service. Structured surveys have indicated that FSU students are eager for a curriculum that integrates these critical areas. Graduates from this interdisciplinary program will go on to successful careers in both the public and private sector, which will bolster the university’s graduate employment rates and strengthen its alumni network. Because many CLS graduates will work in government and public service, the program will also benefit the local community and the state by producing civically engaged graduates, whose interdisciplinary education will make them well prepared to contribute to policymaking processes.

B. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan?

[Programs of Strategic Emphasis List](#)

- ☐ Yes, it does qualify as a Program of Strategic Emphasis.
☒ No, it does not qualify as a Program of Strategic Emphasis.

C. Does the program fall under one of the CIP codes listed below that qualifies for the Programs of Strategic Emphasis Waiver? *(for baccalaureate programs only)*

CIP CODE	CIP TITLE
11.0101	Computer and Information Sciences
11.0103	Information Technology
13.1001	Special Education and Teaching
13.1202	Elementary Education and Teaching



14.0801	Civil Engineering
14.0901	Computer Engineering
14.1001	Electrical and Electronics Engineering
14.1901	Mechanical Engineering
27.0101	Mathematics
52.0301	Accounting
52.0801	Finance
52.1201	Management Information Systems

☐ Yes. If yes, students in the program will be eligible for the Programs of Strategic Emphasis waiver. Refer to [Board Regulation 7.008](#) and the [Programs of Strategic Emphasis Waiver Guidance](#).

☒ No

☐ Not Applicable

II. Institutional and State-Level Accountability

A. Describe how the proposed program directly or indirectly supports the following.

1. The [State University System's Strategic Plan](#) goals.

The proposed program aligns with the State University System's Strategic Plan goals of Excellence, Productivity, and Strategic Priorities for a Knowledge Economy as follows:

Excellence

- a) The program ensures rigorous academic standards, providing students with a strong foundation in American civics, where they will learn the skills and substance necessary to be effective citizens and responsible leaders in a pluralistic environment. This learning will prepare graduates to excel in their fields.
- b) The program will attract and retain distinguished faculty who are leaders in their fields, enhancing the excellence of the educational experience through cutting-edge research and education.
- c) The program will particularly reach out and engage Florida's communities and businesses in a meaningful and measurable way. Students will learn how to operate as citizens in the community and will interact with various communities. Students in the constitutional liberty concentration will interact with the legal and policy community to hone their skills. Students in the economic liberty concentration will learn how businesses operate and how sound economics can improve freedom. Students in the conscience liberty concentration will learn the importance of free thought and freedom of religion, with many learning how to litigate First Amendment cases. And, students in the educational liberty concentration will interact with the K12 policy and teaching community.

Productivity

- a) The program leverages existing resources within FSU, including various departments and colleges across campus, to provide a comprehensive educational experience without significant additional costs.
- b) The program will focus on student support and career readiness to achieve high graduation rates and strong employment outcomes, thereby contributing to the productivity of the university and of the state.
- c) The program will support research projects and collaborations within the program and across disciplines to foster innovation in civic thought, contributing to that body of knowledge, particularly (though not exclusively) from a social science perspective.

Strategic Priorities for a Knowledge Economy

- a) The program addresses the growing demand for Lawyers, Paralegals, Budget Analysts, Economists, Legislators, Social Scientists and Related Workers including Financial Managers, Management Analysts and General and Operations Managers, thereby supporting the development of a skilled workforce in Florida and across the Nation.
- b) Integrating knowledge from fields such as political science, law, history, economics, philosophy, religion, and public policy, the program prepares graduates to work in various

settings, enhancing the state's capacity for interdisciplinary innovation.

c) Graduates of the program will contribute to the state's economy by working in various sectors, including law, policy, and private business, thereby enhancing the overall capacity of the population.

d) The program supports the advancement of civic awareness, aligning with state and national priorities, as evidenced by legislation and executive orders.

e.) Graduates of similar programs typically go on to successful careers in both the public and private sector, which will bolster the university's graduate employment rates and strengthen its alumni network. The program will directly contribute to the state and local community's workforce and economic growth by preparing students for high-demand occupations. Because many CLS graduates will work in government and public service, the program will also benefit the local community and the state by producing civically engaged graduates, whose interdisciplinary education will make them well prepared to contribute to policymaking processes.

2. The institution's strategic plan and goals the program will directly advance.

The proposed program will advance Florida State University's Strategic Plan goals across the five domains as follows:

The IGC's multidisciplinary B.S. in Civics and Liberty Studies (CLS) is developed in direct response to legislation, which states: "The Florida Institute for Governance and Civics is established at the Florida State University..." and that the IGC will "[p]rovide students with access to an interdisciplinary hub that will develop academically rigorous scholarship and coursework on the origins of the American system of government, its foundational documents, its subsequent political traditions [and] evolutions...." The IGC's vision is to be the nation's premier policy institute in creating the next generation of effective citizens and responsible leaders. Its mission is to advance constitutional, economic, conscience, and educational liberty through bold research, transformative teaching, and fearless debate. This program advances both.

That legislation—and this degree program—work hand in hand with the FSU Strategic Plan goals.

Expanding Research and Academic Excellence

a) The program offers a robust curriculum that includes advanced courses in civic thought, social science, political science, economics, and relevant disciplines, positioning FSU as a leader in the growing civic thought movement and leadership.

b) The capstone portion of the program fosters student driven research and collaboration with faculty, promoting work that contributes to academic excellence and placement in graduate and professional schools.

c) By relying on partnerships with other departments, the program enhances interdisciplinary research opportunities and drives academic excellence across the university.

Ensuring Student Success on Campus and Beyond

a) The program provides extensive training and professional development opportunities,

ensuring that graduates are well-prepared for successful careers.

b) The program will seek strong ties with government actors, private groups, law firms and judges, and others to facilitate job placements, ensuring that graduates are competitive in the job market and well-equipped for professional success.

c) The IGC has an active cohort of undergraduate students who will work together to help others in the program. They will create a lively alumni group.

Nurturing and Inspiring Entrepreneurial Spirit

a) The program encourages students to engage in innovative projects and research, fostering an entrepreneurial mindset. This can lead to the development of research and the more efficient provision of public policy.

b) By partnering with the Jim Moran College of Entrepreneurship on some classes, students and faculty can explore greater entrepreneurship opportunities.

c) The program's focus on liberty will teach students the value of individual responsibility and how they can become more effective citizens.

Committing to Inclusive Excellence and Civil Discourse

a) The program is geared directly toward improving civil discourse. One of its required courses focuses on civil discourse. The purpose of the degree is to make more effective citizens and responsible leaders.

b) The program actively will recruit students from across different perspectives and explain to them the reason for exposure to pluralistic ideas.

c) The program will encourage open and respectful dialogue on key issues in America today.

d) Through the exchanges and learning outcomes in these courses, students will become more politically tolerant and intellectually humble.

Enhancing FSU Brand to Reflect Institutional Excellence

a) The program will place FSU among some of the most elite universities in the country as it relates to civic thought. Other universities that recently created degree programs in civic thought include: the Ohio State University, the University of Texas, the University of Florida, the University of Tennessee, Yale University, and others.

b) Highlighting the accomplishments of faculty and students in research, publications, and professional practice elevates the profile of FSU in the national and international academic community. For example, Director Owens's recent book "Cognitive Aging and the Federal Circuit Courts" won the 2025 C. Herman Pritchett Award for the best book on law and courts written by a political scientist. Other faculty involved in the degree program are similarly well-published.

c) Through partnerships with national civics groups, local and state groups, legal groups, and others, the program will enhance the visibility and reputation of FSU as an institution committed to addressing civic health.

3. The university's mission.

The proposed program will comprehensively support Florida State University's mission by fostering excellence across teaching, research, creative endeavors, and service, while also nurturing essential qualities for lifelong learning and community

engagement.Achieving Excellence in Teaching

- a) The program's curriculum—focused on core American civics ideas while integrating strong social science components—ensures that students receive a high-quality education. The curriculum incorporates active learning strategies, such as case studies, simulations, and interactive technologies, prepares students for real-world challenges, and promotes analytical thinking and problem-solving skills.
- b) Led by renowned faculty with extensive expertise in the fields of political science, economics, religion, law, philosophy, and related fields, the program provides students with access to mentors who are leaders in their fields, enhancing the educational experience through expert instruction and guidance.

Advancing Research and Creative Endeavors

- a) The program encourages interdisciplinary research, combining philosophy, education, and religion with other fields such as political science, public policy, and economics, leading to innovative approaches to civic awareness and improvements in civic knowledge.
- b) The program provides students with opportunities to engage in research projects and creative endeavors to support their development as independent scholars.
- c) The program also fosters collaborations among students and between students and faculty to enhance research output and drive creative solutions to complex problems dealing with constitutional, economic, conscience, and educational liberty.

Commitment to Service

- a) The program equips students to participate in civic leadership, addressing major gaps in leadership and civic awareness.
- b) The program positions students to become advocates for civic literacy, aligning with the university's mission of serving the community through education and outreach.

Instilling Strength, Skill, and Character

- a) The program emphasizes professional development, ensuring that graduates possess the strength, skill, and character necessary for lifelong learning, effective citizenship, and responsible leadership.
- b) By integrating ethical considerations into the curriculum, the program prepares students to navigate tricky ethical dilemmas and work responsibly in complex environments.
- c) Encouraging a commitment to lifelong learning, the program fosters a culture of continuous improvement and civic engagement.

Fostering Free Inquiry of Diverse Viewpoints

- a) The core portion of the program's curriculum focuses on civil discourse, the First Amendment, and how to engage responsibly in America.
- b) The program promotes free inquiry and open dialogue on ethical, social, and cultural issues related to citizenship and encourages students to engage in thoughtful discussions and respect different perspectives.
- c) The Conscience Liberty concentration focuses extensively on religious liberty and how to respect others in our varied religious country today.

4. The benefit to the university, the local community, and the state.

The proposed program will bring numerous benefits to Florida State University, the local community, and the state of Florida.

Benefits to Florida State University

The program's rigorous curriculum and integration of civic thought and social science will strengthen FSU's reputation as a leader in civic thought and social science. Offering an in-demand program will attract high-quality students, improving enrollment rates and student retention. The program will attract and retain distinguished faculty, contributing to a vibrant academic community and enhancing the overall quality of education and research at FSU. The program will promote collaboration between and among different colleges, centers, institutes and departments, enriching the academic environment and fostering innovative research and teaching practices.

Benefits to the Local Community

Graduates of the program will go on to be lawyers, public officials, and active citizens in and around Leon County, Florida. They will take on leadership roles and do their part to improve civic awareness. And they will accept good jobs in the community.

Benefits to the State of Florida

The program will address the growing demand for workers with the skills necessary to interact with others, contributing to the development of a workforce that is more tolerant and less likely racked with internal political strife. By attracting students, faculty, and research funding, the program will have a positive economic impact on the Florida panhandle, northwest Florida, and the entire State of Florida, supporting job creation and economic growth. Our graduates will spread our culture of free inquiry and civic engagement across the state. They will become leaders in various fields.

- B. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify any concerns raised and provide a narrative explaining how each has been addressed in this proposal or will be addressed before the proposed program is implemented.

September 3, 2025

III. Student and Workforce Demand

If the proposed program is a baccalaureate or master's degree on the Programs of Strategic Emphasis list, skip III-A.

- A. Describe the Florida and national workforce demand for the proposed program. The response should, at a minimum, include the current state workforce data from Florida's Department of Commerce and national workforce data from the U.S. Department of Labor's Bureau of Labor Statistics. Additional documentation for workforce needs may include letters of program support by employers and job

postings for program graduates, as well as a description of any specific needs for research and service that the program would fulfill.

Complete the table below using data from the Search by CIP or SOC Employment Projections Data Tool in the Academic Review Tracking System.

Labor Market Demand, CIP Code 30.5101

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2023-2031	U.S. 2022-2032	FL 2023-2031	U.S. 2022-2032	FL 2023-2031	U.S. 2022-2032	
Mangers, All Other 11-9199	6.1%	3.3%	5,217	94,400	8,810	135,400	Bachelors
Social Scientists and Related Workers, All Other 19.3099	5.9%	1.7%	222	3,000	351	3,600	Bachelors

Sources:

Date Retrieved: 05/06/2025

U.S. Bureau of Labor Statistics - <https://data.bls.gov/projections/occupationProj>

Florida Department of Economic Opportunity - <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

B. If the occupations do not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided by Board staff, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided to students in the proposed program in the table below. Contact the institutional representative working with you on the degree proposal for more information about possible occupations.

Occupational Linkages for the Proposed Program

SOC Code (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
	N/A	

C. Describe the student demand for the proposed program. The response should, at a minimum, include the following.

1. Projected headcount for Year 1 through Year 5.

- Year 1: 20
- Year 2: 30
- Year 3: 40
- Year 4: 50
- Year 5: ≥ 60

2. Data that supports student interest or demand for the proposed program. Include questions asked, results, and other communications with prospective students.

In a survey of FSU undergraduate students majoring in Interdisciplinary Social Science (ISS), 75% of respondents indicated they would have been interested in the Civics and Liberty Studies major had it been available when they chose their major. Similarly, 57% of Philosophy majors and 52% of Political Science majors stated they would have been interested in the CLS major.

Question: If the Civics and Liberty Studies Major had been offered when you selected your major, would you have been interested?

IV. Duplication of Existing Programs

- A. If the program duplicates another degree program at a private or public state university in Florida with a substantially similar curriculum, provide evidence that the university has investigated the potential impact on the existing program, has discussed opportunities for collaboration with the affected university, and can justify the need for duplication. Additionally, summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at the affected institutions regarding the potential impact on enrollment and any opportunities for collaboration in the areas of instruction and research.

Although the degree CIP Code is offered at the University of Florida and Florida International University, the FSU new degree proposal brings a unique offering to the state. Each of these three degree programs have been created statutorily because the legislature believes greater civic awareness across Florida is a priority. Creating the degree at FSU implements that statutory directive. The FSU CLS degree is distinct due to its geographic location. Located in the state capital, FSU offers access to state government that is unparalleled elsewhere. Students will be able to interact with state policymakers. And, when they graduate, they will be well positioned to obtain employment. Faculty also will have access to policymakers and can leverage that access to teach even more effectively.

Additionally, the CLS degree program is distinct in important ways from the other two SUS programs.

The FSU CLS degree is more focused on social science than the PPEL program at the University of Florida. UF students are required to take 12 total credits in social science courses. 15 credits of our required courses are Social Science. Students in the Constitutional Liberty concentration will add another 6-12 social science credits (total of 21-27 social science credits). Students in the Economic Liberty concentration will add another 15 social science credits (total of 30). Students in the Conscience Liberty concentration will add another 3-6 social science credits (total of 18-21). And students in the Educational Liberty concentration will add another 3-6 credits (total of 18-21). As such, CLS students will graduate with different skills in empirical observation and data analysis.

The CLS degree is distinct from FIU's Bachelor of Science (BS) degree in Business and Government Leadership because it is less focused on the business dynamic and international affairs. The FIU program was created to meet the demand for skilled professionals in South Florida's dynamic business and government sectors. The FIU degree program requires the following 12 core credits: Foundational Principles for Leaders in Free Markets, Political Leadership in the United States, Quantitative and Qualitative Data Analysis for Leadership, and a Leadership Capstone. An additional 18 credits at FIU are required, consisting of 6 credits each from the College of Business, the Department of Economics, and the School of Communication.

While the FSU CLS degree is distinct from these two programs, we can and will work together across the state to achieve shared goals.

On June 12, 2025, Director Ryan Owens met over Zoom with UF Hamilton School Interim Director Robert Ingram and Jason Mastrogiovanni--Interim Associate Provost for Student Success--to discuss the two programs. Both indicated their full support at that time and agreed to sign off on a letter of support. That letter is attached as Appendix B.

On June 16, 2025, Director Owens met over Zoom with Director Carlos Diaz Rosillo from the Adam Smith Center for Economic Freedom at FIU to discuss the two programs. Rosillo indicated his full support and agreed to sign off on a letter of support. That letter is attached as Appendix B.

Palm Beach Atlantic University (PBAU), a private Christian university with approximately 2,500 undergraduate students, offers an undergraduate PPE (Philosophy, Politics, and Economics) degree. The creation of a CLS degree at FSU would likely have no impact on PBAU enrollments and vice versa.

- B. If the proposed program curriculum substantially duplicates an existing program at Florida Agricultural and Mechanical University, provide evidence that the proposed program would not affect enrollment in Florida Agricultural and Mechanical University's program.**

The degree CIP Code is not offered by Florida Agricultural and Mechanical University.

V. Curriculum

- A. If the program is a bachelor's degree, please identify if the university is seeking any of the following statuses for the program.**

☐ Not Applicable

Status	Yes	No	If yes, complete the following
Common Prerequisites	X		Appendix C

Exception to 120 Credits		X	Appendix D
Specialized Admissions		X	Appendix E

B. Describe the admissions criteria and graduation requirements for the program.

FSU Undergraduate Admissions Criteria: According to FSU policy, students must have completed a minimum of 52 semester hours of college credit and maintained a cumulative grade of C (2.0) or better for certification into upper division.

FSU Undergraduate Graduation Requirements: Florida State University will confer the bachelor's degree when the following conditions have been met: satisfactory completion of Florida State University's CoreFSU requirements with a minimum overall adjusted grade point average of 2.0; a minimum adjusted grade point average (GPA) of 2.0 on all coursework taken at FSU; successful completion of a minimum of 120 unduplicated semester hours; completion of at least forty-five semester hours in courses numbered 3000 and above, thirty of which need to be taken at Florida State University; completion of the last thirty semester hours and half of the major course semester hours, in residence at this University; successful completion of the Civic Literacy requirement.

C. If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines for such programs, as outlined in [State Board of Education Rule 6A-10.024](#). List any prerequisites and identify the specific AS degrees that may transfer into the proposed program.

☒ Not applicable to this program because it is not an AS-to-BS Capstone.

D. Describe the curricular framework for the proposed program in the table below.

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
AMS 2010	Civil Discourse and the American Political Order	Required—base curriculum	3	Explores the concept of civil discourse along with the basic principles of American democracy and how they are applied in our republican form of government. Through a review of the US Constitution, founding documents, and landmark Supreme Court cases, understand how the nature and functions of our institutions of self-governance have been shaped. These

				lessons will then be applied to case studies.
AMS 2XXX	Great Books of the Early Modern World	Required—base curriculum	3	Multidisciplinary exploration of great books written between the Renaissance and the Enlightenment. These core texts raise questions that have occupied western societies ever since. Authors to be considered include Machiavelli, Montaigne, Shakespeare, Hobbes, Milton, Locke, Swift, Hume, Rousseau, Voltaire, Gibbon, Franklin, among others.
IDS 2118	Introduction to PPE	Required—base curriculum	3	This interdisciplinary course introduces students to the foundational ideas and methods of Philosophy, Politics, and Economics (PPE). Students will explore key concepts and theories from each discipline, gaining a deeper understanding of how they intersect—and where they diverge.
POS 3625	The First Amendment	Required—base curriculum	3	This class explores the history, meaning, and interpretation of the First Amendment, from its ratification in 1791 to its relevance today. We will ask what the First Amendment meant when it was ratified, what the Supreme Court has interpreted it to mean throughout history, and what we think it ought to mean today. In a constructive way, we will evaluate timely conflicts between free speech and compelled speech, social media and public discourse, and religious liberty.
AMS 3XXX	Leadership as Statesmanship	Required—base curriculum	3	This course helps students understand the nature of leadership as the art of statesmanship, highlighting especially its components in

				moral philosophy and rhetoric by examining primarily classic texts on the topic. Throughout, students will ponder what role leadership plays in their lives and what role it should play in America today.
PUP 3002	Introduction to Public Policy	Required—base curriculum	3	This course is an introduction to the development of public policy in the United States. It covers policy areas including housing, education, the economy, homeland security, etc.
ECO 2023	Principles of Microeconomics	Required—base curriculum	3	This course covers consumption, production, and resource allocations considered from a private and social point of view; microeconomic problems and policy alternatives; economics of inequality and poverty; and comparative economic systems.
POS 3713	Understanding Political Science Research	* One of three possible required methods courses in the base curriculum	3	This course consists of “doing” political science as opposed to reading it. Includes introductory examinations of survey research, computer applications, data analysis, and philosophy of science.
ECO 3431	Analysis of Economic Data	* One of three possible required methods courses in the base curriculum	3	This course provides basic skills in graphing and analyzing economics data. The first two blocks of the course are composed of an extensive coverage of probability and statistics that is necessary to understand the theory and practice of regression analysis. The third block of the course is devoted entirely to regression analysis. Some of the concepts discussed in the second and third block of the course are illustrated with

				widely-used statistics and econometrics software giving the student the opportunity to learn the application of some of the concepts discussed in class to economics data.
STA 2122	Introduction to Applied Statistics	* One of three possible required methods courses in the base curriculum	3	This course covers normal distributions, sampling variation, confidence intervals, hypothesis testing, one-way and two-way analysis of variance, correlation, simple and multiple regression, contingency tables and chi-square tests, and non-parametric statistics.
AMS 4XXX	American Civics Research Seminar	Required—base curriculum	3	This course includes readings and research on application of social science methodologies to concrete civic issues. Students will engage in case studies of academically informed civic engagement. Final project on topic of student's choice.
POS 3XXX	Social Science and Law	Required for Constitutional Liberty Concentration	3	Students will learn how to examine legal concepts from a social science perspective. The course examines courts across the states and across the judicial hierarchy.
POS 4603	Constitutional Law	Required for Constitutional Liberty Concentration	3	Complete study and analysis of the United States constitution. The role of the Supreme Court. Leading cases in constitutional law.
PHM 3400	Philosophy of Law	Required for Constitutional Liberty Concentration	3	This course is a comprehensive survey of the most important schools of thought, traditional problems, and current issues in Anglo-American philosophy of law. Chief theories discussed are natural law, positivism, and realism.
POS 4606	The Supreme Court	Required for	3	This course reviews the

	in American Politics	Constitutional Liberty Concentration		political role of the Supreme Court from a social science perspective, focusing on interbranch relationships, strategic behavior, and judicial behavior.
POS 3064	Federalism and Intergovernmental Relations	Elective for Constitutional Liberty Concentration	3	An introduction to modern theories of federalism, with an emphasis on how federalism has evolved in the United States. Constitutional structures and intergovernmental relations may also be emphasized.
POS 3931	The Supreme Court's Current Term	Elective for Constitutional Liberty Concentration	3	The class immerses students in a sample of the Court's cases each term. Students read the parties' briefs, cases and statutes they cite, and listen to oral arguments. The course is writing and reading intensive and is a strong pre-law course.
AMH 4130	Revolutionary America, 1760-1788	Elective for Constitutional Liberty Concentration	3	This course examines the political, social, and economic history of British America from the end of the Seven Years' War to the ratification of the U.S. Constitution. Emphasis is placed on the origins, course, and aftermath of the colonial rebellion that became the American Revolution and led to the founding of the U.S. The course considers the fundamental causes of the Revolution and the many ways in which the former colonies were transformed by the experience.
ECP 3451	Economics and the Law	Elective for Constitutional Liberty Concentration (also required for Economic Liberty concentration)	3	This course is focused on the impact of the legal system on economic activity and the role of economic analysis in assessing the relative efficiency of alternative legal rules and institutions.

ECO 4532	Economic Analysis of Politics	Elective for Constitutional Liberty Concentration	3	This course uses economic models to analyze political decision making. A theory of constitutions is developed and applied to the U.S. Constitution. Models of majority rule decision making and bureaucratic supply are used to develop an understanding of supply and demand in the public sector.
ECO 2013	Principles of Macroeconomics	Required for Economic Liberty Concentration	3	This course explores aggregate economics and national income determination, money and monetary theory, present macroeconomic conditions, and aggregative policy alternatives; theory of international trade and the balance of payments; economic growth and development.
ECP 3451	Economics and the Law	Required for Economic Liberty Concentration (Elective for Constitutional Liberty)	3	This course is focused on the impact of the legal system on economic activity and the role of economic analysis in assessing the relative efficiency of alternative legal rules and institutions.
ECO 3223	Financial Markets, the Banking System, and Monetary Policy	Required for Economic Liberty Concentration	3	This course explores the functions of money, bank creation of deposits, and credit; Federal Reserve control of money supply; and monetary theory and policy questions.
PHI 3670	Ethical Theory	Required for Economic Liberty Concentration (+ for Conscience Liberty)	3	This course studies the nature of morality and moral reasoning through analyses of the writings of classical and contemporary ethical theorists directed to answering the questions, "What is good?" and "What ought I to do?"
ECO 3004	Debating Economic Issues	Elective for Economic Liberty Concentration	3	This course applies economic analysis to current economic policy issues. Topics may include financial markets,

				Social Security, debt finance, health care, immigration, global climate change and environmental policy, regulation, welfare reform, labor market discrimination, drug policy, and topics selected by students.
ECO 3003	Comparative Economic Systems	Elective for Economic Liberty Concentration	3	Theoretical and practical aspects of the principal forms of economic organization. Emphasis on the varieties of market-based systems, and economies in transition from centrally-planned toward market economies.
ECO 3622	Growth of the American Economy	Elective for Economic Liberty Concentration	3	This course examines the factors in the development of economic forces, resources, institutions, and ideas relating to American economic growth analyzed through growth theories and issue debates on economic history.
ECO 3303	History of Economic Ideas	Elective for Economic Liberty Concentration	3	This course discusses the evolution of economic ideas from ancient Greece to the modern period emphasizing the relationship between developments in economic analysis and cultural/technological changes. Critique of modern economic theory in terms of its sources and logical content.
ECP 4413	Government Regulation of Business	Elective for Economic Liberty Concentration	3	This course is an introduction to the economic analysis of antitrust law and regulation. Topics include price fixing, monopolization, predatory pricing, exclusive dealing, tie-ins, price discrimination, mergers, antitrust enforcement policies, and case studies in economic regulation.
ENT 2802	Entrepreneurship	Elective for	3	This course explores

	and Contemporary Society	Economic Liberty Concentration		entrepreneurship in society by understanding how innovation can lead to commerce and how commerce impacts our daily lives. Topics include the process of innovation, the nature of entrepreneurialism, the essence of Problem-Opportunity-Venture-Operations (POVO) model, the lean start-up business model, different kinds of entrepreneurship (commercial, social, scientific, and artistic), and an introduction to competencies that have facilitated success in other entrepreneurs.
ENT 3273	Family Business	Elective for Economic Liberty Concentration	3	This course covers special issues facing entrepreneurial and family businesses: choice of organizational form, business planning, tax and compensation planning, business valuation, and succession strategies. Time is also devoted to the unique challenges often found in family business context, such as dealing with family conflicts, how to motivate and evaluate employees when a mix of family and non-members are involved, and planning for succession.
PHI 3331r	Modern Political Thought	Required for Conscience Liberty Concentration	3	This course focuses on major political ideas of the modern world emphasized through a study of selected political theorists such as Machiavelli, Hobbes, Locke, Rousseau, Hume, Burke, Hegel, Marx, Engels, Bentham, Mill, Jefferson, Madison, Lenin, and Mussolini.
REL 3171	Religion and Conscience	Required for Conscience	3	This course examines the role that conscience plays in claims

		Liberty Concentration		and practices of religious freedom, through a study of canonical Christian theologians, Western and non-Western philosophers in the modern and contemporary periods, and US Supreme Court cases.
REL 3178	Religion and Law	Required for Conscience Liberty Concentration	3	This course is a survey of how American jurisprudence about the First Amendment has understood religion, attending to the specific legal and ethical arguments made in the U.S. Supreme Court opinions and how they intersect with philosophical accounts of the meaning of freedom.
PHI 3670	Ethical Theory	Required for Conscience Liberty Concentration (+ for Economic Liberty)	3	This course studies the nature of morality and moral reasoning through analyses of the writings of classical and contemporary ethical theorists directed to answering the questions, “What is good?” and “What ought I to do?”
ECO 3130	Free to Choose	Elective for Conscience Liberty Concentration	3	This course, dealing with liberty and economic freedom, addresses many present and past social issues and public policy decisions.
ECO XXXX	Economics of Religion	Elective for Conscience Liberty Concentration	3	This course studies the application of economic models to help understand religious belief, behavior, and belonging. The class examines the “religious marketplace” and the factors influencing the stability, growth, and decline of different religious movements.
PHI 3220	Introduction to Philosophy of Language	Elective for Conscience Liberty Concentration	3	This course explores major philosophical contributions to the understanding of language and its functions in communication. Discussion of the concepts of meaning, truth, reference,

				understanding, and interpretation. Readings include classics of 20th century philosophy.
PHI 3300	Knowledge and Belief	Elective for Conscience Liberty Concentration	3	This course analyzes contemporary theories about the fundamentals of human knowledge: what ought to count as knowledge; how we get it; the roles of certainty, doubt, and skepticism; and the means by which we might maximize it.
AMS 3XXX	Learning and Liberty	Required for Educational Liberty Concentration	3	This course explores major issues involving learning and education, focusing on the history of education in America, policy change over time, and modern debates over education.
AMS 3XXX	The Science of Learning in Classical Education: Insights from Quintilian to Modern Cognitive Science	Required for Educational Liberty Concentration	3	This course explores the intersection of classical learning and cognitive science, examining how ancient wisdom and modern research converge to inform effective learning practices.
AMS 3XXX	Foundations of Classical Education: History and Philosophy, Part I	Required for Educational Liberty Concentration	3	This course is the first in a two-part sequence that examines the rich history and profound philosophy underlying classical education.
AMS 4XXX	Foundations of Classical Education: History and Philosophy, Part II	Required for Educational Liberty Concentration	3	This course traces the transformation of educational philosophy from classical roots to modern innovations, examining how Enlightenment thinkers like Jean-Jacques Rousseau reshaped education with child-centered pedagogy and how the rise of the German university model introduced vocational and specialized training.
AMS 4XXX	Socratic Inquiry and the Formation of Affections	Elective for Educational Liberty	3	This course delves into classical learning by examining the fundamental question:

		Concentration		How do we draw students toward the love of truth, goodness, and beauty?
AMS 4XXX	Policy and Practice in Education	Elective for Educational Liberty Concentration	3	This course immerses students with hands-on experience in a learning-related profession. Students can intern with an education institute or at the Department of Education. Similarly, under the mentorship of seasoned classical educators, students can observe best practices in classical schools, design and deliver lessons, and develop strategies for fostering a disciplined and engaging learning environment. Emphasis will be placed on learning the skills necessary to address educational and learning issues in a future profession.
REL 3178	Religion and Law	Elective for Educational Liberty Concentration	3	This course is a survey of how American jurisprudence about the First Amendment has understood religion, attending to the specific legal and ethical arguments made in the U.S. Supreme Court opinions and how they intersect with philosophical accounts of the meaning of freedom.
POS 3064	Federalism and Intergovernmental Relations	Elective for Educational Liberty Concentration	3	An introduction to modern theories of federalism, with an emphasis on how federalism has evolved in the United States. Constitutional structures and intergovernmental relations may also be emphasized.

E. Does an industry or employer advisory council exist to provide input regarding curriculum development, student assessment, and academic workforce alignment?

☒ Yes



☐ No. Describe any plans to develop one or other plans to ensure academic workforce alignment.

- F. Explain how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Has a strategy been established for assessing student learning and reviewing academic workforce alignment to modify the curriculum as needed?

Director Owens worked with the advisory council to confirm that core courses aligned with general industry and civic needs. The council informally agreed that such courses would provide the skills Florida employers require in new workers. Similarly, because many CLS majors pursue careers in the legal profession, we consulted the American Bar Association's published advice on "[Preparing for Law School](#)" and ensured that our program incorporated the "Core Skills, Values, Knowledge, and Experience" recommended by the ABA.

The effectiveness of the CLS degree program will continue to be evaluated for student learning in light of academic workforce alignment by the metrics established by the advisory council. Such evaluation will be concentrated during the required annual reporting on program and student learning outcomes in FSU's Institutional Effectiveness Portal (See Appendix H). At that time, additional evaluative feedback will be solicited from program leadership, instructional faculty, and course evaluations. The data associated with these outcomes will be shared with the program's advisory board for the purpose of continuous improvement planning, in light of workforce alignment. Moreover, the compiled data from metrics and evaluative feedback from within the unit as well as from the advisory council will be directly linked to curricular review, revision, and development as managed and implemented by the department's curriculum committee.

- G. Does the proposed curriculum align with [Section 1001.706 \(5\)\(a\), Florida Statutes](#)?

☒ Yes

☐ No

- H. For degree programs in medicine, nursing, and/or allied health sciences, identify the courses with the competencies necessary to meet the requirements in [Section 1004.08, Florida Statutes](#).

For teacher preparation programs, identify the courses with the competencies required in [Section 1004.04, Florida Statutes](#).

☒ Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.

- I. Select the anticipated mode of delivery for the proposed program.

☒ Face-to-Face



- ☐ Hybrid
- ☐ Distance Learning

If the method(s) of delivery will require specialized services or additional financial support, describe the projected costs below.

- J. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or an increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort with another academic department(s), college(s), or school(s) within the institution, provide a letter(s) of support or MOU(s) from each department, college, or school in Appendix B.

Due to the interdisciplinary nature of the degree program, students will take courses from various disciplines. The effected Colleges and Departments all have signed MOUs in support of the Civics and Liberty Studies Degree Program (see Appendix B). These include:

- Jim Moran College of Entrepreneurship
- Department of Economics
- Department of History
- Department of Philosophy
- Department of Political Science
- Department of Religion
- Department of Statistics

- K. Describe any currently available sites for internship and/or practicum experiences and any plans to seek additional sites in the next five years.

☒ Not applicable to this program because students are not expected to seek internship or practicum opportunities as a required curriculum component.

- L. Identify any established or planned educational sites where the program will be offered or administered. Provide a rationale if the proposed program will only be offered or administered at a site(s) other than the main campus.

The CLS degree program will be offered on the Tallahassee Main Campus.

- M. If the institution has conducted recent program reviews, received feedback from accreditation bodies, or received input from other entities that affect the proposed program, describe the institution's progress in implementing the recommendations.

If the proposed program is a doctoral-level program, include the external consultant's report and the institution's responses to the report as Appendix A.

The IGC is a new entity at FSU and has not yet gone through external review. The legislature, however, has indicated its support for a program such as this. Section 1004.6499 of the Florida Statutes declares:

Florida Institute for Governance and Civics.—

(1) The Florida Institute for Governance and Civics is established at the Florida State University.

(2) The goals of the institute are to:

(a) **Provide students with access to an interdisciplinary hub that will develop academically rigorous scholarship and coursework on the origins of the American system of government, its foundational documents, its subsequent political traditions and evolutions, and its impact on comparative political systems.**

(b) Encourage civic literacy in this state through the development of educational tools and resources for K-12 and postsecondary students which foster an understanding of how individual rights, constitutionalism, separation of powers, and federalism function within the American system.

(c) Model civic discourse that recognizes the importance of viewpoint diversity, intellectual rigor, and an evidence-based approach to history.

(d) Plan and host forums to allow students and guests to hear from exceptional individuals who have excelled in a wide range of sectors of American life, to highlight the possibilities created by individual achievement and entrepreneurial vision.

(e) Become a national and state resource on using polling instruments and other assessments to measure civic literacy and make recommendations for improving civic education.

(f) Provide fellowships and internship opportunities to students in government.

(g) Create through scholarship, original research, publications, symposia, testimonials, and other means a body of resources that can be accessed by students, scholars, and government officials to understand the innovations in public policy in this state over a rolling 30-year time period.

This statute provides clear support for the CLS degree program. Our “progress in implementing the recommendations” is the creation of this program.

VI. Faculty

- A. Identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty in the table below. Additionally, provide the curriculum vitae for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Ryan Owens, Ph.D. Political Science	Professor	Tenure	Fall 2026
A	James Strickland, Ph.D. Political Science	Associate Professor	Tenure	Fall 2026
A	Michael Driscoll, Ph.D. Political Science	Teaching Faculty I	Non-tenure	Fall 2026
A	Phillip Pinell, Ph.D. Political Science	Teaching Faculty I	Non-tenure	Fall 2026
C	New Hire, Ph.D. Political Science/Public Law	Associate Professor	Tenure	Fall 2026
C	New Hire, Ph.D. Political Science/Public Policy	Assistant Professor	Tenure	Fall 2026
C	New Hire, Ph.D. Economics	Assistant Professor	Tenure	Fall 2026
C	New Hire, Ph.D. Economics	Associate Professor	Tenure	Fall 2026
A	Denise Harle, JD Law	Clinical Professor	Non-tenure	Fall 2026
A	Doug Norton, Ph.D. Economics	Assistant Professor	Non-tenure	Fall 2026
A	Simon May, Ph.D. Philosophy	Associate Professor	Tenure	Fall 2026
A	Michael Hammock, Ph.D. Economics	Teaching Faculty II	Non-tenure	Fall 2026

A	Simona Andrei, Ph.D. Economics	Teaching Faculty I	Non-tenure	Fall 2026
A	Shawn Kantor, Ph.D. Economics	Professor	Tenure	Fall 2026
A	Martin Kavka, Ph.D. Religious Studies	Professor	Tenure	Fall 2026
A	John Cole, J.D., Ph.D.	Teaching Faculty I	Non-tenure	Fall 2026
A	Michael Bukoski, Ph.D. Philosophy	Assistant Professor	Tenure	Fall 2026
A	Joe Calhoun, Ph.D. Director & Teaching Professor, Stavros Center	Professor	Non-tenure	Fall 2026
C	New Hire, Ph.D. Political Science/Econ/Education	Assistant Professor	Teaching Faculty I	Fall 2026
C	New Hire, Ph.D. Political Science/Econ/Education	Assistant Professor	Tenure	Fall 2026

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & General Revenue
D	Existing faculty hired on contracts/grants	Contracts/Grants
E	New faculty to be hired on contracts/grants	Contracts/Grants
F	Existing faculty on endowed lines	Philanthropy & Endowments
G	New faculty on endowed lines	Philanthropy & Endowments
H	Existing or new faculty teaching overload in addition to assigned course load	Enterprise Auxiliary Funds

- B. Provide specific evidence demonstrating that the academic unit(s) associated with the proposed program has been productive in teaching, research, and service. Such evidence may include trends over time for average course load, student headcount in major or service courses, degrees granted, external funding attracted, and other indicators of excellence (e.g., thesis, dissertation, or research supervision).

The degree program is being offered via a collaboration between the Institute for Governance and Civics and the College of Social Sciences and Public Policy.

Below are various pieces of evidence of the faculty productivity in the areas of teaching, research, and service in the College of Social Sciences and Public Policy, the academic unit offering the new degree program.

Teaching

The College of Social Sciences and Public Policy is known for its award winning faculty and innovative educational programs. In academic year 2024-2025, seven COSSPP Faculty Received University Teaching Awards for teaching, mentoring, and advising. Among the college's many educational programs, the Applied Politics and Policy Learning Experience (APPLE) program and the Stavros Center's Economic and Financial Educational offerings for undergraduates has been highly regarded programs that are closely aligned with the goals of the Civics and Liberty Studies Degree Program.

In 2024-2025, the College had 38,142 student credit hours (SCH), fundable and non-fundable, at the lower level and 64,957 at the upper level. In terms of Annual Credit Hours FTE, for the same time period, COSSPP had 1,271.36 hours at the lower level and 2,165.20 hours at the upper level.

In addition to traditional classroom teaching, many faculty are actively involved in student mentoring, which, at the undergraduate level, means directing or serving as a member on an Honors Thesis committee or working with Undergraduate Research Opportunity Program (UROP) students. The number of university awards recognizing these faculty for excellence in teaching and mentoring has been impressive: in recent years the College has had recipients for the Distinguished Teaching Award, University Teaching Award, University Undergraduate Advising Award, and the Sustained Service Award.

The average teaching load for tenured and tenure-track faculty is two courses per semester whereas specialized faculty on average teach 3-4 courses per semester. For certain faculty, course loads vary depending on other major instructional or administrative assignments (15%-35% effort on their Assignment of Responsibility), such as graduate teaching assistant



coordination, program coordination, and departmental leadership positions (Chair, and Associate Chairs for Undergraduate and Graduate Studies).

Research

The College of Social Sciences and Public Policy hosts several centers and institutes that are leaders in producing and disseminating cutting edge social science and public policy research. These centers include the Center for Demography and Population Health, Center for Disaster Risk Policy, Civil Rights Institute at Florida State University, Claude Pepper Center, DeVoe L. Moore Center for the Study of Critical Issues in Economic Policy and Government, Florida Center for Public Management, L. Charles Hilton Jr. Center for the Study of Economic Prosperity and Individual Opportunity, LeRoy Collins Institute, Pepper Institute on Aging and Public Policy, and Gus A. Stavros Center for Economic Education. These centers and institutes are renowned for their expertise on topics that include public policy and governance, aging and demographics, disaster preparedness and recovery, and economic growth and opportunity.

COSSPP faculty include two distinguished members of the National Academies of Science, Engineering, and Medicine and many other scholarly leaders in their fields. They regularly publish articles in top-tier peer-reviewed scholarly journals and book chapters in authoritative peer-reviewed collective volumes. The presses where they have published books and monographs include prestigious scholarly outlets, such as Oxford University Press, Cambridge University Press, Columbia University Press, University of Chicago Press, and University of North Carolina Press, among other outlets. Many faculty are regularly invited as keynote speakers or to deliver plenary addresses at recognized national and international scholarly conferences. Our faculty also serve as editors of more than 40 scholarly journals and members of editorial boards for dozens of other distinguished scholarly outlets. Many faculty have received prestigious external grants and awards from entities such as the National Science Foundation, the National Institutes of Health, Centers for Disease Control, US Environmental Protection Agency, US Department of Defense, state agencies, and a wide range of leading private and philanthropic foundations.

The COSSPP faculty are highly productive scholars. In 2023 and 2024, they published more than 400 peer-reviewed journal articles. During Fiscal Year 2024–25, COSSPP faculty engaged in 37 externally funded research projects totaling \$4.3 million in awards. Of these, 28 were newly awarded during FY25. In total, COSSPP faculty conducted 240 research projects during this period, with 76 of them involving student participation.

Service



Faculty in the College of Social Sciences and Public Policy (COSSPP) participate in a wide range of service activities that reflect their commitment to the university, the academic community, and society. This includes service to the University and College, such as serving on committees, advising student organizations, participating in faculty governance, and organizing academic events, seminars, and speaker series. Faculty also participate in professional and disciplinary service, such as peer reviewing for academic journals, publishers, and funding agencies, serving on editorial boards or as journal editors, holding leadership roles in professional associations, and organizing or participating in academic conferences and workshops.

VII. Estimate of Investment

- A. Provide the tuition rate for the proposed program for resident and non-resident students.

Resident/Credit Hour	Non-Resident/Credit Hour
\$215.55	\$771.66

If the proposed program will operate as self-supporting, market tuition rate, or establish differentiated graduate-level tuition, per [Board of Governors Regulation 8.002](#), complete Appendix F, Self-Supporting & Market Rate Tuition.

- B. Complete the summary table below.

- Provide funding sources for Years 1 and 5 of program operation.
- Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/ Philanthropy Funds	Total Cost
Year 1	20	\$1,085,733	-	-	\$1,085,733
Year 2	30				
Year 3	40				
Year 4	50				
Year 5	60	\$1,263,378	-	-	\$1,263,378

- C. Is the infrastructure in place to meet the new degree program requirements, such as hiring faculty and staff, curriculum development, facilities, and funding, before enrollment of students to the program?

☒ Yes

☐ No. If not, is there a plan to establish the infrastructure to support the program?
Please describe.

VIII. Institutional Resources

- A. Describe any additional library resources needed to implement and/or sustain the program through Year 5.

☒ Not applicable to this program because no additional library resources are needed to implement or sustain the proposed program.

On June 13, 2025, Director Ryan Owens held a Zoom call with Associate Dean Neelam Bharti to discuss the proposed degree program. That discussion confirmed no additional library resources will be needed to implement and/or sustain the program through Year 5. A letter to that effect is attached as Appendix B.

- B. Describe any specialized equipment and space currently available to implement and/or sustain the proposed program through Year 5.

Specialized equipment and specialized space is not needed to implement the degree program.

- C. Describe any additional specialized equipment or space needed to implement and/or sustain the program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space. Costs for new construction should be provided in response to Section VIII.D. below.

☒ Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5.

- D. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase due to the program, describe and estimate those expenses below. High enrollment programs, in particular, are expected to necessitate increased costs in non-I&R activities.

☒ Not applicable to this program because no new capital expenditures are needed to implement or sustain the program through Year 5.

- E. Describe any additional special categories of resources needed to operate the proposed program through Year 5, such as access to proprietary research facilities, specialized services, or extended travel.

☒ Not applicable to this program because no additional special categories of resources are needed to implement or sustain the program through Year 5.

- F. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5.

☒ Not applicable to this program because no fellowships, scholarships, and/or graduate assistantships will be allocated to the proposed program through Year 5.

At this time, there are no fixed scholarships to be allocated through year 5. The IGC has plans, however, to create a student essay competition for each of our four pillars of liberty (constitutional, economic, conscience, and educational) where the student who writes the best essay will receive \$2,000.

Additionally, IGC and the College of Social Sciences and Public Policy plan to work with potential donors to create scholarship funds for students in the new degree program.

IX. Required Appendices

Table 1 outlines the required appendices by degree level. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.

Table 1. Appendices

	Appendix Title	Degree Level	Required for Specific Programs	Included Yes/No
A	Consultant's Report and Institutional Response	Doctoral or Professional		No
B	Letters of Support or MOUs from Other Academic Units	Any new program	Only for programs offered in collaboration with other academic unit(s) within the institution	Yes
C	Common Prerequisite Request Form	Bachelor's		Yes
D	Request for Exception to the 120 Credit Hour Requirement	Bachelor's	Requesting approval to exceed the 120 credit hour requirement	No
E	Request for Specialized Admissions Status	Bachelor's	Requesting approval for specialized admissions status	No
F	Self-Supporting & Market Rate Tuition Programs	Graduate programs	Only for self-supporting or market tuition rate programs	No
G	Faculty Curriculum Vitae	Any new program		Yes

Table 2. Additional Appendices

Appendix	Appendix Title	Description
H	Program and Student Learning Outcomes	FSU Program and Student Learning Outcomes



432 Newell Drive
P.O. Box 117460
Gainesville, FL 32611
Tel: 352-273-0021

23 July 2025

To Whom It May Concern:

I write on behalf of The Hamilton School of Classical and Civic Education in support of the Institute for Governance and Civics's efforts to create a Civics and Liberty Studies degree program.

The proposed CLS degree differs from our Politics, Philosophy, Economics, and Law (PPEL) degree. Though the two degrees share the same CIP code, the CLS curriculum is more heavily focused on social science than our PPEL curriculum, which emphasizes the Humanities. Our PPEL students must take 12 total credits in social science courses. The CLS curriculum requires much more which means that CLS students will graduate with different skills.

Further, the two programs are structured differently. Nearly all classes taught in the Hamilton School are taught by faculty within the Hamilton School. The CLS curriculum involves courses from various departments such as Political Science, Economics, History, Religion, etc.

Where overlap exists between the two programs, we plan to leverage it for positive outcomes. Director Owens and I have already discussed holding conferences together, sharing speakers over multiple days, hosting each other's faculty for lectures, and jointly offering civics events at the Capitol. We plan to be strong partners in our efforts to improve the state of civic awareness in Florida.

Having examined our enrollments and admissions data, I am confident that our two programs can operate successfully. I therefore strongly support the IGC's efforts to create the Civics and Liberty Studies degree.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Ingram', with a horizontal line extending to the right.

Robert G. Ingram
Interim Director
Professor of Humanities



August 6, 2025

Dr. Ryan Owens
Director of the Florida Institute on Governance and Civics
Florida State University,
Tallahassee, Florida 32306-2100

Dear Dr. Owens,

I am pleased to offer my support for the implementation of the new interdisciplinary degree program, "Civics and Liberty Studies," within the College of Social Sciences. After a thorough review of the program and the course outline and library resources currently available, I can confidently affirm that our library is fully equipped to support this exciting new initiative.

The program's course materials align seamlessly with the extensive resources already maintained by the library, ensuring that students and faculty will have access to essential texts, journals, and digital tools necessary for their academic pursuits. Furthermore, our library team is committed to providing ongoing support for research and learning, whether through assistance in navigating existing resources or acquiring new books as the program evolves.

This program represents a significant opportunity to enrich academic exploration in civics and liberty studies. We look forward to the positive impact this program will bring to our campus and its broader academic community.

Please feel free to reach out if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Katie McCormick".

Katie McCormick
Interim Dean of University Libraries

August 21, 2025

I write in support of the Institute for Governance and Civics' (IGC) efforts to create a Civics and Liberty Studies (CLS) degree program.

The CLS program is distinct from FIU's Bachelor of Science degree in Business and Government Leadership because our program is more focused on the business and government dynamic, both in the United States and internationally. Our program was created to meet the demand for skilled professionals and leaders in South Florida's dynamic business and government sectors. It requires the following 12 core credits, which will be taught by faculty members affiliated with the Adam Smith Center for Economic Freedom:

- Foundational Principles for Leaders in Free Market Societies
- Political Leadership in the United States
- Quantitative and Qualitative Data Analysis for Leaders
- Leadership Capstone

An additional 18 credits are required, consisting of 6 credits each from the College of Business, the Department of Economics, and the School of Communication (the CLS program does not draw on the College of Business nor the School of Communication). Students will take an additional 15 elective credits in one of the following disciplines: economics, **management**, **finance**, **communications**, entrepreneurship, political science, public administration, **international relations**, or a related discipline. The bolded disciplines are outside what the CLS degree program will target.

Where overlap exists between our two programs, we plan to leverage it for positive outcomes. Director Owens and I have already discussed holding conferences together, hosting each other's faculty for lectures, working to create leadership training programs, and jointly offering civics events at the State Capitol. We plan to be strong partners in our efforts to improve the state of civic awareness in Florida.

Having examined our expected enrollments and admissions data, I am confident that our two programs can operate successfully. I therefore support the IGC's efforts to create the Civics and Liberty Studies degree.

Sincerely,

Carlos Díaz-Rosillo, Ph.D.
Founding Director

ADAM SMITH CENTER FOR ECONOMIC FREEDOM

11200 SW 8th Street • MARC 240 • Miami, FL 33199 • Tel 305-348-4123. www.fiu.edu

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Memorandum of Understanding

Between the Department of Economics and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Economics. Economics and CLS are degree programs that contain overlapping topics. Both share a common interest in economic liberty and market behavior.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Economics courses, subject to the availability of seats. Economics shall make all reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Economics courses in which they enroll. The courses currently part of the CLS degree program include:

Required Core

ECO 2023. Principles of Microeconomics

Required for Economic Liberty Concentration

ECO 2013. Principles of Macroeconomics

ECP 3451. Economics and the Law

ECO 3223. Financial Markets, the Banking System, and Monetary Policy

Electives

ECO 3003 Comparative Economic Systems

ECO 3004. Debating Economic Issues

ECO 3130. Free to Choose

ECO 3431. Analysis of Economic Data

ECO 3303. History of Economic Ideas

ECO 3622. Growth of the American Economy

ECP 4413. Government Regulation of Business

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

The parties agree to the terms and conditions of this MOU and sign below:

DocuSigned by:

Timothy Chapin

7/28/2025 | 4:54 PM EDT

Dr. Timothy Chapin

(date)

Dean, College of Social Science & Public Policy

Signed by:

Ryan Owens

7/28/2025 | 4:55 PM EDT

Dr. Ryan Owens

(date)

Director, Institute for Governance and Civics

Signed by:

John Hamman

7/28/2025 | 4:48 PM EDT

Dr. John Hamman

(date)

Chair, Department of Economics

Memorandum of Understanding

Between the Department of History and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of History. History and CLS are degree programs that contain overlapping topics. Both share a common interest in the origins of the American system of government, its foundational documents, and its subsequent political traditions and evolutions.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for History courses, subject to the availability of seats. History shall undertake reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the History courses in which they enroll.

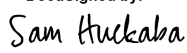
The History course(s) currently listed as part of the CLS degree program include:

Elective for Constitutional Liberty Concentration

AMH 4130. Revolutionary America, 1760-1788

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

The parties agree to the terms and conditions of this MOU and sign below:

DocuSigned by:

BA6410AF9E2F4DF...
6/24/2025 | 9:37 AM EDT
Dr. Sam Huckaba (date)
Dean, College of Arts and Sciences


June 24, 2025
Dr. Ryan Owens (date)
Director, Institute for Governance and Civics

Jennifer
Koslow
 Digitally signed by Jennifer
Koslow
Date: 2025.06.24 08:51:19
-04'00'
Dr. Jennifer Koslow (date)
Chair, Department of History

**Memorandum of Understanding
Between the Department of Philosophy and the Institute for Governance and Civics
Regarding the Civics and Liberty Studies Degree**

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Philosophy. Philosophy and CLS are degree programs that contain overlapping topics. Both share a common interest in conscience, legal and political philosophy, and ethics.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Philosophy courses, subject to the availability of seats. Philosophy shall undertake all reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Philosophy courses in which they enroll.

The courses currently part of the CLS degree program include:

Constitutional Liberty Concentration

PHM 3400. Philosophy of Law (Required)

Economic Liberty Concentration

PHI 3670. Ethical Theory (Required)

Conscience Liberty Concentration

PHM 3331r. Modern Political Thought (Required)

PHI 3670. Ethical Theory (Required)

PHI 3220. Introduction to Philosophy of Language (Elective)

PHI 3300. Knowledge and Belief (Elective)

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

The parties agree to the terms and conditions of this MOU and sign below:



Dr. Sam Huckaba (date)
Dean, College of Arts and Sciences



7/28/2025
Dr. Ryan Owens (date)
Director, Institute for Governance and Civics

Randolph Clarke 7/28/25

Dr. Randolph Clarke (date)
Chair, Department of Philosophy

Memorandum of Understanding

Between the Department of Political Science and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Political Science. Political Science and CLS are degree programs that contain overlapping topics. Both share a common interest in legal and political institutions and American governance.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Political Science courses, subject to the availability of seats. Political Science shall make reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Political Science courses in which they enroll. The courses currently part of the CLS degree program include:

POS 3625—The First Amendment
 POS 3713—Understanding Political Science Research
 POS 3490—Social Science and the Law
 POS 4603—Constitutional Law
 POS 4606—The Supreme Court in American Politics
 POS 3064—Federalism and Intergovernmental Relations
 POS 3931—The Supreme Court's Current Term

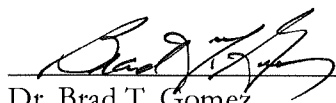
Duration. This MOU will be effective from the date of signing and will remain in effect until terminated by mutual agreement of the parties.

The parties agree to the terms and conditions of this MOU and sign below:

 8/11/25
 Dr. Timothy Chapin (date)
 Dean, College of Social Science & Public Policy

Signed by:

 AGAA1128642143B...
 Dr. Ryan Owens (date)
 Director, Institute for Governance and Civics

 8/11/25
 Dr. Brad T. Gomez (date)
 Chair, Department of Political Science

Memorandum of Understanding

Between the Department of Religion and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Religion. Religion and CLS are degree programs that contain overlapping topics. Both share a common interest in conscience, the role of religion in society, and the legal/constitutional dynamics involved.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Religion courses, subject to the availability of seats. Religion shall undertake all reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Religion courses in which they enroll.

The courses currently part of the CLS degree program include:

Required for Conscience Liberty Concentration

REL 3171 Religion and Conscience

REL 3178 Religion and Law (also an elective in the educational liberty concentration)

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

The parties agree to the terms and conditions of this MOU and sign below:



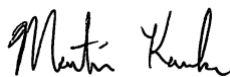
8/15/2025

Dr. Sam Huckaba (date)
Dean, College of Arts and Sciences



8/14/2025

Dr. Ryan Owens (date)
Director, Institute for Governance and Civics



08/14/2025

Dr. Martin Kavka (date)
Chair, Department of Religion

Memorandum of Understanding

Between the Department of Statistics and the Institute for Governance and Civics Regarding the Civics and Liberty Studies Degree

Purpose. The purpose of this memorandum of understanding (MOU) is to coordinate how students in the Civics and Liberty Studies (CLS) Degree program will register for and take courses in the Department of Statistics. The CLS degree program has a strong element of social science and quantitative analysis in it. Its goal, in part, is to teach students how to employ statistical methodology to understand important normative topics.

Terms. Under this MOU, students enrolled in the CLS program will be able to register for Statistics courses, subject to the availability of seats. Statistics shall undertake reasonable efforts to make seats available to CLS students. CLS students will be responsible for meeting the prerequisites and requirements of the Statistics courses in which they enroll.

The Statistics course(s) currently listed as part of the CLS degree program include:

Option to meet the required methods course:
STA 2122 Introduction to Applied Statistics

Duration. This MOU will be effective from the date of signing and will remain in effect until renegotiated by the parties hereunder.

The parties agree to the terms and conditions of this MOU and sign below:


Dr. Sam Huckaba (date) 8/14/25
Dean, College of Arts and Sciences


August 13, 2025
Dr. Ryan Owens (date)
Director, Institute for Governance and Civics

Eric Chicken
Digitally signed by Eric
Chicken
Date: 2025.08.14
13:28:55 -04'00'

Dr. Eric Chicken (date)
Chair, Department of Statistics

7 Year Curriculum Vitae

Owens, Ryan

Last Revised: January 24, 2025

General Information

Honors, Awards, and Prizes

George C. and Carmella P. Edwards Professor of American Politics, University of Wisconsin-Madison (2019).

Teaching

Courses Taught

Law and Justice in Film
The Supreme Court's Current Term
Liberalism, Conservatism, and the Idea of America
The Marshall Court
The Supreme Court and American Politics
American Political Institutions
Administrative Law
The Founding Fathers

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

Owens studies law and courts and American political institutions. His work analyzes the United States Supreme Court, the United States Courts of Appeals, legal institutions, and judicial behavior.

Publications

Refereed Journal Articles

Ryan C. Black, Timothy R. Johnson, Ryan J. Owens, & Justin Wedeking. (2024). Televised Oral Arguments and Judicial Legitimacy: An Initial Assessment. *Political Behavior*.
doi:[10.1007/s11109-022-09848-5](https://doi.org/10.1007/s11109-022-09848-5)

Krewson, C. N., & Owens, R. J. (2024). How the Intensity of Preference for Ideological Judges

- Influences Court Support. *Political Research Quarterly*, 10659129241239612.
- Ryan J. Owens. (2023). Order effects and oral argument at the US Supreme Court. *Social Science Quarterly*. doi:[10.1111/ssqu.13310](https://doi.org/10.1111/ssqu.13310)
- Christopher N. Krewson, & Ryan J. Owens. (2023). Judicial Philosophy and the Public's Support for Courts. *Political Research Quarterly*. doi:[10.1177/10659129221119741](https://doi.org/10.1177/10659129221119741)
- Ryan C. Black, Ryan J. Owens, & Patrick C. Wohlfarth. (2023). Considering Constitutional Change: Survey Evidence on Public Attitudes Toward Term Limits for Federal Judges. *New Political Science*. doi:[10.1080/07393148.2023.2208432](https://doi.org/10.1080/07393148.2023.2208432)
- Black, R. C., Owens, R. J., Johnson, T. R., & Wedeking, J. (2023). Cameras in the High Court: An Empirical Examination of Support for Supreme Court Justices. *Harv. JL & Pub. Pol'y Per Curiam*, 1.
- Black, R. C., Owens, R. J., & Wohlfarth, P. C. (2023). Considering Constitutional Change: Survey Evidence on Public Attitudes Toward Term Limits for Federal Judges. *New Political Science*, 45(2), 335-358.
- Krewson, C. N., & Owens, R. J. (2023). Judicial philosophy and the public's support for courts. *Political Research Quarterly*, 76(2), 944-960.
- Owens, R. J. (2023). Order effects and oral argument at the US Supreme Court. *Social Science Quarterly*, 104(6), 1222-1236.
- Krewson, C. N., & Owens, R. J. (2022). How state judicial selection methods may influence views of US Supreme Court nominees: Evidence from a conjoint experiment. *Journal of Law and Courts*, 10(2), 189-212.
- Black, R. C., Owens, R. J., Wedeking, J., & Wohlfarth, P. C. (2021). Conscientiousness and Supreme Court Confirmation Hearings in the Senate Judiciary Committee. *British Journal of American Legal Studies*, 10(3), 379-408.
- Black, R. C., Owens, R. J., Wedeking, J., & Wohlfarth, P. C. (2021). On Estimating Personality Traits of US Supreme Court Justices. *Journal of Law and Courts*, 9(2), 371-396.
- Krewson, C. N., & Owens, R. J. (2021). Public support for judicial philosophies: evidence from a conjoint experiment. *Journal of Law and Courts*, 9(1), 89-110.
- Black, R. C., & Owens, R. J. (2021). TRENDS: The Influence of Personalized Knowledge at the Supreme Court: How (Some) Former Law Clerks Have the Inside Track. *Political Research Quarterly*, 74(4), 795-807.
- Owens, R. J., & Wohlfarth, P. C. (2019). The influence of home-state reputation and public

opinion on federal circuit court judges. *Journal of Law and Courts*, 7(2), 187-214.

Black, R. C., Johnson, T. R., & Owens, R. J. (2018). Chief Justice Burger and the Bench: How Physically Changing the Shape of the Court's Bench Reduced Interruptions during Oral Argument. *Journal of Supreme Court History*, 43(1), 83-98.

Johnson, T. R., Black, R. C., & Owens, R. J. (2018). Justice Scalia and Oral Arguments at the Supreme Court. *The Conservative Revolution of Antonin Scalia*, 245.

Owens, R. J., & Krewson, C. J. (2018). Justice Scalia's Concurring Opinion Writing. *The Conservative Revolution of Antonin Scalia*, 273.

Krewson, C., Lassen, D., & Owens, R. J. (2018). Research note: Twitter and the Supreme court: An examination of congressional tweets about the Supreme court. *Justice System Journal*, 39(4), 322-330.

Refereed Books

Black, R. C., Owens, R. J., Wedeking, J., & Wohlfarth, P. C. (2020). *The Conscientious Justice: How Supreme Court Justices' Personalities Influence the Law, the High Court, and the Constitution*. Cambridge University Press.

Service

Florida State University

FSU Institute or Center Service

Director, Institute for Governance and Civics (2024–present).

The Profession

Editorial Board Membership(s)

Journal of Law and Courts (2021–present).

Guest Reviewer for Refereed Journals

Journal of Politics (2010–present).

American Journal of Political Science (2008–present).

American Political Science Review (2008–present).

Journal of Law and Court (2008–present).

Journal of Law, Economics, & Organization (2008–present).

Law & Society Review (2008–present).

Political Analysis (2008–present).

Political Behavior (2008–present).

Political Research Quarterly (2008–present).

Social Science Quarterly (2008–present).

Yale Law Review (2008–present).

Reviewer or Panelist for Grant Applications

National Science Foundation (2017–2018).

Service to Professional Associations

Chair, Lasting Contribution Award, Judicial Politics Section—American Political Science Association, APSA (2020).

Service to Other Universities

Co-Director, *Center for the Study of Liberal Democracy* (2022–2024).

Post Tenure Review Committee, *University of Wisconsin-Madison* (2021–2023).

Faculty Recruitment Committee, *University of Wisconsin-Madison* (2019–2021).

Director and Creator, *Tommy G. Thompson Center on Public Leadership* (2017–2021).

Graduate Recruitment Committee, *University of Wisconsin-Madison* (2012–2021).

The Community

Steering Committee, Federalist Society--Madison, WI Chapter (2017–2019).

Keynote Speaker, Kiwanis Club of Downtown Madison (2018).

Keynote Speaker, Rotary Club of Madison (2018).

Amicus Curiae Briefs

Owens, R. (2020). *Wisconsin Council of Religions and Independent Schools, et al. v. Janel Heinrich, et al. (Wisconsin Supreme Court, 2020AP001420)*.

Owens, R. (2018). *Brief of Senator Mike Lee, Senator Ted Cruz, Rep. Raul Labrador, and Rep. Rob Bishop As Amici Curiae in Support of Petitioner in the U.S. Supreme Court case Utah Republican Party v. Spencer J. Cox, et al. (18-450)(cert denied)*.

James Strickland, PhD

CONTACT	James.Strickland@asu.edu School of Politics and Global Studies Arizona State University P.O. Box 873902 Tempe AZ 85287-3902
POSITIONS	Florida State University, Tallahassee, Florida • Department of Political Science. – Associate Professor, starting July 2025. • Institute on Governance and Civics. – Faculty Associate, starting July 2025. Arizona State University, Tempe, Arizona • School of Politics and Global Studies. – Associate Professor, 2024-2025. – Assistant Professor, 2019-2024.
DEGREES	University of Michigan, Ann Arbor, Michigan Ph.D., Political Science, 2019 <i>Major:</i> American Politics; <i>Minor:</i> Methodology Dissertation: “Multi-client Lobbying in the American States.” Committee co-chairs: Richard Hall and Ken Kollman University of Georgia, Athens, Georgia M.A., Political Science and International Affairs, 2014 University of South Carolina, Columbia, South Carolina B.A., History and Political Science, 2012 Phi Beta Kappa, <i>magna cum laude</i>
BOOK PROJECT	Strickland, James. <i>Paying to Play: The Emergence of Gatekeeper Lobbyists</i> (under contract, University of Michigan Press).

**PEER-
REVIEWED
ARTICLES**

- Strickland, James. "Who Stopped the Equal Rights Amendment?" *State Politics and Policy Quarterly* (accepted for publication).
- Strickland, James. "Legislator Turnover and Lobbyist Exits." *Legislative Studies Quarterly* (now online; issue number not assigned).
- Strickland, James and Naimisha Chakravadhanula. "Why Hospitals Hire Tobacco Lobbyists: Conflicts of Interest Among Lobbyists' Clients." *Journal of Public Policy* 44(4): 697-719.
- Strickland, James and Dallin Overstreet. "Rent Control for Homeowners? Acquisition-Value Assessments and Housing Costs." *Public Finance Review* 53(3): 267-95.
- Strickland, James and Nathan Tarr. 2023. "Diversity for Access? Ethnic and Racial Diversity Among American Lobbyists." *Journal of Race, Ethnicity, and Politics* 8(2): 267-88.
- Strickland, James. 2023. "Incremental Lobby Reform: Elite Interests and Governance Policies." *Journal of Policy History* 35(3): 333-53.
- Strickland, James and Jesse Crosson. 2023. "K Street on Main: Legislative Turnover and Multi-client Lobbying." *Political Science Research and Methods* 11(4): 746-62.
- Strickland, James. 2023. "The Contingent Value of Connections: Legislative Turnover and Revolving-Door Lobbyists." *Business and Politics* 25(2): 152-72.
- Best Article Award, State Politics (section), Amer. Poli. Sci. Assn.
 - Runner-up, David P. Baron Best Article Award, *Bus. and Politics*.
- Strickland, James and Katelyn Stauffer. 2022. "Legislative Diversity and the Rise of Women Lobbyists." *Political Research Quarterly* 75(3): 531-46.
- Strickland, James. 2022. "Lobbying at Constitutional Conventions: Venues for the People." *Interest Groups and Advocacy* 11(4): 517-44.
- Strickland, James. 2022. "Legislature Size and Interest Mobilization: The Effects of Institutional Change." *American Politics Research* 50(4): 511-24.

Strickland, James. 2021. "A Quiet Revolution in State Lobbying: Government Growth and Interest Populations." *Political Research Quarterly* 74(4): 1181-96.

Strickland, James. 2020. "Bifurcated Lobbying in America: Group Benefits and Lobbyist Selection." *Interest Groups and Advocacy* 9(2): 131-58.

Strickland, James. 2020. "The Declining Value of Revolving-Door Lobbyists: Evidence from the American States." *American Journal of Political Science* 64(1): 67-81.

Strickland, James. 2019. "America's Crowded Statehouses: Measuring and Explaining Lobbying in the U.S. States." *State Politics and Policy Quarterly* 19(3): 351-74.

Strickland, James. 2019. "A Paradox of Political Reform: Shadow Interests in the U.S. States." *American Politics Research* 47(4): 887-914.

EDITOR- INVITED ARTICLES

Strickland, James. 2025. "Introduction: Perspectives on Term Limits in Democratic Society." *Journal of Policy History* 37(1): 1-4.

Chamberlain, Adam, James Strickland, and Ali Yanus. 2023. "The Rise of Lobbying and Interest Groups in the States during the Progressive Era." Ed. Anthony Nownes. *Frontiers in Political Science* 5.

BOOK CHAPTERS

Strickland, James (under contract). "Lobby Scandals in America." In Anthony Nownes (ed.), *Interest Group Politics* (11th ed.) Bloomsbury Academic.

Strickland, James and Jordin Tafoya (under contract). "Lobbying Transparency and the Regulation of Revolving Doors." In Raj Chari, Michele Crepaz, Emilia Korkea-aho, Wiebke Marie Junk (eds.), *The Oxford Handbook of Lobbying and its Regulation*. Oxford University Press.

Strickland, James (under contract). "Lobbying in Subnational and Local Politics." In Raj Chari, Michele Crepaz, Emilia Korkea-aho, Wiebke Marie Junk (eds.), *The Oxford Handbook of Lobbying and its Regulation*. Oxford University Press.

Strickland, James. 2021. "Nudging Lobbyists to Register with Online Registration and Grace Periods." In Rosemarie Fike, Stefanie Haeffele, and Arielle John (eds.), *Nudging Public Policy: Examining the Benefits and Limitations of Paternalistic Public Policies*. Lanham: Rowman & Littlefield.

Strickland, James and Logan Woods. 2017. "Parties and Interest Groups in Michigan." In John S. Klemanski and David A. Dulio (eds.), *Michigan Government, Politics, and Policy*. Ann Arbor: University of Michigan Press.

Heaney, Michael T. and James Strickland. 2016. "A Networks Approach to Interest Group Politics." In Jennifer N. Victor, Mark N. Lubell, and Alexander H. Montgomery (eds.), *The Oxford Handbook of Political Networks*. New York: Oxford University Press.

WORKING PAPERS

Strickland, James and Ken Kollman. "Constitutional Change and Interest Group Mobilization: Insight from the Progressive Era" (complete draft available).

BOOK REVIEWS

Strickland, James. 2023. "*Stealth Lobbying: Interest Group Influence and Health Care Reform*." By Amy McKay. Cambridge, UK: Cambridge University Press. 2022. 230p. \$99.99 cloth." *Perspectives on Politics* 21(2): 730 - 31.

Strickland, James. 2018/2019. "*Selfish Libertarians and Socialist Conservatives? The Foundations of the Libertarian-Conservative Debate*." By Nathan W. Schlueter and Nikolai G. Wenzel. Stanford, CA: Stanford University Press, 2017. Pp. xii, 215. \$24.95 paperback." *Independent Review* 23(3): 451 - 54.

GRANTS

Application title: "Spoils of Incumbency: Effective Lawmakers as Lobbyists." Submitted to Center for Effective Lawmaking, Sept. 2024: funded (\$2,000).

Application title: "Historic Lobby, PACs, and Campaign Finance Database." Submitted to Institute for Humane Studies, July 2024: funded (\$8,000).

Application title: "Lobbyists as Gatekeepers." Submitted to School of Politics and Global Studies Democracy Lab, Nov. 2023: funded (\$3,000).

AWARDS

External

William Anderson Prize. American Political Science Assn. 2020.
 Humane Studies Fellow. Institute for Humane Studies, 2013-2019.
 Vincent and Elinor Ostrom Prize. Public Choice Society. 2018.
 Visiting Dissertation Fellowship. George Mason University, 2017-2018.
 Fellowship. James Madison Memorial Foundation. 2012 (declined).

Internal - Arizona State University

Fellowship, Ctr. for Constitutional Design (law school). 2022-2023.
 Michael Mitchell Outstanding Teaching Award. 2021.

Internal - University of Michigan

Gerald R. Ford Fellowship. 2018-2019.
 Matthew K. Smith Award. 2018.
 Samuel Eldersveld Prize, with Jesse Crosson. 2017.
 Roy Pierce Award, with Ken Kollman. 2016.

TEACHING

Arizona State University - in person: 525 total students.

- POS 110: "Introduction to American Gov't;" fall 2020, 2021 (324).
- POS 216: "State and Local Gov't;" fall 2019, 2020; spring 2023 (79).
- POS 333: "Interest Groups;" spring 2022 (50).
- POS 530: "American Politics;" spring 2024, 2025 (12).
- POS 598: "American National Institutions;" fall 2021 (3).
- POS 603: "Polimetrics I;" spring 2020; fall 2022, 2023, 2024 (57).

Arizona State University - online: 1,983 total students.

- POS 110: "Introduction to American Gov't;" fall 2022, 2023, 2024; summer 2021, 2022, 2023, 2024; spring 2023, 2024, 2025 (1,521).
- POS 110: "Power and Politics in U.S. Government" (Universal Learner Course); fall 2024; summer 2024, 2025; spring 2025 (453).
- POS 484: "Internship;" summer 2025 (9).

SPECIAL PROJECT

Lead Content Developer - Universal Learning Course "Power and Politics in U.S. Government" (fall 2022 - spring 2024).

Served as intermediary between Learning Enterprise and team of faculty in academic unit, and as leader of faculty team, to develop a massive open online course (i.e., MOOC) for Study Hall: a collection of online courses designed to broaden access to baccalaureate degree programs at Arizona State University. This role involved vetting open-access resources, determining content of lectures, and designing assessments.

**MENTOR-
SHIP**

Arizona State University - undergraduate
 Co-Director, Robert Armknecht honors thesis; 2022-2023.
 Co-Director, Armando Montero honors thesis; 2022-2023.
 Co-Director, Dheeti Deliwali honors thesis; 2023.
 Member, Cati Iben honors thesis; 2024-2025.
 Member, Amelia Barton honors thesis; 2022-2023.
 Member, Justin Schwager honors thesis; 2022.
 Member, Bryce Jones honors thesis; 2020-2021.
 Mentor, Junior Scholars Program; spring 2020, 2022, 2024; fall 2022.
 Faculty Advisor, Sola Ministries at ASU (Lutheran); 2019-2023.

Arizona State University - graduate
 Director, Michael Ayala M.A. thesis committee; 2024-2025.
 Director, Daniel Resendez M.A. thesis committee; 2024-2025.
 Member, Anastasia Brown Ph.D. dissertation committee; 2023-2025.
 Co-Director, Aleisha Ball M.A. thesis; 2023-2024.
 Member, Brigid Fitzgerald M.A. thesis committee; 2023-2024.
 Member, Jordan Tafoya M.A. thesis committee; 2023-2024.
 Member, Trudy Horsting Ph.D. dissertation committee; 2021-2024.
 Member, Trudy Horsting M.A. in passing committee; 2021.

**CONF.
TALKS**

American Political Science Association: 2016; 2020-2021; 2023-2024.
 Congress and History Conference: 2020.
 Copenhagen Money in Politics Conference: 2024.
 European Consortium for Political Research: 2018.
 Midwest Political Science Association: 2016; 2019; 2022-2023.
 Policy History Conference: 2023-2025.
 Public Choice Society: 2017-2019.
 Society for Empirical Legal Studies: 2014; 2019 (poster).
 Southern Political Science Association: 2016-2023; 2025.
 State Politics and Policy Conference: 2014 (poster); 2022-2024.

**INVITED
TALKS**

Dept. of Political Science; Florida State U.; Nov. 8, 2024.
 Levin Center for Oversight and Democracy; Nov. 10, 2023 (virtual).
 Melikian Center; Arizona State U.; May 3, 2023 (virtual panel participant).
 Center for the Study of Economic Liberty; Arizona State U.; April 21, 2023.
 National Active and Retired Federal Employees Association; Aug. 23, 2022.
 Dept. of Political Science; Trinity U.; Jan. 12, 2022.
 Dept. of Political Science; U. of Pittsburg; March 19, 2021 (virtual).
 Universitas Halu Oleo; Kendari, Indonesia; Sept. 20, 2020 (virtual).
 School of Politics and Global Studies; Arizona State U.; Jan. 8, 2019.
 Dept. of Economics; George Mason U.; Feb. 22, 2018.

**INTERNAL
SERVICE**

Arizona State University - School of Politics and Global Studies
 Hiring Committee for Assistant Teaching Professor, 2024.
 Honors Faculty Advisor, 2023-2025.
 Advisory (personnel) Committee, 2021-2022; 2024-2025.
 American Politics Exam Committee, 2020-2021; 2022-2023.
 Graduate Committee, 2019-2020; 2024-2025.
 Kopf Conference co-organizer, 2022.
 Undergraduate Committee, 2020-2023.
 Colloquium, Speaker and Workshop Committee, 2019-2020.

University of South Carolina
 Classroom Space and Scheduling Committee, 2010-2011.

**EXTERNAL
SERVICE**

American Political Science Association
 Conference Panel Chair, 2021.
 Conference Panel Discussant, 2024.

College Board
 Reader (exam grader), Advanced Placement U.S. Government, 2024.
 Visiting Fellowship (exam reviewer), A.P. U.S. Government, 2023.

Journal of Policy History
 Associate Editor, 2021-present.

Legislative Studies Section, Amer. Poli. Sci. Association
 Emerging Scholar Award Committee, 2023.

Midwestern Political Science Association
 Conference Panel Chair, 2022.
 Conference Panel Discussant, 2022-2023.

Model Constitutional Convention, Arizona State University
 Faculty Mentor, 2024.

Policy History Conference or Workshop
 Conference co-chair, 2025.
 Workshop Discussant, 2024.
 Conference Panel Discussant, 2022.

State Oversight Academy at Wayne State U. Levin Center
 Board Member, 2023-present.

State Politics and Policy Section, Amer. Poli. Sci. Association
State Politics and Policy Quarterly Best Paper Award Comm., 2024.
 Conference Panel Chair, 2023.
 Conference Panel Discussant, 2023.

Southern Political Science Association
 Conference Panel Chair, 2020-2021; 2023.
 Conference Panel Discussant, 2020-2021, 2023.
 Section Chair (Parties and Interest Groups), 2022.

REFeree SERVICE

American Journal of Political Science, 2017; 2018; 2019; 2020; 2021; 2024.
American Political Science Review, 2020; 2025.
American Politics Research, 2021.
British Journal of Political Science, 2021; 2022.
 Cambridge University Press (book proposal), 2022.
European Journal of Political Research, 2023.
Frontiers in Political Science, 2023.
Interest Groups and Advocacy, 2018; 2019; 2020; 2022; 2023 (2); 2024; 2025.
Journal of Policy History, 2021; 2023; 2024 (3).
Journal of Politics, 2024, 2025.
Legislative Studies Quarterly, 2023, 2024 (3).
Milbank Quarterly, 2025.
 Palgrave Macmillan (book proposal) 2021; (book) 2022.
Policy Studies Journal, 2022; 2023.
Political Research Quarterly, 2020.
Political Science Research and Methods, 2022; 2023.
Politics and Gender, 2025.
PS: Political Science and Politics, 2024.
Public Choice, 2021; 2024.
Public Performance and Management Review, 2025.
Regulation and Governance, 2025.
 Sage Publications (two book chapters) 2024.
State Politics and Policy Quarterly, 2017, 2024.

OPINION

Strickland, James and Nathan Tarr. 2023, July 28. “America’s legislatures are getting more diverse, but lobbying groups have been slow to follow.” LSE US Centre.

Strickland, James. 2023, March 29. “Cumulative voting as a means to address disparate racial impact of election laws.” *Constitutional Conversations*, Center for Constitutional Design.

Strickland, James. 2022, June 20. “Term Limits Have Benefits but Other Reforms Should be Explored.” *Arizona Capitol Times*.

Strickland, James. 2020, December 31. “To improve Arizona’s legislature, consider cumulative voting.” *Arizona Capitol Times*.

Strickland, James. 2020, August 2. “Dollars versus voters? Businesses and advocacy groups hire different lobbyists.” *Medium.com*.

Strickland, James. 2019, February 15. “Paradoxically, stricter lobbying laws can actually hurt transparency. Here’s how to improve them.” LSE US Centre.

EXTERNAL PRESS

ABC15 Arizona. 2024, March 13 (interview for television broadcast). “What happens to campaign money when a candidate drops out?”.

U.S. Term Limits. 2023, Aug 9. “How Congressional Term Limits Transform Lobbying Dynamics.” *Termlimits.com*.

Fuchs, Haley. 2022, June 22. “American influence has a new address on State Street.” *Politico.com*.

Cleveland-Stout, Nick and Ben Freeman. 2022, March 28. “Ukraine war puts spotlight on Russia’s paid boosters in Washington.” *Responsible Statecraft*.

Schwarz, D. Hunter. 2021, August 8. “The political battle over the pandemic has come to the classroom.” *Deseret News*.

Brodie, Mark. 2021, January 14. “ASU professor: Cumulative voting could make Arizona’s legislature less polarized.” *The Show*, 91.5 KJZZ.

Cunningham, Meg. 2020, December 18. “Arizona GOP leaders’ quarrel over election results could impact party’s future.” ABC News.

Crawford, Alan. 2020, January 16. Secrets of the ‘Revolving Door.’ *Impact* (newsletter of the Public Affairs Council).

Oosting, Jonathan. 2019, January 23. “Outgoing state officials turn to lobbying under lax Michigan rules.” *Detroit News*.

LETTERS

Richard L. Hall
Professor of Political Science and Public Policy
University of Michigan
RLHall@umich.edu
(734) 763-4390

Kenneth W. Kollman
Frederick G. L. Huetwell Professor of Political Science
Director, Center for Political Studies
University of Michigan
KKollman@umich.edu
(734) 763-1348

Jenna Bednar
Professor of Political Science
University of Michigan
JBednar@umich.edu
(734) 615-5685

Scott Ainsworth
Professor of Political Science
University of Georgia
SAinswor@uga.edu
(706) 542-2057

Last updated: May 22, 2025.

Michael J. Driscoll, Ph.D.

Hillsdale College
Hillsdale, MI 49242
mdriscoll@hillsdale.edu

EDUCATION

Ph.D., Politics, Van Andel Graduate School of Statesmanship, Hillsdale College, December 2022

- Dissertation Committee: Thomas G. West (Chair), John W. Grant, Ronald J. Pestritto
- Dissertation: “*Could They Be Happier: Law, Morality, and Happiness in the Political Thought of John Locke*” (Honors, Ph.D. Dissertation, Fall 2022)

M.A., Politics, Van Andel Graduate School of Statesmanship, Hillsdale College, May 2019

B.A., Humanities & Liberal Studies, Ave Maria University, May 2017, *summa cum laude*

TEACHING APPOINTMENTS & EXPERIENCE

Visiting Assistant Professor in Politics, Hillsdale College, 2023-2025

Lecturer in Politics, Hillsdale College, Spring 2022 & Spring 2023

Teaching Apprenticeships, Hillsdale College, Fall 2019 & Spring 2020

COURSES TAUGHT

US Constitution

- Course summary: The course introduces students to 1) the essential concepts of the American Founding including natural rights, religious liberty, separation of powers, and their views on domestic and foreign policy, and 2) how subsequent movements in the Civil War, Progressive, New Deal, and Post-60s eras altered these concepts.

Modern American Government

Intro to US Foreign Policy

American Presidency

International Politics

COURSES PREPARED TO TEACH

History of Political Philosophy

- Ancient, Medieval, Early Modern, and Late Modern

American Founding

American Political Thought

20th & 21st Century American Politics

Special Topics:

- John Locke
- Thomas Hobbes
- Montesquieu
- American Conservatism

ACADEMIC PUBLICATIONS

- “Suiting the ‘Relish of our Minds’: Locke on Rational Happiness,” *Pietas* 4, no. 2.
(Forthcoming, Fall 2025)
- “Curbing the “Corruption of Manners:” John Locke on Domestic Policy.” (Under review)
- “Natural Law, Consent, and John Locke’s Foreign Policy.” (In preparation)
- “Conservatism and Utopianism in the Political Thought of Orestes Brownson.” (In preparation)
- Review of *The Making of Martin Luther*, by Richard Rex, in *Moreana: Thomas More and Renaissance Studies*, 56 (Number 212) (2), (December 2019) pp. 246–250.

PROFESSIONAL CONFERENCE PAPERS

- “Against the ‘Politics of Wish:’ James Burnham on Western Decline and Conservatism’s Shortcomings,” To be presented at the Ciceronian Society Conference, Harrisonburg, VA, March 13-15, 2025
- “Natural Law, Consent, and John Locke’s Foreign Policy,” American Political Science Association, Philadelphia, PA, September 5, 2024
- “Correcting the ‘Divinity of the Times:’ Locke’s *First Treatise*,” Midwestern Political Science Association, April 4-7, 2024.
- “Conformable to the Law of Nature: John Locke’s Morally Minded State.” Presented at the Ciceronian Society conference, Plano, TX, February 29-March 2, 2024.
- "Suiting the 'Relish of our Minds:' Locke's Account of Human Happiness." Presented at the Van Andel Graduate School of Statesmanship Fall Colloquium, Hillsdale, MI, October 2021.
- "The Complicated Orestes Brownson." Presented virtually at the Midwestern Political Science Association, April 2021.
- “Nine Parts of Ten:” Man’s Malleable Character and the Importance of Good Education." Presented virtually at the Association of Core Texts and Courses, April 2021.
- "The Philosopher's Disguise: A Reflection on the Purpose of Poetry in Plato's Republic." Presented at the Association of Core Texts and Courses, Santa Fe, NM, April 2019.
- “Roper’s Mirror,” Presented at the Center for Thomas More Studies Conference, Irving, TX, November 2017.

RESEARCH INTERESTS

History of Political Philosophy
 Early Modern Political Philosophy
 American Politics and Political Thought
 Catholic Social & Political Thought
 Natural Law Theory
 Government Power and its Proper Scope
 Foreign Policy & International Politics

CLASSICAL & MODERN LANGUAGES (Reading Competency)

Latin
German

ACADEMIC AWARDS & HONORS

General Fellowship, The Philadelphia Society, Spring 2023
Galbraith Graduate Scholarship, Hillsdale College, 2018-2020
Graduate Research Assistantship, Hillsdale College, 2017-2021
Humanities & Liberal Studies Department Award Recipient, Ave Maria University, 2017
Runner-Up, Synod on the Family Essay Contest, Ignatius Press & Catholic World Report, 2015

PROFESSIONAL EXPERIENCE

Online Learning Instructional Fellow, External Affairs, Hillsdale College, 2022-2023
Research Assistant to Dr. Thomas G. West, Paul Ermine Potter and Dawn Tibbetts Potter
Endowed Professorship in Politics and Professor of Politics, Hillsdale College, Fall 2021.
Assistant Staff Writer, Institutional Advancement, Hillsdale College, 2018-Spring 2021.
Assistant Archivist, Archives and Special Collections, Hillsdale College, 2017-2018. Worked on the papers of Sir Martin Gilbert and Dr. Harry V. Jaffa.
Research Assistant to Ambassador Michael Novak (1933-2017), Lewes, DE, & Ave Maria, FL, 2015-2016.

PROFESSIONAL REFERENCES

Dr. Adam Carrington, Associate Professor, Archer Endowed Position in History & Political Science, Ashbrook Center Co-Director
- Contact: acarring@ashland.edu

Dr. John Grant, Associate Professor of Politics, Department Chairman, Hillsdale College
- Contact: jgrant1@hillsdale.edu

Dr. Joseph Postell, Associate Professor of Politics, Hillsdale College
- Contact: jpostell@hillsdale.edu

Dr. Ronald Pestritto, Professor of Politics, Graduate Dean, Charles and Lucia Shipley Chair in the American Constitution, Hillsdale College
- Contact: rpestritto@hillsdale.edu

Dr. Thomas G. West, Professor of Politics, Paul Ermine Potter and Dawn Tibbetts Potter Endowed Professorship in Politics, Hillsdale College
- Contact: twest@hillsdale.edu

**Phillip M. Pinell**

+1 (281) 844-5562 | pinell@wisc.edu | phillippinell.com | Academia.edu/PhillipPinell

110 North Hall
1050 Bascom Mall
Madison, WI 53706

ACADEMIC APPOINTMENTS

Lecturer, University of Wisconsin—Madison Fall 2022 - present

EDUCATION

Ph.D. Political Science, University of Wisconsin—Madison Exp: 2025

Fields: Political Theory & American Politics

Dissertation: *The Idea of the Nation in Twentieth-Century Spanish Political Thought*

Committee: Richard Avramenko (chair), Daniel Kapust, Joshua Dienstag, Michelle Schwarze

M.A. Political Science, University of Wisconsin—Madison 2022

B.S. Political Science, B.A. Philosophy, University of Houston | The Honors College 2019

RESEARCH**Peer-Reviewed Articles:**

2025. "Might Makes Rights: A Ciceronian Critique of Pettit's Theory of Liberty," *POLIS: The Journal for Greek and Roman Political Thought* 42(2), 279-304. Link Forthcoming.

2025. "Tocqueville and Democratic Historical Consciousness," *The European Legacy* 30(2), 151-168.

2024. "Nostalgia for Empire? José Ortega y Gasset, Memory, and 'The Spanish Problem,'" *The Political Science Reviewer* 48(2), 57-82.

2024. "How a People Becomes a People: Memory and Identity in Jefferson's *Notes on the State of Virginia*," *American Political Thought* 13(3), 371-394.

2024. "Does Artificial Intelligence Speak Our Language?: A Gadamerian Assessment of Generative Language Models," *Political Research Quarterly* 77(3), 713-728.

2024. "Thinking and Political Considerations: *Gnômê* in the Stoic Political Philosophy of Epictetus," *The Political Science Reviewer* 48(1), 87-112.

Book Reviews:

2024. *A Review of Catherine Craig's Memory and Political Art in Plato's Statesman*, Rowman and Littlefield.

2022. *A Review of Zenon Culverhouse's Plato's Hippias Minor: The Play of Ambiguity*, VoegelinView.

Selected Works in Progress:

(Book manuscript). *Between Empire and Exile: The Idea of the Nation in Twentieth-Century Spanish Political Thought*.

(Under review). "The Nation as a Shared Tomorrow: Ortega y Gasset and the Future of Liberal Nationalism."

(*Under review*). “‘Everything Which Is Not Reserved Is Given’: James Wilson, Popular Sovereignty, and the Federalist Doctrine of Plenary State Legislative Power” (with Kirstin Anderson Birkhaug—Hope College)

(*Under review*). “No Progress for the Wretched: Pascal on the Problem of Modern Temporal Consciousness.”

(*Under review*). “Consider the Whale: Herman Melville on the Promise and Perils of Democratic Politics.”

(*In progress*). “‘An Enthusiasm for Liberty and for the Dignity of the Human Race’: Tocqueville’s Master and Servant Reconsidered.”

(*In progress*). “Artificial Reciprocity: The Democratic Language of A.I. and Its Effects on Human Sociality” (with Utkarsh Ojha—Carnegie Mellon University)

(*In progress*). “Madness as Method: Epistemic Dissent, Democratic Imagination, and the Legacy of Don Quixote” (with Aleisha LaChette—UW-Madison).

(*In progress*). “Civic Disengagement in Democracies: The Moral Psychology of Political Disaffection.”

TEACHING

University of Wisconsin-Madison

Instructor of Record

- Deception and Politics (Spring 2023, Fall 2023)
- Critical Thinking and Expression: Arguments in Political Rhetoric (Spring 2025, Fall 2022)
 - Honored Instructor Award from UW-Madison Housing, Fall 2022

Teaching Assistant

- Modern Political, Economic, and Social Thought II (Spring 2022)
- Introduction to Political Theory (Fall 2021)

SELECTED CONFERENCE PARTICIPATION

Paper presentation. “Miguel de Unamuno and Spain’s Crisis of Identity.” 74th Annual MPSA. April 6, 2024.

Paper presentation. “Tocqueville on Democratic Historical Consciousness.” 74th Annual MPSA. April 5, 2024.

Paper presentation. “Does A.I. Speak Our Language?: A Gadamerian Assessment of Generative Language Models.” APSA Virtual Research Meeting - Artificial Intelligence: Concerns for Politics and for the Profession. February 8, 2024.

Invited panel presentation. “Nostalgia for Empire?: Ortega y Gasset’s Use of Memory during Spain’s Crisis of Identity.” Traditions of Latin American Political Thought and Constitutionalism—a conference within a conference at SPSA, New Orleans, LA. January 13, 2024.

Paper presentation. “Disassembling Dogma: The Intellectual Virtue of *Gnomē* in Epictetus’ Stoic Philosophy.” SPSA Conference, St. Pete’s Beach, FL. January 13, 2023.

Paper presentation. “Does A.I. Speak Our Language?: A Gadamerian Approach to Generative Language Models.” NPSA Conference. Boston, MA. November 2, 2023.

Paper presentation. “Cicero’s History of Roman Legal Rights.” 2022 APSA Conference, Montreal (online). September 16, 2022.

SERVICE

Graduate Fellow, Center for the Study of Liberal Democracy 2021 - present

Assistant Editor, VoegelinView 2022 - 2023

Advisor, Tom Sawyer Society (ISI Chapter) 2022 - 2023

Peer Reviewer

Political Research Quarterly, Journal of Politics, The Political Science Reviewer

Discussant

- Annette Zimmermann (UW-Madison, Philosophy Department), Chapter 6 in *Democratizing AI Deployment*. UW-Madison Political Theory Workshop. March 7, 2025.
- Adriana Alfaro Altamirano (Instituto Tecnológico Autónomo de México), “The Varieties of Judicial Empathy.” UW-Madison Political Theory Workshop. October 20, 2023.
- John Boersma (UW-Madison), “Adam Smith’s Eulogy for Self-Command.” UW-Madison Political Theory Workshop. April 2023.
- Catherine Zuckert (University of Notre Dame), “Personal Integrity v. Political Efficacy: Montaigne’s Response to Machiavelli.” UW-Madison Political Theory Workshop. October 14, 2022.
- Alan Kahan (CU Boulder), “Liberalism - An Incomplete History.” UW-Madison Political Theory Workshop. October 2021.
- Michelle T. Clarke (Dartmouth), “Curing Virtue: Epicureanism and Erotic Fantasy in Machiavelli’s *Mandragola*.” UW-Madison Political Theory Workshop. April 30, 2021.

Undergraduate Student Mentor 2022, 2024 - 2025

FELLOWSHIPS & AWARDS

2025. Center for the Study of Liberal Democracy Summer Research Grant (\$7,000), UW-Madison.

2024. Mildred Potter Hovland Journal Article Prize for “Does Artificial Intelligence Speak Our Language?” (\$750), UW-Madison

2024. Humane Studies Fellowship (\$5,000), Institute for Humane Studies

2024. UW-Madison University Fellowship (\$25,000)

2023. George Washington Statesmanship Fellowship (\$5,000), ISI

2022-2023. Scott A. Harris Graduate Fellowship, UW-Madison

2021-2024. Bradley Foundation Fellowship (\$6,000 per year)

2021. UW Summer Funding Initiative Fellowship (\$1,000)

2020-2021. UW-Madison University Fellowship (\$22,000)

2018-2019. Röpke-Wojtyła Fellowship (\$2,000), The Catholic University of America

2019 - Phi Beta Kappa & Phi Kappa Phi

LANGUAGES

Spanish (advanced), **Ancient Greek** (intermediate), **Latin** (intermediate), **French** (basic)

REFERENCES

Richard Avramenko, Professor & Director of SCETL, Arizona State University,
avramenko@asu.edu

Daniel Kapust, Professor, Political Science & Classical and Ancient Near Eastern Studies, University of Wisconsin-Madison, djkapust@wisc.edu

Joshua Dienstag, Professor, Political Science, University of Wisconsin-Madison, jdienstag@wisc.edu

Michelle Schwarze, Professor, Political Science, University of Wisconsin-Madison,
mschwarze@wisc.edu

RESEARCH INTERESTS

History of Political Thought (Ancient & Modern); National Identity; Historical Consciousness; Liberalism/Illiberalism; American Political, Constitutional, and Civic Thought; A.I. & Democratic Theory

TEACHING INTERESTS

History of Political Thought (Ancient & Modern); American Political, Constitutional, and Civic Thought; Tocqueville; The Idea of the Nation; Politics and Literature; Political Rhetoric; Deception and Politics

Denise Mayo Harle

EDUCATION

Duke University School of Law, J.D., *cum laude*, 2009

Duke Law Merit Scholarship

Executive Editor, Law & Contemporary Problems

Law Student Representative, Duke University Academic Integrity Council

Law School Representative, Duke Graduate & Professional Student Council

Research Assistant, Professors Stuart Benjamin and Barak Richman

Stanford University, M.A., Political Science, 2005 – PhD candidate (ABD)

Stanford Graduate Fellowship; satisfied PhD field requirements in American Politics, Political Organizations

Humanities & Science Representative, Stanford Graduate Student Council

Research Assistant, Hoover Institution, Professors John F. Cogan, Terry Moe, David W. Brady

Florida State University

B.S., *summa cum laude*, Major in Interdisciplinary Social Science | Minor in Philosophy, 2002

B.A., *summa cum laude*, Major in Psychology | Minor in Mathematics, 2002

Phi Beta Kappa; National Merit Scholar Fellowship; Mortar Board; Seminole Torchbearers Leadership Award

Vice-President, Golden Key International Honour Society

Student Member, Dean's Task Force on Ethics

LEGAL EXPERIENCE

Shutts & Bowen LLP, Tallahassee, FL

Partner, Appellate Practice Group and Constitutional Law Section

November 2023 – July 2025

- Ultimate responsibility for case strategy, briefing, and oral argument in administrative and constitutional litigation

Alliance Defending Freedom, Lawrenceville, GA / Tallahassee, FL (remote)

Legal Counsel, Senior Counsel, and Director, Center for Life

October 2017 – October 2023

- Led litigation team defending clients against government infringement on First Amendment rights of free speech, religious freedom, and conscience
- Defended legislation in state and federal courts nationwide against various constitutional claims
- Lead role in case strategy, briefing, oral argument, and public advocacy

Office of the Florida Attorney General, Tallahassee, FL

June 2015 – October 2017

Deputy Solicitor General

- Drafted appellate briefs and presented oral arguments on behalf in a variety of constitutional matters
- Lead role in case strategy, briefing, and argument in high-profile cases in state and federal trial and appellate courts

Greenberg Traurig, LLP, Los Angeles, CA

May 2011 – May 2015

Appellate / Litigation Associate

- Represented clients in state and federal matters including intellectual property, products liability, regulatory, false advertising, class actions, defamation, arbitration, fraud, and contract disputes
- Sole or lead associate on variety of high-stakes cases on appeal, on issues including constitutional questions and questions of statutory interpretation

- Substantial role in performing legal analysis and drafting persuasive appellate briefs

Supreme Court of Florida, Tallahassee, FL

August 2009 – May 2011

Judicial Clerk for the Honorable Justice Ricky L. Polston

- Prepared cases in matters including constitutional challenges, policy-based appeals, and statutory interpretation
- Drafted case analyses, memoranda, recommendations, and judicial opinions for the Court

BAR ADMISSIONS

California	U.S. Court of Appeals for the 9th Circuit
Florida	U.S. Court of Appeals for the 11th Circuit
Georgia	U.S. District Court, M.D. Fla.
U.S. Supreme Court	U.S. District Court, N.D. Fla.
U.S. Court of Appeals for the 2nd Circuit	U.S. District Court, S.D. Fla.
U.S. Court of Appeals for the 3rd Circuit	U.S. District Court, C.D. Cal.
U.S. Court of Appeals for the 5th Circuit	U.S. District Court, N.D. Cal.
U.S. Court of Appeals for the 7th Circuit	U.S. District Court, S.D. Cal.

TEACHING EXPERIENCE

Concordia University, St. Paul, MN

2022–present

Dissertation Faculty

- Advise as dissertation committee member for doctoral students assimilating research on a variety of subjects involving policy, sociology, technology, education, and health sciences.
- Provide critical feedback on writing technique and research methodology.

Duke University School of Law, Durham, NC

2007–2008

Teaching Assistant

Legal Analysis, Research, and Writing

Stanford University, Palo Alto, CA

2003–2005

Teaching Assistant

Introduction to American National Government and Politics

Politics and Public Policy

Justice

Political Power and American Cities

Campaigns, Voting, Media, & Elections

SELECT SPEECHES AND PROFESSIONAL PRESENTATIONS

Florida Federalist Society Young Lawyers Conference, Tampa, FL, *Breaking Bad Precedent: Strategies for Litigating to Overturn Flawed Rulings*, July 2025

Florida State University Institute for Governance & Civics, Tallahassee, FL, *Religious Liberty at the U.S.*

Supreme Court, April 2025

Florida State University Law, The Federalist Society, *Text, History, Tradition, and Constitutional Limits of the Second Amendment*, March 2025

Tallahassee Lawyers Chapter of the Federalist Society, Tallahassee, FL, *Florida Supreme Court Round-Up*, September 2024

Puerto Rico Lawyers Chapter of the Federalist Society, San Juan, P.R., *U.S. Supreme Court Trends and Updates on Religious Freedom*, September 2024

Pontifical Catholic University School of Law, Ponce, P.R., *Recent Developments in Free Exercise and Establishment Clause Jurisprudence*, September 2024

Gadsden County Civic Education Townhall, Quincy, FL, *Legal and Policy Breakdown of Constitutional Amendments on 2024 Florida Ballot*, September 2024

Florida Federalist Society Young Lawyers Conference, Coral Gables, FL, *Florida Supreme Court Round-Up*, July 2024

Liberty University Law School, The Federalist Society, Lynchburg, VA, *The First Amendment and the Commercial Speech Doctrine*, March 2024

PBS NewsHour, remote, *The abortion legal landscape a year after overturn of Roe v. Wade*, June 2023

Texas Review of Law & Politics Symposium, Austin, TX, *Legal Questions After Dobbs*, February 2023

Orange County Federalist Society Lawyers Chapter, Irvine, CA, *Breaking Down the Supreme Court's Dobbs Decision*, October 2022

University of Florida Law, The Federalist Society, Gainesville, FL, *The 14th Amendment After Dobbs*, October 2022

University of Toledo Law, The Federalist Society, Toledo, OH, *After Dobbs: The Future of Abortion Law in America*, September 2022

Ohio Northern University Law, The Federalist Society, Ada, OH, *Overturning Roe: Dobbs and the Future of Abortion*, September 2022

University of Virginia Law, The Federalist Society, remote, *Unpacking Dobbs v. Jackson Women's Health Organization*, July 2022

Senate Judiciary Committee, Washington, D.C., *A Post-Roe America: the Legal Consequences of the Dobbs Decision*, July 2022

Heritage Foundation, Washington, D.C., *Life After Roe Symposium*, July 2022

Americans for Fair Treatment, remote, *Implications of the SCOTUS Leak*, May 2022

Duquesne Law, The Federalist Society, Pittsburgh, PA, *Supreme Court Predictions: Dobbs, Fundamental Rights*,

and the Fourteenth Amendment, February 2022

Florida State University College of Medicine, Medical Students for Life, remote, *Health Care Conscience Rights*, February 2022

Florida Faith-Based and Community-Based Advisory Council Quarterly Meeting, Tallahassee, FL, *Impact of the U.S. Supreme Court on Florida's Laws*

Annual Florida Chapters Conference, The Federalist Society, Orlando, FL, *Dobbs and the Future of Abortion Law*, February 2022

Georgetown Law, The Federalist Society, remote, *Oral Argument Analysis and the Supreme Court's Dobbs Dilemma Over Stare Decisis*, December 2021

Villanova Law, The Federalist Society, Philadelphia, PA, *Stare Decisis and Substantive Due Process on the Docket*, October 2021

Oklahoma City University Law, The Federalist Society, Oklahoma City, OK, *Current Constitutional Disputes in State and Federal Abortion Law*, September 2021

University of Mississippi Law, The Federalist Society, Oxford, MS, *Mississippi Constitutional Blockbuster at the U.S. Supreme Court*, September 2021

Heartbeat International Annual Conference, Columbus, OH, *Speech Regulations and the First Amendment After NIFLA v. Becerra*, April 2021

Indiana University Students for Life, remote, *Breaking Down the Supreme Court's Decision in June Medical Services v. Russo*, October 2020

Georgia State Law, The Federalist Society, remote, *Higher Education: the Free Exchange of Approved Ideas?*, October 2020

Center for Bioethics & Human Dignity, remote, *Medical Conscience Rights and the First Amendment*, April 2020

The Federalist Society, remote, *Courthouse Steps Preview: June Medical Services v. Russo*, March 2020

NPR, remote, *Should Transgender Students Be Allowed To Compete In Women's Athletics?*, March 2020

Louisiana Association of Christian Lawyers, Lafayette, LA, *Current Legal Threats to Religious Liberty*, November 2019

National Institute of Family & Life Advocates Medical & Legal Summit, Virginia Beach, VA, *Medical Conscience Rights in Constitutional and Statutory Law*, May 2019

Florida State University College of Medicine, Medical Students for Life, Tallahassee, FL, *Legal Protections for Health Care Conscience Rights*, March 2019

University of Georgia Law, The Federalist Society, Athens, GA, *Medical Conscience Rights, Exemptions and the First Amendment*, March 2019

Louisiana Association of Christian Lawyers, Lafayette, LA, *U.S. Supreme Court Update on Compelled Speech and Religious Freedom*, November 2018

Wake Forest Law, Journal of Law & Public Policy Symposium, Winston Salem, NC, *Health Care Conscience Rights and Constitutional Conflicts*, October 2018

The Claremont Institute, remote, *Political Gerrymandering and Compelled Speech on the Docket*, April 2018

C-SPAN, Washington, D.C., *California's Reproductive FACT Act at the U.S. Supreme Court*, March 2018

SELECT PUBLICATIONS

Legal Considerations (book chapter), Christina Beaudoin, Professional Developments in Exercise Science, (Routledge 2026)

"The People and Their Elected Lawmakers": An Update on Democracy and Federalism in Post-Dobbs America, 27 Tex. Rev. L. & Pol. 649 (2023)

Abortion Laws in Oklahoma Subject of Fractured Decision at State Supreme Court, The FedSoc Blog, June 2023

Guilford County decides to respect the First Amendment, Greensboro News & Record, Feb. 2022

Virginia's Withdrawal from ERA Ratification Lawsuit Benefits Women, Townhall, Feb. 2022

Virginia Values Act tramples freedom, *Richmond Times-Dispatch*, Oct. 2020

Supreme Court Should Rule for the FDA In COVID-19 Abortion Suit, The Daily Wire, Sept. 2020

NIFLA Decision Affirms First Amendment's Purpose: Protect Minority Viewpoints, Jurist, July 2020

La. Abortion Law At Issue In High Court Case Protects Women, Law360, Mar. 2020

A long-awaited opportunity to close the loophole on third-party standing, SCOTUSblog, Jan. 2020

New York's latest bid to bully the religious, New York Post, Nov. 2019

7 Year Curriculum Vitae

Norton, Douglas Alan

October 04, 2024

General Information

Professional Preparation (Highest Degree Only)

2016 Ph.D., Florida State University, Tallahassee, FL. Major: Economics.

Professional Experience

2023–present Director, Philosophy, Politics, and Economics, Florida State University.

2020–present Teaching Faculty I, Economics, Florida State University.

2018–2020 Postdoctoral Scholar, Hilton Center, Florida State University.

2017 Senior Economist, MobLab.

Honors, Awards, and Prizes

Outstanding Teaching in the Major, Florida State University (2023).

Teaching

Courses Taught

Introduction to Philosophy, Politics, and Economics (IDS2118)

Honors in the Major Research (ECO4934)

Intermediate Microeconomic Theory (ECO3101)

Introduction to Econometrics (ECO4421)

Economics of State and Local Government (ECO4554)

Special Topics in Economics (ECO3933)

Economics of Health (ECP4530)

Religious Pluralism & Pub Ed (ECO4905)

New Course Development

Introduction to Philosophy, Politics, and Economics (2023)

Economics of the Family and Religion (2021)

Bachelor's Committee Chair

Combs, C. J., graduate. (2024). *The Effect of Mandatory Lost and Stolen Firearms Report Laws*.
Miller, K. H., graduate. (2023). *Direct Primary Care in the Southeast United States*. Retrieved
from <https://diginole.lib.fsu.edu/islandora/object/fsu:854932>

Research and Original Creative Work

Publications

Refereed Journal Articles

Boosey, L., Isaac, R. M., Norton, D. A., & Stinn, J. (2020). "Cooperation, Contributor Types, and Control Questions". *Journal of Behavioral and Experimental Economics*, 85. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S2214804319300783?via%3Dihub> doi:<https://doi.org/10.1016/j.socec.2019.101489>

Gibson, J., Norton, D. A., & White, R. A. (2019). "The Backward Hustle: An Experimental Investigation of Tax Code Notches and Labor Supply". *Journal of Economic Behavior & Organization*, 166, 432-445. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0167268119302318> doi:<https://doi.org/10.1016/j.jebo.2019.07.011>

Isaac, R. M., Norton, D. A., & Pevnitskaya, S. (2018). "A New Experimental Mechanism to Investigate Polarized Demands for Public Goods". *Experimental Economics*, 22, 585-609. Retrieved from <https://link.springer.com/article/10.1007/s10683-018-9593-0>

Invited Book Chapters

Gunnthorsdottir, A., & Norton, D. A. (2018). The role of culture in experimental economics. In Anna Gunnthorsdottir, & Douglas A. Norton (Eds.), *Research in Experimental Economics Volume 20: Experimental Economics and Culture*. Bingley, UK: Emerald Press.

Refereed Book Chapters

Norton, D. A. (2018). "A note on qualitative methods in experimental economics". In Anna Gunnthorsdottir, & Douglas A. Norton (Eds.), *Research in Experimental Economics Volume 20: Experimental Economics and Culture*. Bingley, UK: Emerald Press. Retrieved from <https://www.amazon.com/Experimental-Economics-Culture-Research->

[Book-ebook/dp/B07GDHJVTC](https://book-ebook.dp/B07GDHJVTC)

Contracts and Grants

Contracts and Grants Funded

Norton, D. A., & Gibson, J. (Feb 2020–2025). *Understanding the Relationship between Notches, Poverty, and the Importance of Dynamic Decision Making*. Funded by Charles Koch Foundation. Total award \$56,000.

Norton, D. A., & White, R. (Dec 2014–2019). *What Creates Poverty Traps? How Can We Escape Them?: An Experimental Analysis*. Funded by Charles Koch Foundation. Total award \$4,500.

Isaac, R. M., Norton, D. A., & Pevnitskaya, S. (Dec 2008–2019). *Political and Economic Institutions Regarding the Siting of Energy Facilities*. Funded by Institute for Energy Systems, Economics, and Sustainability. Total award \$115,556.

Service

Florida State University

FSU University Service

Liberal Studies Curriculum Reviewer, Liberal Studies Curriculum Committee (2021–present).

FSU Institute or Center Service

Assistant Director, Hilton Center (2020–present).

The Profession

Series Editor for Books

Research in Experimental Economics (2010–present).

Guest Reviewer for Refereed Journals

Contemporary Economic Policy (2023–present).

Review of Economics Education (2023–present).

Journal of Economic Psychology (2021–present).

Journal of Urban Economics (2019–present).

Public Finance Review (2019–present).

Faith and Economics (2016–present).

Experimental Economics (2015–present).

Public Choice (2014–present).

Southern Economic Journal (2014–present).

Journal of Economic Behavior and Organization (2012–present).

The Community

Faculty Advisor, Philosophy, Politics, and Economics at Florida State University (2023–present).

Faculty Advisor, College Republicans at FSU (2021–present).

Consultation

General Education Core Courses Faculty Discipline Committee. (2023).

Seminars

Norton, D. A. (2023). *PPE Seminar*. Philosophy, Politics, and Economics.

Norton, D. A. (2021). *Economics Education Seminar, Founder and Organizer*.

Norton, D. A. (2021–2023). *Professors and Practitioners Seminar, Founder and Organizer*.

7 Year Curriculum Vitae

Viola Simone May

Last Revised: July 26, 2025

General Information

University address: Counselor Education
Educational Psychology and Learning Systems
Anne Spencer Daves College of Education, Health, and Human Sciences
Stone Building
Florida State University
Tallahassee 32304-FL

E-mail address: vmay@fsu.edu

Web site: <https://education.fsu.edu/faculty-and-staff/dr-simone-may>

Professional Preparation (Highest Degree Only)

2017 Ph.D., Auburn University. Major: Counselor Education and Supervision.

May, V. S. (2017). *Job Satisfaction and Work-life Balance among Racial Minority Faculty*. Unpublished doctoral dissertation, Auburn University.

Professional Credential(s)

2024–present Licensed Mental Health Counselor #23226.

2014–present National Certified Counselor.

Professional Experience

2024–present Associate Teaching Professor, Educational Psychology & Learning Systems, Florida State University. Responsible for teaching and clinical coordination (90% of AOR).

Honors, Awards, and Prizes

CEHHS Graduate Teaching Award Nomination, CEHHS Faculty Advisory Board (FAB) (2024).

Innovation in Teaching Award Nomination, The University Teaching and Advising Awards Committee (2024).

University Excellence in Teaching Award Nomination, Office of the Provost and Executive Vice President for Academic Affairs (2020).

Fellowship(s)

Postdoctoral Teaching Fellowship (2017–2018).

Current Membership in Professional Organizations

American Association for Multicultural Counseling & Development (AMCD)

American Counseling Association (ACA)

American Mental Health Counselors Association

Association for Counselor Education and Supervision (ACES)

Chi Sigma Iota International Honor Society

Florida Counseling Association

Florida Mental Health Counselors Association

Southern Association for Counselor Education and Supervision (SACES)

Teaching

Courses Taught

Adult Development and Psychopathology (CLP6169)

Family Therapy (MHS5435)

Internship (SDS5820)

Practicum in Counseling and Rehabilitation (MHS5801)

Trauma & Crisis Intervention (MHS6466)

Substance Abuse and Addictions Counseling (MHS6450)

Human Sexuality (SOW5153)

Psychosocial and Multicultural Aspects of Counseling (MHS5060)

Clinical Practice

Morse Therapy Group, Tallahassee, FL; provide individual and group therapy for adults (18+) seeking to process and effectively manage depression, anxiety, trauma and stress related issues, and inter- and intrapersonal conflicts (2024)

Supervision of Clinical Practice

Serve as the Clinical Coordinator & Faculty Supervisor for the Clinical Mental Health Counseling students (20+ students annually). Supervise student clinical practice experience, facilitate group supervision class, conduct site visits, establish community partnerships, mediate site/supervisor and student issues, and collaborate with CE faculty to promote student success while upholding CACREP and program standards (2024)

New Course Development

Ethical, Legal and Professional Issues in Counseling (2023)
Advanced Clinical Practice (DIS) (2020)

Research and Original Creative Work

Publications

Refereed Journal Articles

Appling, B., Tuttle, M., & May, V. S. (2019). The experiences of school counselors who collaborate with clinical mental health counselors. *Professional School Counseling*, 23(1), 1-10. doi:[10.1177/2156759X19882660](https://doi.org/10.1177/2156759X19882660)

Refereed Book Chapters

May, V. S., Fucillo, S., & Murphy, P. (2025). Validating student identities through culturally responsive curriculum. In Rick Rantz, & LeeAnne McNulty (Eds.), *Culturally Responsive Curriculum in Higher Education*. IGI Global Scientific Publishing.

Yoon, E., Morgan, M., & May, V. S. (2022). Preparing LGBTQ+ students for postsecondary transitions through career development. In Erik M. Hines, & Laura Owen (Eds.), *Equity-Based Career Development and Postsecondary Transitions: An American Imperative*. Information Age Publishing, Inc. Retrieved from <https://www.infoagepub.com/products/Equity-Based-Career-Development-and-Postsecondary-Transitions>

May, V., & Fucillo, S. (2018). Trauma sensitive interventions for children and adolescents. In Chandler Cox, & Jennifer Jordan (Eds.), *Clinical Interventions for Counseling Children and Adolescents: A Toolbox for School-Based Therapist & School Counselors*. Columbia, SC: CreateSpace Independent Publishing.

Presentations

Invited Presentations at Conferences

Tuttle, M., Appling, B., & May, S. (presented 2020). *School counselor collaboration with clinical mental health counselors: Experiences, practices, and implications*. Presentation at California Association of School Counselors (CASC) Conference, California Association of School Counselors, Virtual. (State)

Refereed Presentations at Conferences

May, V. S., & Fucillo, S. (presented 2024, March). *The missing link: Substance use intervention for youth offenders*. Presentation at National Youth Advocacy and Resilience, Georgia Southern University Continuing & Professional Education, Savannah, GA. (National)

Murphy, P., & May, V. S. (presented 2023). *Race-based trauma: Its relevance and prevalence in counselor education*. Presentation at Association for Counselor Education and Supervision, Association for Counselor Education and Supervision, Denver, CO. (National)

Fucillo, S., Murphy, P., & May, V. S. (presented 2023). *There are levels to this: Developing and managing an intercollegiate research team in Counselor Education programs*. Presentation at Association for Counselor Education and Supervision, Association for Counselor Education and Supervision, Denver, CO. (National)

Murphy, P., Fucillo, S., & May, S. (presented 2020, July). *Building and maintaining an effective intercollegiate research team*. Presentation at Southern Association for Counselor Education and Supervision, Southern Association for Counselor Education and Supervision. (National)

Fucillo, S., & May, V. (presented 2020, April). *Words that heal: Exploring race-based trauma treatment training methods*. Presentation at American Counseling Association, The American Counseling Association, Virtual. (National)

Carney, J., May, V. S., Veal, K., & Powers, D. (presented 2020, February). *Mentoring beginning faculty and doctoral students in academia: Building supports and strategies*. Presentation at Eastern Educational Research Association, Eastern Educational Research Association, Orlando, FL. (Regional)

Fucillo, S., & May, V. (presented 2018, November). *The missing link: A 15-year content analysis exploring race-based trauma among juvenile delinquents*. Poster presentation at American Counseling Association, International Association of Addictions and Offender Counselors, New Orleans, LA. (National)

Refereed Presentations at Symposia

Morse, T., & May, V. S. (presented 2024, May). Group Therapy Can Save the World: How You Can Help. In Taylor Thompson, PhD (Chair), *Florida Psychological Association*. Presentation at the meeting of Florida Psychological Association, Tallahassee, FL. (State)

Invited Workshops

Fucillo, S., Murphy, P., May, S., & Coyt, H. (2020, July). *Research Team Collaboration with Doctoral and Masters' Students [Webinar]*. Workshop delivered at Southern Association for Counselor Education and Supervision. (Regional) Retrieved from <http://saces.wildapricot.org/news/9070734>

Nonrefereed Workshops

May, V. (2019, June). *Creating Professional Posters and Manuscripts*. Workshop delivered at Counseling Student Research Organization, Tallahassee, FL. (Local)

Contracts and Grants

Contracts and Grants Funded

May, V. S. (Jan 2024–Dec 2024). *That's Genius! Using Simulations to Enhance Counseling Students' Clinical Skills*. Funded by Student Technology Fee Advisory Committee. Total award \$29,500.

Contracts and Grants Denied

Fucillo, S., & May, V. (Aug 2019). *Words that Heal: Exploring Race-based Trauma Training and Treatment Methods*. Submitted to SACES. Unspecified award amount.

Service

Florida State University

FSU University Service

Panelist, FSU Office of Faculty Development and Advancement (2022).

FSU College Service

Program Representative, Harold F. Cottingham Colloquium (2023).

College Marshal, Commencement Spring 2023 (2023).

College Marshal, Commencement Fall 2022 (2022).

FSU Department Service

Committee Member, EPLS Faculty Search Committee (2024–present).

Committee Member / Reviewer, EPLS Curriculum Review Committee (2024–present).

Committee Member / Reviewer, EPLS Annual Evaluation Review Committee (2024–present).

Member, Scholarship Committee (2021–2023).

Panelist, Specialized Faculty Mentoring Session (2023).

Member, Faculty Search Committee (2022).

Member, Foundation Committee (2019–2020).

Member, Faculty Search Committee (2019).

FSU Program Service

Faculty Advisor, Lambda Sigma Mu (2021–present).

NBCC Campus Coordinator, National Board of Certified Counselors (NBCC) (2019–present).

CACREP Liaison, Program Accreditation (2022–2023).

Faculty Advisor, Counseling Student Research Association (CSRA) (2018–2020).

The Profession

Editorial Board Membership(s)

Journal of Intercultural Disciplines (2018–2019).

Guest Reviewer for Refereed Journals

Eurasian Journal of Educational Research (2020).

Professional School Counseling (2019).

Reviewer for Textbooks

Psychology of Black Womanhood in the U.S (2023).

Service to Professional Associations

Guest Speaker, Mental Health in Healthcare, National Society of Black Women in Medicine (FSU Chapter) (2024).

Proposal Reviewer, Florida Counseling Association Conference (2023).

Proposal Reviewer, 3rd Annual FL CSI Florida Statewide Conference, Chi Sigma Iota (CSI) (2022).

Co-chair, International Association of Addictions and Offender Counselors (2020–2021).

The Community

Member, Minority Mental Health Taskforce, Minority Mental Health Taskforce (2023–present).

Director, Guntersville 3-on-3 Basketball Tournament (2015–present).

Volunteer, Holiday Distribution (Monticello), Second Harvest of the Big Bend (2024).

Volunteer, Lott's Community Garden, Second Harvest of the Big Bend (2024).

Podcast Guest, Podcast, Conversations with Nicole (CWN) (2023).

Exhibitor, Black Cheer and Dance Competition, Dynamic Xplosion Cheer, Inc (2023).

Guest Speaker, PULSE Student Academy (2023).

Guest Speaker, Speak Up, Reach Out Program, Jack and Jill of America Inc (2022).

Volunteer, Envision No Hunger Telethon, Second Harvest of the Big Bend & WTXL (2020).

Volunteer, Community Thanksgiving Dinner, Project Annie, Inc (2019).

Volunteer, North Florida Boys Town, Serve Tallahassee (2019).

7 Year Curriculum Vitae
Michael Ralph Hammock

Last Revised: February 10, 2025

General Information

University address: Economics
COLLEGE OF SOCIAL SCIENCES AND PUBLIC POLICY
Bellamy Building 0285
Florida State University
Tallahassee, Florida 32306-2180

E-mail address: mhammock@fsu.edu

Professional Preparation (Highest Degree Only)

2010 PhD, Emory University. Major: Economics.

Professional Experience

2021–present Teaching Faculty II, ECONOMICS, Florida State University.

2016–2021 Teaching Faculty I, ECONOMICS, Florida State University.

Honors, Awards, and Prizes

University Teaching Award for Foundational Course Excellence, Florida State University (2022).
(\$2,000).

Current Membership in Professional Organizations

American Economic Association

Teaching

Courses Taught

Principles of Microeconomics (ECO2023)
Economics and the Law (ECP3451)

Principles of Macroeconomics (ECO2013)
Economics Internship (ECO4941)
Debating Economic Issues (ECO3004)

Bachelor's Committee Member

Bogle, S., student. *How Zimbabwean Women Craft Legislation on Women's Issues.*
Whitney, S. J., student. *SB1070 and Racial Profiling.*

Service

Florida State University

FSU Department Service

Administrative Director, Economics Undergraduate Program (2017–present).

Member, Undergraduate Studies Committee (2017–present).

Advisor, The Economics Club at FSU (2016–present).

Committee member, Policy Committee (2024–2025).

Committee member, Policy Committee (2022–2023).

Committee Member, Annual Evaluation Committee (2021–2022).

Author and Organizer, Revision of Teaching Faculty Promotion Guidelines (2021–2022).

7 Year Curriculum Vitae

Simona Andrei

February 16, 2025

General Information

University address: Economics
Bellamy Building, 113 Collegiate Loop
Florida State University
Tallahassee 32304-FL

E-mail address: sandrei@fsu.edu

Professional Preparation (Highest Degree Only)

2009 Ph.D., University of Maryland, College Park. Major: Economics. Supervisor:
Roger Betancourt.

Simona Andrei. (2009). *To Lohn or Not to Lohn--a Puzzle in Subcontracting
Arrangements: Theory and Evidence*. Unpublished doctoral
dissertation, University of Maryland, College Park.

Nondegree Education and Training

2025 NABE Economic Policy Conference, attendee.

2024 AEA Conference on Teaching and Research in Economic Education
(CTREE), attendee.

2023 AEA Conference on Teaching and Research in Economic Education
(CTREE), attendee.

Professional Experience

2022–present Assistant Teaching Professor, Department of Economics, Florida State
University.

2019–2022 Adjunct Faculty, Department of Economics, Florida State University.

2019–2021 Vice President, Economists Incorporated.

2017–2019 Senior Managing Consultant, Berkeley Research Group LLC.

Current Membership in Professional Organizations

American Economic Association
National Association for Business Economics

Teaching

Courses Taught

Financial Markets, the Banking System, and Monetary Policy (ECO3223)
Applied Microeconomics II (ECO5117)
Labor Economics (ECP3203)
SAS for Economists (ECO5417)
Business Organization and Market Structure (ECP3403)

New Course Development

Programming for Economists (2025)
Special Topics: Python for Economists (2025)

Bachelor's Committee Member

Kukanza, A. M., student. *The Intertemporal Effects of Peer-to-Peer Reimbursement on Fairness and Ownership*.

Service

Florida State University

FSU College Service

Member, Specialized Faculty Committee (2024–present).

Member, Review Committee, Dunaway Family Economics Excellence Scholarships (2024).

FSU Department Service

Assistant Director, Master's in Applied Economics Program (2022–present).

Faculty Advisor, National Association for Business Economics FSU Chapter (2021–present).

7 Year Curriculum Vitae

Shawn Kantor

July 20, 2025

General Information

University address: Economics
College of Social Sciences & Public Policy
Bellamy Building 150D
Florida State University
Tallahassee, Florida 32306-2180

E-mail address: skantor@fsu.edu

Professional Preparation (Highest Degree Only)

1991 PhD, California Institute of Technology. Major: Social Science. Economics.

Professional Experience

2015–present Director, L. Charles Hilton Jr. Center for the Study of Economics Prosperity and Individual Opportunity, Florida State University.

2015–present L. Charles Hilton Jr. Distinguished Professor, Economics, Florida State University.

1997–present Research Associate, Development of the American Economy, National Bureau of Economic Research.

Current Membership in Professional Organizations

American Economic Association

Teaching

Courses Taught

Economic Development: Theory and Problems (ECS5015)

Government Regulation of Business (ECP4413)

Quant Workshop (ECO6938)

Honors Work (ECO4934)
 Directed Individual Study (ECO5906)
 Free to Choose (ECO3130)
 Principles of Macroeconomics (ECO2013)
 Social Control of Business (ECP5415)

Doctoral Committee Chair

Goldstein, E., graduate. (2022). *Essays in Child Welfare and Long-Run Economic Well-Being*. Retrieved from http://purl.flvc.org/fsu/fd/2022_Goldstein_fsu_0071E_17000
 Baron, E. J., graduate. (2020). *Essays in Public Finance and the Economics of Education: Evidence from Wisconsin*. Retrieved from http://purl.flvc.org/fsu/fd/2020_Spring_Baron_fsu_0071E_15764
 Wallace, C. T., graduate. (2020). *Essays in Public Economics*. Retrieved from http://purl.flvc.org/fsu/fd/2020_Spring_Wallace_fsu_0071E_15771
 Chiu, K., graduate. (2019). *"Impacts of Health Care Capital Controls on Health Outcomes and Regional Competition"*. Retrieved from http://purl.flvc.org/fsu/fd/2019_Summer_Chui_fsu_0071E_15397
 Trost, B. A., graduate. (2019). *"Essays in Applied Microeconomics: Topics in Urban and Education Economics"*. Retrieved from http://purl.flvc.org/fsu/fd/2019_Spring_Trost_fsu_0071E_15123
 McCloy, S. A., doctoral candidate.

Doctoral Committee Cochair

Pawlowski, S. A., graduate. (2023).
 Rooney, T., graduate. (2022). *Essays in Development Economics*. Retrieved from http://purl.flvc.org/fsu/fd/2022_Summer_Rooney_fsu_0071E_17300
 Landgraf, S. W., graduate. (2018). *"Three Essays on Competition in Regional Oligopoly"*. Retrieved from http://purl.flvc.org/fsu/fd/2018_Su_Landgraf_fsu_0071E_14719

Doctoral Committee Member

Park, P., graduate. (2025).
 Hess, K., graduate. (2022). *Three Essays on Business-State Relations in Authoritarian Regimes*. Retrieved from http://purl.flvc.org/fsu/fd/Hess_fsu_0071E_17313
 Maillet, A., graduate. (2022). *Essays on Policy and Women's Health*. Retrieved from http://purl.flvc.org/fsu/fd/2022_Maillet_fsu_0071E_16996
 MacDonald, D., graduate. (2020). *Income Inequality and Mass Support for Redistribution*. Retrieved from http://purl.flvc.org/fsu/fd/2020_Spring_Macdonald_fsu_0071E_15804
 Bailey, J., doctoral candidate.

Bachelor's Committee Chair

Fitzgerald, J., graduate. (2020). *"Breaking the Rainbow Ceiling: LGBT+ Employment Discrimination Litigation and Labor Impacts"*.

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

Economics of innovation; regional/urban economics; U.S. economic history; political economy; and public economics.

Publications

Refereed Journal Articles

Kantor, S., Kitchens, C., & Pawlowski, S. (2020). "Civil Asset Forfeiture, Crime, and Police Incentives: Evidence from the Comprehensive Crime Control Act of 1984". *Economic Inquiry*, 59, 217-242. doi:<https://doi.org/10.1111/ecin.12952>

Kantor, S., & Whalley, A. (2019). "Research Proximity and Productivity: Long-Term Evidence from Agriculture". *Journal of Political Economy*, 127, 819-854. doi:<http://dx.doi.org/10.1086/701035>

Edited Books

Kantor, S., & Kitchens, C. T. (Eds.). (2025). *Research in Economic History, volume 38*. Emerald Publishing.

Invited Book Chapters

Baron, E. J., Kantor, S., & Whalley, A. (2018). "Extending the Reach of Research Universities: A Proposal for Productivity Growth in Lagging Communities". In Jay Shambaugh, & Ryan Nunn (Eds.), *Place-Based Policies for Shared Economic Growth* (pp. 157-184). Washington, DC: Brookings Institution.

Presentations

Invited Papers at Conferences

Kantor, S. (presented 2024, September). *"Moonshot: Public R&D and Economic Growth"*. Paper presented at Symposium on the Macroeconomics of Space, National Aeronautics and Space Administration (NASA), Office of Technology, Policy, and Strategy, Washington, DC. (National)

Kantor, S. (presented 2024, April). *"The Economic Legacy of the Space Race in the United States"*. Paper presented at The Business of Space Conference: Economics, Commerce, and Sustainability of New Space, University of Alabama, Huntsville, Huntsville, AL. (International)

Kantor, S. (presented 2023, April). *"Outside Options, Wages, and Innovation: Evidence from Draft Dodging"*. Paper presented at Caltech Conference in Honor of Philip T. Hoffman, California Institute of Technology, Pasadena, CA. (International)

Kantor, S. (presented 2019, September). *"Space Race: Automation Innovation and Labor's Share"*. Paper presented at the meeting of Economic History Association, Atlanta, GA. (International)

Kantor, S. (presented 2018, October). *"Space Race Technology and the Impact on Jobs in U.S. Cities"*. Paper presented at the meeting of Urban Economics Association, New York, NY. (International)

Kantor, S. (presented 2018, September). *"The Role of Education in Strengthening Regions"*. Paper presented at Forum on "Place-Based Policies for Shared Economic Growth", Brookings Institution, Washington, DC. (National)

Invited Keynote and Plenary Presentations at Conferences

Kantor, S. (presented 2022, October). *"The Geography of Knowledge Spillovers and Economic Growth"*. Keynote presentation at Florida Workshop in Applied and Theoretical Economics, University of South Florida, Tampa, FL. (State)

Invited Presentations at Conferences

Kantor, S. (presented 2022, July). *Comments on "From Public Labs to Private Firms: Magnitude and Channels of R&D Spillovers" by Antonin Bergeaud, Arthur Guillouzouic, Emeric Henry, and Clement Malgouyres*. Presentation at Science of Science Funding Summer Institute, National Bureau of Economic Research, Cambridge, MA. (International)

Invited Workshops

Kantor, S. (2023, May). *"Outside Options, Wages, and Innovation: Evidence from Draft Dodging"*. Workshop delivered at Harvard Business School, Entrepreneurial Management Unit, Cambridge, MA. (Local)

Kantor, S. (2022, October). *"Place Based Policies and Innovation"*. Workshop delivered at National Bureau of Economic Research & National Science Foundation Workshop on Regional Innovation Engines, Arlington, VA. (National)

Kantor, S. (2019, April). *"Space Race: Automation Innovation and Labor's Share"*. Workshop delivered at Dept of Economics, University of Colorado, Boulder, CO. (Local)

Kantor, S. (2019, March). *"Space Race: Automation Innovation and Labor's Share"*. Workshop delivered at National Bureau of Economic Research, Cambridge, MA. (Local)

Digital Projects

Nonrefereed Digital Projects

Fishback, P. V., & Kantor, S. (Author). (2018). *New Deal Studies* [Digital Collection]. Inter-university Consortium of Political and Social Research. Retrieved from <http://doi.org/10.3886/E101199V1>

Fishback, P. V., & Kantor, S. (Author). (2018). *Origins of Workers' Compensation* [Digital Collection]. Inter-university Consortium of Political and Social Research. Retrieved from <http://doi.org/10.3886/E107361V1>

Contracts and Grants

Contracts and Grants Funded

Kantor, Shawn (PI). (Apr 2016–Feb 2024). *L. Charles Hilton Jr. Center for Study of Economic Prosperity & Individual Opportunity*. Funded by Charles Koch Foundation. (F08246). Total award \$2,540,200.

Postdoctoral Supervision

Norton, D. A. (Jan 2018–May 2020).

Additional Research or Original Creative Work Not Reported Elsewhere

Kantor, S., Novaes de Amorim, Arthur, & Whalley, A. (2024). *"Researchers, Ideas, and*

Economic Growth: Evidence from Vietnam War Draft Avoidance" (submitted to the Quarterly Journal of Economics).

Dittmann, A., Goldstein, E., Kantor, S., & Whalley, A. (2024). *"Social Class Backgrounds and Labor Market Outcomes of American Scientists in the 1960s" (work in progress).*

Cockriel, W., Kantor, S., & Whalley, A. (2024). *"The Cultural Foundations of Innovative Productivity" (work in progress).*

Service

Florida State University

FSU University Service

Member, Ad hoc Committee to Review Tenure-upon-Appointment Process (2024).

Member, University Promotion & Tenure Committee (2023–2024).

Member, University Promotion & Tenure Committee (2017–2018).

FSU College Service

Member, College Executive Committee (2016–present).

Member, College Promotion and Tenure Committee (2023–2025).

Member, College Strategic Directions Committee (2018–2019).

Member, College Promotion and Tenure Committee (2016–2018).

FSU Department Service

Chair, Annual Evaluation Committee (2024–2025).

Member, Department & Center for Demography and Population Health Faculty Search Committee (2024–2025).

Chair, Department & Institute for Governance and Civics Faculty Search Committee (2024–2025).

Member, Graduate Committee (2023–2025).

Co-Chair, Department Faculty Search Committee (2023–2024).

Member, Annual Evaluation Committee (2022–2023).

Chair, Department Faculty Search Committee (2022–2023).

Member, Department Faculty Search Committee (2019–2020).

Member, Department Executive Committee (2015–2018).

FSU Institute or Center Service

Director, L. Charles Hilton Jr. Center for the Study of Economic Prosperity and Individual Opportunity (2015–present).

The Profession

Editor for Refereed Journals

Co-editor, *Research in Economic History* (2021–present).

Editorial Board Membership(s)

Journal of Economic Perspectives (2021–2023).

Guest Reviewer for Refereed Journals

Journal of Development Economics (Jul 2025).

Economic Journal (Nov 2024).

Review of Economic Studies (Nov 2024).

Journal of Development Economics (Oct 2024).

Journal of Political Economy (Aug 2024).

Proceedings of the National Academy of Sciences (Mar 2024).

Review of Economics & Statistics (Mar 2024).

Journal of Political Economy (Sep 2023).

Journal of Urban Economics (Apr 2023).

Journal of Political Economy (Feb 2023).

Quarterly Journal of Economics (Jun 2022).

University of Chicago Press, Markets and Governments in Economic History series (Jun 2022).

Economics Letters (Mar 2022).

Review of Economics and Statistics (Mar 2022).

Qualitative Criminology (Feb 2022).

Reviewer for Textbooks

The Oxford Handbook on the "New" Space Economy (2024).

Reviewer or Panelist for Grant Applications

Canada Social Science and Humanities Research Council (2025).

National Science Foundation, EPSCoR Research Fellows Program (2022).

National Science Foundation, Economics (2022).

National Science Foundation, Graduate Research Fellowship Program Review Panel (2019–2021).

National Science Foundation, Economics Program Review Panel (2018–2020).

Service to Professional Associations

Committee member, Review of the Small Business Innovation Research and Small Business Technology Transfer Programs at NASA, National Academies of Sciences, Engineering, and Medicine (2023–present).

Research Mentor, Serve as a research mentor to two CBE Research Fellows, Center for Black Entrepreneurship (CBE) (2025).

Paper Selection Committee and Local Arrangements Committee, Cliometrics Society (2018).

Nominating Committee Member, Economic History Association (2018).

Service to Other Universities

Promotion to Full Professor Review, *University at Albany, SUNY* (2025).

Promotion to Full Professor Review, *Auburn University* (2024).

Academic Program Review of the Department of Economics, *Auburn University* (2022).

Tenure Review, *University of Colorado, Boulder* (2020).

The Community

Ad hoc presenter, Gave a lecture on personal finance to new permanent U.S. government employees that focused on retirement saving, Sawtooth Interagency Hotshot Crew, U.S. Forest Service (2023).

Consultation

Hourigan, Kluger & Quinn. Expert for the plaintiff in a legal case related to the defendant's status as an independent contractor or employee (2025–present).

Durio, McGoffin, Stagg & Guidry. Served as an expert for the plaintiffs in a set of legal cases alleging violations of the Fair Labor Standards Act (2022–2023).

7 Year Curriculum Vitae

Martin T Kavka

April 11, 2025

General Information

University address: Religion
College of Arts and Sciences
Dodd Hall 0115
Florida State University
Tallahassee, Florida 32306-1520
Phone: 850-559-4412

E-mail address: mkavka@fsu.edu

Web site: <http://religion.fsu.edu/person/martin-kavka>

Professional Preparation (Highest Degree Only)

2000 Ph.D., Rice University, Houston TX. Major: Religion. Supervisor: Edith Wyschogrod.

Martin Kavka. (2000). *Being and Nonbeing: The Appropriation of the Greek Concept of "to mē on" in Jewish Thought*. Unpublished doctoral dissertation, Rice University, Houston TX.

Professional Experience

2015–present Professor, Florida State University.

2015–present Director, Program in Interdisciplinary Humanities, Florida State University.

Honors, Awards, and Prizes

Nominee, FSU Distinguished Teaching Professor (2022).

Current Membership in Professional Organizations

American Academy of Religion
Association for Jewish Studies

Levinas Research Seminar
Society for Continental Philosophy in a Jewish Context
Society for Jewish Ethics
Society for Phenomenology and Existential Philosophy

Teaching

Courses Taught

Responses to the Holocaust (IDS3197)
Phenomenology (RLG5906)
Departmental Colloquium (RLG5921)
Directed Individual Study (REL4905)
Jewish Ethics (REL3623)
Readings for Examination (RLG6904)
What Is Religion? What Is Religious Studies? (REL4044)
Professional Development (RLG5937)
Honors Work (REL4932)
Jewish Ethics (REL3171)
Critics of Religion (REL3431)
Introduction to World Religions (REL1300)
The Jewish Tradition (REL3607)
Seminar: Introduction to the Study of Religion (RLG5035)
American Judaism (REL4304)
Exodus (REL4290)
Kant and Hegel (RLG5906)

Doctoral Committee Chair

Carpenter, J., graduate. (2024).
Gordon, R., doctoral candidate.
Livingston, W. R., doctoral candidate.
Lovestone, L. R., doctoral candidate.

Doctoral Committee Member

Greene, T. H., graduate. (2023).
Waters, J. W., graduate. (2023).
Carrico, T. J., graduate. (2022).
Harry, R. E., graduate. (2022).
Cole, J. E., graduate. (2021).
Arredondo, L. G., graduate. (2020).

Aldridge, C. J., doctoral candidate.
 Davis, S. M., doctoral candidate.
 Woodward, T. L., doctoral candidate.

Doctoral Committee University Representative

Dupree, M. L., graduate. (2024).
 Cooper, G. D., graduate. (2023).
 Killeen, D. C., graduate. (2023).
 Wild, J. R., graduate. (2023).
 Grinbergs, I., graduate. (2023).
 Christman, A. P., graduate. (2023).
 Bierson, M. T., graduate. (2022).
 Banini, J. S., graduate. (2022).
 Reed, T., graduate. (2022).
 Rutledge, K. E., graduate. (2021).
 Caruso, F. A., graduate. (2021).
 Linge, Z. A., graduate. (2021).
 Carter, M. L., graduate. (2020).
 Ringleb, J., graduate. (2020).
 Butler, L. F., graduate. (2019).
 Jones, E., doctoral candidate.
 Liu, Q., doctoral candidate.
 Smith, Z. S., doctoral candidate.
 Summers, M., doctoral candidate.

Master's Committee Chair

Boucher, S. L., graduate. (2024).

Master's Committee Member

Walker, B. Z., graduate. (2024).
 McLoughlin, S., graduate. (2023).
 Herbst, Z. P., graduate. (2021).
 Lootens, K. L., graduate. (2018).

Bachelor's Committee Chair

Sharff, J., graduate. (2019). *Finding Authentic Jewish Foremothers.*

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

I study the philosophical defense of various theological positions found in Jewish thinkers, primarily those who wrote from the eighteenth century to the present.

Publications

Invited Journal Articles

Kavka, M. T. (2023). Fearful and Faint-Hearted: On Affect and the Just War Tradition. *Journal of Religious Ethics*, 51.2, 262-79.

Kavka, M. T. (2021). Can Political Action Be Redemptive? *Political Theology*, 22(8), 738–43.

Kavka, M. T. (2020). What Makes A Classic?: On Mara Benjamin's _The Obligated Self_. *Journal of Jewish Ethics*, 6(2), 267-81.

Kavka, M. (2019). Annulling Theocentrism. *Bamidbar*, 4.2, 83–96.

Kavka, M. (2018). The Unevenness of Political Theology. *Political Theology*, 19.8, 698-703.

Refereed Journal Articles

Kavka, M. (2024). Rosenzweig's Account of _Bildung_. *Rosenzweig Jahrbuch*, 10, 47–67.

Kavka, M. T. (2021). Judaism and Christianity in Jewish Ethics of the 1950s. *Journal of Jewish Ethics*, 7(1), 63–81.

Kavka, M. (2020). A Mystic Approach To History: The Negative Political Theology of Jacob Taubes. *Modern Theology*, 36.1, 13–28.

Kavka, M. T. (2020). Enemies, For My Sake. *Journal of Religious Ethics*, 48.2, 308–15.

Kavka, M. (2020). For It Is God's Way To Sweeten Bitter With Bitter: Prayer in Levinas and R. Hayyim of Volozhin. *Levinas Studies*, 13, 43–67.

Kavka, M. (2018). Is Critique Jewish? *Jewish Quarterly Review*, 108.2, 253-67.

Kavka, M. (2018). What Does A Prophet Know? *Journal of Religious Ethics*, 46.1, 181-89.

Edited Books

Kavka, M. T., Levy, L., & Dailey, A. C. (Eds.). (2023). *Unsettling Jewish Knowledge: Text, Contingency, Desire*. Philadelphia: University of Pennsylvania Press.

Invited Book Chapters

Kavka, M. T. (2024). Elliot Wolfson's Philosophical Theology: A Hypothesis. In Glenn Dynner, Susannah Heschel, & Shaul Magid (Eds.), *New Paths in Jewish and Religious Studies: Essays in Honor of Professor Elliot R. Wolfson* (pp. 17-30). West Lafayette, IN: Purdue University Press.

Kavka, M. (2024). From Prison To Home. In Paul E. Nahme, & Yaniv Feller (Eds.), *Covenantal Thinking: Essays on the Philosophy and Theology of David Novak* (pp. 15–26). Toronto: University of Toronto Press.

Kavka, M. T. (2024). In The Best Scenario... In R. McCutcheon (Ed.), *Religion Studies Beyond the Discipline: On The Future of a Humanities Ph.D* (pp. 76–82). London: Equinox.

Kavka, M. (2020). A Political Theology of Tzimtzum. In A. Bielik-Robson, & D. Weiss (Eds.), *Tzimtzum and Modernity* (pp. 262–82). Berlin: de Gruyter.

Kavka, M. (2019). Inauthentic Theology and Phenomenological Method. In M. Burch, J. Marsh, & I. McMullin (Eds.), *Normativity, Meaning, and the Promise of Phenomenology* (pp. 80–98). New York: Routledge.

Kavka, M. (2019). Levinas's Accounts of Messianism. In M. Morgan (Ed.), *The Oxford Handbook to Emmanuel Levinas* (pp. 361–81). Oxford: Oxford University Press.
Retrieved from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780190455934.001.0001/oxfordhb-9780190455934-e-11>

Kavka, M. (2018). Rational Neopragmatist Rabbis. In A. Hughes, & H. Tirosh-Samuelson (Eds.), *The Future of Jewish Philosophy* (pp. 151–69). Leiden: Brill.

Refereed Book Chapters

Kavka, M. T. (2021). Let's Talk About Reading: A Reply to Ann Taves. In A. W. Hughes, & R. T. McCutcheon (Eds.), *What Is Religion?: Debating The Academic Study of Religion* (pp. 243–53). Oxford: Oxford University Press.

Kavka, M. T. (2021). On Truth and Lie in a Religious-Studies Sense: A Response to Kurtis Schaeffer. In A. W. Hughes, & R. T. McCutcheon (Eds.), *What Is Religion?: Debating*

The Academic Study of Religion (pp. 58–63). Oxford: Oxford University Press.

Kavka, M. T. (2021). Strategies of Jewish Hegelianism: Emil Fackenheim and Samuel Hirsch. In K.H. Green, & M. Yaffe (Eds.), *Emil Fackenheim's Jewish Thought: Tracing Its Philosophical Genealogy* (pp. 148–66). Toronto: University of Toronto Press.

Kavka, M. T. (2021). The "Religion Is..." Statements. In A. W. Hughes, & R. T. McCutcheon (Eds.), *What Is Religion?* (pp. 7–8, 49). Oxford: Oxford University Press.

Invited Encyclopedia Entries

Kavka, M. T. (2024). Modern Judaism: Omniscience, Omnipresence, Omnipotence. In Constance M. Furey, Peter Gemeinhardt, Joel Marcus LeMon, Thomas Römer, Jens Schröter, Barry Dov Walfish, & Eric Ziolkowski (Eds.), *Encyclopedia of the Bible and Its Reception* (Vol. 22, p. 278–80). Berlin: de Gruyter.

Kavka, M. T. (2021). Jewish Philosophy. In S. Goetz, & C. Taliaferro (Eds.), *Encyclopedia of Philosophy of Religion* (p. 3:1309–18). Hoboken, NJ: Wiley.

Invited Reviews

Kavka, M. T. (2025). Let Me Tell All The Things I Hate. In *Loving Our Own Bones*. Syndicate (an online journal). Retrieved from <http://syndicate.network/symposia/theology/loving-our-own-bones>

Kavka, M. T. (2023). Book Talk: Charles Lesch, *Solidarity in a Secular Age: From Political Theology to Jewish Theology*. *Interdisciplinary Journal of Research On Religion*, 19.3, NA. Retrieved from <https://www.religjournal.com/pdf/ijrr19004.pdf>

Kavka, M. T. (2022). Review of Clemence Boulouque, *Another Modernity*. *AJS Review*, 46:1, 191-93.

Kavka, M. T. (2021). Review of Daniel M. Herskowitz, *Heidegger and His Jewish Reception*. *Journal of the American Academy of Religion*, 89(4), 1498–1500.

Kavka, M. T. (2021). Review of Paul Mendes-Flohr, *Martin Buber: A Life of Faith and Dissent*. *AJS Review*, 45(1), 205–07.

Kavka, M. T. (2020). Review of K. Healan Gaston's *Imagining Judeo-Christian America*. *H-Judaic*. Retrieved from <https://www.hnet.org/reviews/showpdf.php?id=54822>

Kavka, M. (2019). Review of Elliot Wolfson, *The Duplicity of Heidegger's Shadow*. *H-Judaic*, 3. Retrieved from <http://www.h-net.org/reviews/showrev.php?id=53307>

Kavka, M. (2019). Review of Molly Farneth's *—Hegel's Social Ethics—*. *Modern Theology*, 35.4, 808–09.

Kavka, M. T. (2019). The Ego's Good. *Journal of Scriptural Reasoning*, 18.1. Retrieved from <https://jsr.shanti.virginia.edu/back-issues/7127670-2/the-egos-good>

Kavka, M. (2018). Gershom Scholem: When The Mythmaker Becomes The Myth. *Tikkun*. Retrieved from <https://www.tikkun.org/nextgen/gershom-scholem-when-the-mythmaker-becomes-the-myth2018>

Kavka, M. (2018). Review of Nancy Levene's *—Powers of Distinction—*. *Journal of the American Academy of Religion*.

Kavka, M. (2018). Review of S. Slabodsky, *—Decolonial Judaism—*. *Journal of Jewish Ethics*, 4.1, 98–100.

Invited Newsletter Articles

Kavka, M. (2018). Twelve Theses on the Patriarchy Issue. *AJS Perspectives*, 2.

Presentations

Invited Papers at Conferences

Kavka, M. T. (presented 2023, October). *Rosenstock's Humanism and Jewish-Christian Difference*. Paper presented at Transfinite Life: A Symposium in Honor of Bruce Rosenstock, University of Illinois, Urbana IL. (International)

Kavka, M. T. (presented 2023, May). *Anarchic Profanation: Hermann Cohen's Messianic Action*. Paper presented at Spiritual Investment in the World, University of Nottingham, Nottingham UK. (International)

Kavka, M. T. (presented 2022, December). *Elliot Wolfson's Philosophical Theology: A Hypothesis*. Paper presented at Annual Meeting, Association for Jewish Studies, Boston MA. (International)

Kavka, M. T. (presented 2022, November). *Paper on Furey/Hammerschlag/Hollywood, —Devotions—*. Paper presented at Annual Meeting, American Academy of Religion. (National)

Kavka, M. T. (presented 2022, November). *Respondent, "American Jewish Thought at Midcentury"*. Paper presented at Annual Meeting, American Academy of Religion.

(National)

Kavka, M. T. (presented 2022, June). *Spinoza's Christian Enemies*. Paper presented at _Political Theology_ in Jewish and Christian Contexts, Katholische Akademie Berlin. (International)

Kavka, M. T. (presented 2022, June). *The Problem of Ideal Theory: Levinas and Rawls on Race*. Paper presented at Levinas and the Real, University of Flensburg. (International)

Kavka, M. T. (presented 2022, May). *The Meaning of History According to the Covenant*. Paper presented at The Covenant: Biblical, Historical, and Theological Perspectives, University of Geneva, Virtual. (International)

Kavka, M. T. (presented 2022, January). *Panelist on roundtable on Miguel Vatter, _Living Letters of the Law_*. Paper presented at Roundtable on Vatter, _Living Letters of the Law_, Katz Center for Advanced Judaic Studies/Universidad Adolfo Ibañez, Virtual. (International)

Kavka, M. T. (presented 2021, June). *Can Political Action Be Redemptive?* Paper presented at Rosenzweig and the Contemporary Moment, University of Denver/University of Colorado Boulder, virtual. (International)

Invited Papers at Symposia

Kavka, M. T. (presented 2024, September). *Spinoza's Christian Enemies*. In Eva Mroczek (Chair), *Jewish Thought in the Face of Disasters*. Symposium conducted at the meeting of Dalhousie University, Halifax, NS. (International)

Kavka, M. T. (presented 2024, May). *The Mezuzah Outside My Office*. In Ken Koltun-Fromm (Chair), *Uneasy Objects*. Symposium conducted at the meeting of Haverford College, Haverford, PA. (National)

Refereed Papers at Conferences

Kavka, M. T. (presented 2022, January). *Fearful and Faint-Hearted: On Affect and the Just-War Tradition*". Paper presented at Society of Jewish Ethics annual meeting, Society of Jewish Ethics, virtual. (International)

Kavka, M. T. (presented 2021, November). *Panelist, roundtable on Alda Balthrop-Lewis's _Thoreau's Religion_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, San Antonio, TX. (National)

Kavka, M. T. (presented 2021, November). *Panelist, roundtable on Laura Levitt's _The Objects That Remain_*. Paper presented at American Academy of Religion annual meeting,

American Academy of Religion, San Antonio, TX. (National)

Kavka, M. T. (presented 2019, November). *Panelist, roundtable on Christopher Driscoll and Monica Miller's _Method as Identity_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, San Diego CA. (National)

Kavka, M. T. (presented 2019, November). *Panelist, roundtable on the relationship between Jewish studies and religious studies*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, San Diego CA. (National)

Kavka, M. (presented 2018, November). *Affirmation, Resentment: On David Kangas's _Errant Affirmations_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, Denver CO. (International)

Kavka, M. (presented 2018, November). *Panelist, roundtable on Daniel Boyarin's _Judaism: The Genealogy of a Modern Notion_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, Denver CO. (International)

Kavka, M. (presented 2018, November). *Panelist, roundtable on Jason A. Springs's _Healthy Conflict in Contemporary American Society_*. Paper presented at American Academy of Religion annual meeting, American Academy of Religion, Denver CO. (International)

Invited Workshops

Kavka, M. T. (2024, November). *Making Jewish Heritage in the Present: A Tribute to Dr. Chava Weissler, Lehigh University, Emerita*. Workshop delivered at Lehigh University, Bethlehem, PA. (National)

Kavka, M. (2018, October). *Princeton University Jewish Philosophy Workshop*. Workshop delivered at Princeton University, Princeton NJ. (National)

Invited Lectures and Readings of Original Work

Kavka, M. T. (2022, January). *Panelist, roundtable on Miguel Vatter's _Living Law: Jewish Political Theology from Hermann Cohen to Hannah Arendt_*. Delivered at Katz Center for Advanced Judaic Studies/Universidad Adolfo Ibañez, virtual. (International)

Kavka, M. T. (2021, October). *Identity Politics and Suffering: Post-Holocaust Judaism and the Contemporary Moment*. Delivered at College of William & Mary, Williamsburg, VA. (Local)

Kavka, M. T. (2019, October). *What Skills Does The Study of Jewish Philosophy Provide?* Delivered at University of Pittsburgh, Pittsburgh, PA. (Local)

Kavka, M. (2018, November). *Fackenheim's Arguments for the 614th Commandment*. Delivered at University of Toronto, Toronto ON. (Local)

Kavka, M. (2018, April). *Five Theses on Jewish & Christian Messianism*. Delivered at University of Denver, Denver, CO. (Local)

blog post

Kavka, M. T. (2025). *Mentoring (Grad Students)*. Religion Toolbox.

Blog posts

Kavka, M. T. (2020). *Epistemology of the Close, Epistemology of the Far*. Contending Modernities.

blog posts

Kavka, M. T. (2020). *Contributor to "Pandemic and Plague"*. Blog of _Jewish Quarterly Review_.

Service

Florida State University

FSU University Service

Chair, GPC review committee, Dept of Modern Languages & Linguistics (2020).

Chair, GPC review committee, Dept of Modern Languages & Linguistics (2020).

Member, GPC program-review subcommittee, Industrial and Manufacturing Engineering (2019).

FSU College Service

Director, Program in Interdisciplinary Humanities (2016–present).

FSU Department Service

Chair, Department of Religion (2021–present).

Chair, Ad Hoc Antiracism Committee (2020–2021).

Member, Promotion & Tenure Committee (2018–2021).

Chair, Postdoctoral Fellow Search Committee (2021).

Member, Undergraduate Committee (2000–2020).

Assistant, Department Chair (2004–2019).

Chair, Website Committee (2016–2018).

The Profession

Editor for Refereed Journals

Book Discussion Co-Editor, *Journal of Religious Ethics* (2021–present).

Journal of Religious Ethics (2011–2021).

Editorial Board Membership(s)

Jewish Quarterly Review (2023–present).

Journal of Jewish Ethics (2014–present).

Journal of Jewish Thought and Philosophy (2010–2021).

Guest Reviewer for Refereed Journals

Political Theology (2019–24).

Jewish Quarterly Review (2010–24).

Association of Jewish Studies Review (2019–23).

Journal of Religious Ethics (2001–23).

Journal of Jewish Thought & Philosophy (2011–22).

Journal of the American Academy of Religion (2008–21).

Shofar (2007–21).

American Jewish History (2020).

Journal of Jewish Ethics (2020).

Open Theology (2020).

Religion & American Culture (2017–19).

Journal of Religion (2005–18).

Reviewer for Textbooks

University of Chicago Press (2006–2023).

Indiana University Press (2009–2022).

Springer (2021).

Bloomsbury Publishers (2017–2021).

Oxford University Press (2008–2021).

Fortress Press (2020).

Princeton University Press (2020).

Brill (2011–2020).

Fordham University Press (2010–2020).

Academic Studies Press (2019).

Cambridge University Press (2006–2018).

Reviewer or Panelist for Grant Applications

Henry Luce Foundation (2017–2021).

Service to Professional Associations

Member, Board of Directors, Association for Jewish Studies (2018–2021).

Member, Status of LGBTIQ Persons in the Profession Committee, American Academy of Religion (2018–2019).

Consultation

Unnamed Institution. Tenure review (2022–present).

Unnamed Institution. Tenure review (2022–present).

Unnamed Institution. Tenure/promotion review (2024).

McMaster University. External reviewer for Department of Religion (2023).

Unnamed Institution. Tenure/promotion review (2022).

Unnamed Institution. Tenure/promotion review (2022).

Unnamed institution. Tenure/promotion review (2021).

Unnamed Institution. Tenure/promotion review (2021).

Unnamed Institution. Tenure/promotion review (2021).

Unnamed Institution. Tenure/promotion review (2020).

University of Toronto. External Examiner, dissertation (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed Institution. tenure/promotion review (2019).

Unnamed institution. tenure/promotion review (2018).

Unnamed institution. tenure/promotion review (2018).

Additional Service Not Reported Elsewhere

Kavka, M. T. (2021). *Treasurer*. Religious Ethics, Inc.

John E. Cole
4148 Rampart Drive
Tallahassee, FL 32317
Email: jecole@fsu.edu

FORMAL EDUCATION

Ph.D., Florida State University, Religion, 2021

Honors: Excellence in Teaching, 2019-20
Bristol Fellowship, 2018-21

Dissertation: “Narratives of Resistance in the Pastorates of Henry Highland Garnet and Christian Führer: a Comparative Religious Inquiry”

D.Min., Columbia Theological Seminary, 2005

Dissertation: “Narrative and the Proclamation of a Wilderness Church”

M.Div., Columbia Theological Seminary, 1998

Honors: Wilds Book Prize
Virginia Harrison Award
Columbia Scholarship

J.D., Florida State University, 1993.

Honors: Order of the Coif.
High Honors.
Journal of Land Use and Environmental Law.

M.A., University of Virginia (Modern European history), 1988.

Thesis: “Ignaz von Döllinger, Otto von Bismarck and Papal Infallibility”

B.A., Rhodes College, 1986

Honors: John Henry Davis Award
Cum laude.

CONTINUING EDUCATION/PUBLICATIONS

“Last Dance: Clarence Thomas, Substantive Due Process, and the Radbruch Formula,” *Oxford Connections*, Gender Justice Issue, Oxford University Press, March 2026.

“Reform or Revolution? Protest Narratives of Henry Highland Garnet and Christian Führer,” *Journal of Religious Ethics*, May 2026.

Resistance! The Abolitionist Narrative of Henry Highland Garnet, Book Proposal currently with Bloomsbury Press.

Coordinator, William R. Jones Archive Symposium, January 2023.

Moderator, Religion and Law Roundtable, FSU Graduate Student Symposium, February 2022.
Moderator, “A Pedagogy for Existence: Religion, Oppression, and Well-Being in the Work of William R. Jones (1933-2012),” Plenary Roundtable, AAR-Southeast Annual Conference, Tallahassee, FL, March 2021.

Hosanna Preaching Seminar, sponsored by Israel/Palestine Mission Network of PCUSA, Fall 2015. Awarded second prize for sermon preached on January 17, 2016.

Two Essays for *Feasting on the Gospels: A Feasting on the Word Commentary, Mark, Volume 2*, Cynthia A. Jarvis and Elizabeth Johnson, eds.

Three Essays for *Feasting on the Word: Preaching the Revised Common Lectionary, Year A, Volume 4*, David L. Bartlett and Barbara Brown Taylor, eds.

Interim Ministry Training: Week One, Austin Theological Seminary, March 2011; Week Two at Union Theological Seminary (Richmond, VA), November 2011.

Visiting Scholar, Columbia Theological Seminary, April-May 2010. Completed book manuscript entitled, *Lest We Forget: the Power of Story for Congregations*.

Guthrie Scholar, Fall 2009, Columbia Theological Seminary.

Pastor-Theologian Program, Center of Theological Inquiry, Princeton, NJ, 2004-2007.

CONFERENCE PRESENTATIONS

“Last Dance: Clarence Thomas, Substantive Due Process, and the Radbruch Formula,”
Political Theology Network Conference, Nashville, TN, October 2025

“Resistance! Protest Narratives of Violence and Non-Violence”
AAR Annual Conference, San Diego, CA, November 2024

“Christoph Wonneberger and the Leipzig Protests: A Comparative Narrative Inquiry,”
AAR-Southeast Annual Conference, Tallahassee, FL, March 2021.

“Frederick Douglass, Henry Highland Garnet, and the Struggle for Black Space in

American Jurisprudence,” Fordham University Conference, “Vengeance is Mine”: Christianity, Violence, and Peace, New York, April 2020

“Reclaiming and Articulating Jewish Narratives for Post-Holocaust Judaism”
SECSOR Annual Conference, Athens, GA, February 2020

WORK EXPERIENCE

Teaching Faculty, Florida State University, Department of Religion, 2022-present

Courses, ***Multicultural Dimensions of Film and 20th Century Culture***

Religious Ethics and Moral Problems

Religion and Law*

Gender, Law, and Religion*

Race, Law, and Religion*

Human Rights Law and Literature*

Disability Law and Ethics*

Law and Film*

Holocaust and the Memory of Evil*

****Created and Designed these courses***

Provost’s Award for Outstanding Teaching in Major, Florida State University, March 2024

Intern/Research Assistant, Archive of William R. Jones, Florida State University, February 2021-present.

Instructor, Florida State University, 2018-present.

Multicultural Dimensions of Film and 20th Century Culture, 2018

Religious Ethics and Moral Problems, 2019-20

Religion and Law, 2021

Holocaust and the Memory of Evil, 2021

Pastor, Presbyterian Church (USA), March 1998-present (ordained in Charlotte Presbytery)

Attorney, Cobb, Cole & Bell, Daytona Beach, FL, June 1993-June 1995 (FL Bar, 1993-present)

7 Year Curriculum Vitae

Michael Joseph Bukoski

July 30, 2024

General Information

University address: Philosophy
College of Arts and Sciences
Dodd Hall 0151
Florida State University
Tallahassee, Florida 32306-1500

E-mail address: mbukoski@fsu.edu

Web site: michaelbukoski.com

Professional Preparation (Highest Degree Only)

2016 Ph.D., University of Arizona, Tucson, AZ. Major: Philosophy. Supervisor:
Connie Rosati, Mark Timmons.

Professional Experience

2018–present Assistant Professor, Philosophy, Florida State University.

2017–2018 Postdoctoral Scholar, Philosophy, Florida State University.

Teaching

Courses Taught

Ethical Theory (PHI3670)
Ethics (PHI6607)
Directed Individual Study (PHI5908)
Seminar for Majors (PHI4938)
Ethical Issues and Life Choices (PHI2630)
Directed Individual Study (PHI4905)
Proseminar in Value Theory (PHI6935)
Ethics: Ignor., Uncert., & Rsk (PHI5934)
Introduction to Political Philosophy (PHM2300)
Honors Work (PHI4912)

Introduction to Philosophy (PHI2010)

Doctoral Committee Member

Christmann, J. A., graduate. (2022).
 Cannon, N. D., doctoral candidate.
 Kennelly, N., doctoral candidate.
 Koval, J. R., doctoral candidate.
 Jernberg, M. A., doctoral candidate.
 Masotti, J. V., doctoral student.

Master's Committee Member

Karabiyik, C., graduate. (2024).
 Kost, B., graduate. (2024).
 Masotti, J. V., graduate. (2024).
 Gershon, M. E., graduate. (2019).
 Kaufman, M. L., graduate. (2019).
 Nims, D. M., student.

Research and Original Creative Work**Publications****Refereed Journal Articles**

- Bukoski, M. (2021). Expressivism, Moral Fallibility, and the Approved Change Strategy. *The Journal of Ethics*, 26(1), 115-129. doi:[10.1007/s10892-021-09377-z](https://doi.org/10.1007/s10892-021-09377-z)
- Bukoski, M. (2021). Moral Uncertainty and Distributive Sufficiency. *Ethical Theory and Moral Practice*. doi:[10.1007/s10677-021-10236-x](https://doi.org/10.1007/s10677-021-10236-x)
- Bukoski, M. (2018). Korsgaard's Arguments for the Value of Humanity. *The Philosophical Review*, 127(2), 197-224. doi:[10.1215/00318108-4326604](https://doi.org/10.1215/00318108-4326604)
- Bukoski, M. (2017). Self-validation and internalism in Velleman's constitutivism. *Philosophical Studies*, 174(11), 2667-2686. doi:[10.1007/s11098-016-0804-2](https://doi.org/10.1007/s11098-016-0804-2)

Refereed Book Chapters

- Bukoski, M. (2023). A Contractualist Approach to Moral Uncertainty. In Mark Timmons (Ed.),

Oxford Studies in Normative Ethics, Volume 13 (pp. 126-148). New York: Oxford University Press.

Invited Reviews

Bukoski, M. (2019). Colin Marshall, *Compassionate Moral Realism* (Oxford: Oxford University Press, 2018), pp. ix - 265. *Utilitas*, 31(03), 350-353. doi:[10.1017/s0953820819000207](https://doi.org/10.1017/s0953820819000207)

Presentations

Invited Papers at Conferences

Bukoski, M. (presented 2021, February). *Constitutivism and Normativity*. Paper presented at Central Division Meeting, American Philosophical Association. (National)

Refereed Papers at Conferences

Bukoski, M. (presented 2024, August). *Objective Consequentialism and Obscure Actions*. Paper presented at Seventeenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Bukoski, M. (presented 2022, January). *A Contractualist Approach to Moral Uncertainty*. Paper presented at Arizona Workshop in Normative Ethics, University of Arizona. (National)

Bukoski, M. (presented 2021, August). *A Kantian Duty of Moral Caution*. Paper presented at Fourteenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Bukoski, M. (presented 2021, April). *A Contractualist Approach to Moral Uncertainty*. Paper presented at Pacific Division Meeting, American Philosophical Association. (National)

Bukoski, M. (presented 2019, August). *Expressivism and 'I Might Be Right'*. Paper presented at Twelfth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Bukoski, M. (presented 2018, February). *Moral Uncertainty and Moral Demandingness*. Paper presented at Central Division Meeting, American Philosophical Association. (National)

Bukoski, M. (presented 2017, August). *Moral Uncertainty, Demandingness, and Duties to Aid*. Paper presented at Tenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder. (National)

Invited Presentations at Conferences

Bukoski, M. (presented 2023, August). *Comments on Brian Berkey, "When is it Permissible to Impose and Offset Risks? A Response to Barry and Cullity."*. Presentation at Sixteenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Bukoski, M. (presented 2018, August). *Comments on Anne Jeffrey, "Moral Reasons Hylomorphism: How to Get Metaphysical About Moral Reasons Without Losing Your Mind Dependence."*. Presentation at Eleventh Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Refereed Presentations at Conferences

Bukoski, M. (presented 2023, August). *A Defense of 'Local' Approaches to Dealing with Moral Uncertainty*. Poster presentation at Sixteenth Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Bukoski, M. (presented 2022, December). *A Defense of 'Local' Approaches to Dealing with Moral Uncertainty*. Presentation at Uncertain Oughts Workshop, University of Helsinki, Helsinki, Finland. (International)

Bukoski, M. (presented 2018, August). *Moral Uncertainty and Intertheoretic Moral Value Comparisons*. Poster presentation at Eleventh Annual Rocky Mountain Ethics Congress, University of Colorado--Boulder, Boulder, Colorado. (National)

Invited Lectures and Readings of Original Work

Bukoski, M. (2019, November). *Avoiding the Regress Problem for Moral Uncertainty Principles*. Delivered at University of Florida, Gainesville, Florida. (Local)

Service

Florida State University

FSU University Service

Course Reviewer for "Ethics" Designation, Liberal Studies (now CoreFSU) (2020–present).

Faculty Senator, Faculty Senate (2020–2024).

Faculty Senator Alternate, Faculty Senate (2019–2020).

FSU Department Service

Teaching Mentor for Post-Doctoral Fellow, Teaching Mentor (2024–present).

Organizer, Intra-departmental Lunchtime Talk Series (2020–present).

Manager, Department Website and Calendar (2019–2024).

The Profession

Guest Reviewer for Refereed Journals

Social Theory and Practice (2016–24).

Analysis (2023).

Philosophy (2023).

Journal of Ethics and Social Philosophy (2022–23).

Philosophy and Phenomenological Research (2021–23).

Acta Analytica (2022).

Journal of the American Philosophical Association (2022).

Philosophers' Imprint (2022).

Ergo (2021–22).

Australasian Journal of Philosophy (2017–22).

Canadian Journal of Philosophy (2021).

Philosophy, Politics, and Economics (2021).

Ethical Theory and Moral Practice (2019–21).

Journal of Value Inquiry (2018–21).

Philosophical Quarterly (2016–20).

Philosophical Studies (2016–20).

Philosophy Compass (2019).

Journal of Philosophical Research (2015–19).

Journal of Moral Philosophy (2017).

Social Philosophy and Policy (2017).

7 Year Curriculum Vitae

Joseph P Calhoun

Last Revised: November 11, 2024

General Information

University address: Economics
 College of Social Sciences and Public Policy
 250 South Woodward Avenue
 Florida State University
 Tallahassee, Florida 32306-2180
 Phone: 850/644-7723

E-mail address: jcalhoun@fsu.edu

Professional Preparation (Highest Degree Only)

2003 Ph. D., University of Georgia. Major: Economics.

Nondegree Education and Training

2021–present Certified Educator in Personal Finance.

Professional Experience

2023–present Advisor, Economic Fundamentals Initiative. Design and lead teacher training programs in Czechia, Armenia, Georgia, and Azerbaijan.

2017–present Teaching Faculty III, Economics, Florida State University.

2016–present Director, Gus A. Stavros Center for Economic Education, Florida State University, Tallahassee, FL.

2024 Judge, International Economics Olympiad. In Ancient Olympia, Greece, grade written and oral questions by students from 17 countries.

2021–2024 Chair, Department of Economics, Florida State University.

2020–2021 Interim Chair, Department of Economics, Florida State University.

Honors, Awards, and Prizes

Undergraduate Teaching Award, Florida State University (2022).

Undergraduate Teaching Award, College of Social Sciences and Public Policy, Florida State University (2021).

Current Membership in Professional Organizations

Association of Private Enterprise Education

Higher Education Financial Wellness Alliance

Teaching

Courses Taught

Introduction to Economics (ECO 2000)

Personal Finance (ECO 3041)

Principles of Macroeconomics (ECO 2013)

Principles of Microeconomics (ECO 2023)

Growth of the American Economy (ECO 3622)

Free to Choose (ECO 3130)

Debating Economic Issues (ECO 3004)

Curriculum Development

Activities, assignments, videos, and test bank questions for ECO 3041 Personal Finance (2017)

Honors Theses

Dominique Hoffman. (2020). *The Jewish Civilization Samuel P. Huntington Forgot About*.

Jack Fitzgerald. (2020). *Breaking the Rainbow Ceiling*.

Omar Pimentel. (2019). *End of Year Spending: The Use-It or Lose-It Dilemma*.

Nicholas Pierce. (2018). *An Analysis of the Works Progress Administration in Florida*.

International Programs at FSU

Calhoun, J. (2019). *Taught ECO 2013 and 2023*. International Programs at FSU.

Research and Original Creative Work

Publications

Nonrefereed Books

Calhoun, J., Gwartney, J. D., Stroup, J. S., Lee, D. R., & Ferrarini, T. H. (2024). *Common Sense Economics, What Everyone Should Know About Wealth and Prosperity, 4th edition*. New York: St. Martin's Press.

Nonrefereed Tests, Instruments, or Assessment Measures

Calhoun, J. (2017). *Test Bank, to accompany Economics, Private and Public Choice, 16th edition by Gwartney, Stroup, Sobel, and Macpherson*. Cengage.

Presentations

Invited Presentations at Conferences

Calhoun, J. (presented 2024, October). *Introduction to LIFE: Lessons in Financial Efficiency*. Presentation at 21st Annual Economics Teaching Workshop, University of North Carolina-Wilmington, Wilmington, NC. (Regional)

Calhoun, J. (presented 2024, April). *Common Sense Economics 4.0*. Presentation at 48th Annual Meeting, Association of Private Enterprise Education, Las Vegas, NV. (International)

Calhoun, J. (presented 2022, April). *New Assignments for Personal Finance*. Presentation at Annual Conference, Association of Private Enterprise Education, Las Vegas, NV. (International)

Calhoun, J. (presented 2022, April). *Storyboards and Calculators from the Personal Economic Model*. Presentation at Annual Conference on Financial Education, Institute for Financial Literacy, Virtual. (International)

Calhoun, J. (presented 2019, April). *Innovations in Economics Education*. Presentation at Annual Conference, Association of Private Enterprise Education, Nassau, Bahamas. (International)

Calhoun, J. (presented 2017, November). *Economics Activities in a Virtual World*. Presentation at Annual Conference, National Economics Teaching Association, Indianapolis, IN. (National)

Service

Florida State University

FSU University Service

Member, Academic Integrity Select Committee (2022–present).

Senator, Faculty Senate (2021–present).

Member, Lecture Capture Committee (2019).

Chair, Constitution Review Committee (2018–2019).

FSU College Service

Member, Interdisciplinary Social Sciences Advisory Committee (2021–present).

Member, Dunaway Economics Excellence Scholarship Committee (2024).

Member, Dunaway Celebrating Excellence Scholarship Committee (2024).

Member, Specialized Faculty Advisory Committee (2022–2024).

Member, Specialized Faculty Promotion Committee (2022).

Interim Chair, Department of Economics (2020–2021).

Member, Strategic Direction Committee (2018–2019).

DEGREE/CERTIFICATE PROGRAM PROPOSAL APPENDIX FOR DOCUMENTING SELECTED OUTCOMES AND THEIR ASSESSMENT PLANS

PART I. GUIDELINES AND INSTRUCTIONS:

As part of your proposal for a new degree or certificate program, you are asked to describe your plan for assessing student learning outcomes and program outcomes, as required by our [institutional accreditor](#) and university policy (in progress). The present document has multiple parts; the last part is a fillable template that should be used to document your program-level outcomes, assessment plans, and numeric targets. Reach out to Director of Institutional Performance and Assessment Galiya Tabulda (gtabulda@fsu.edu) with any questions and requests to review proposal drafts.

Step 1: Organize for Assessment

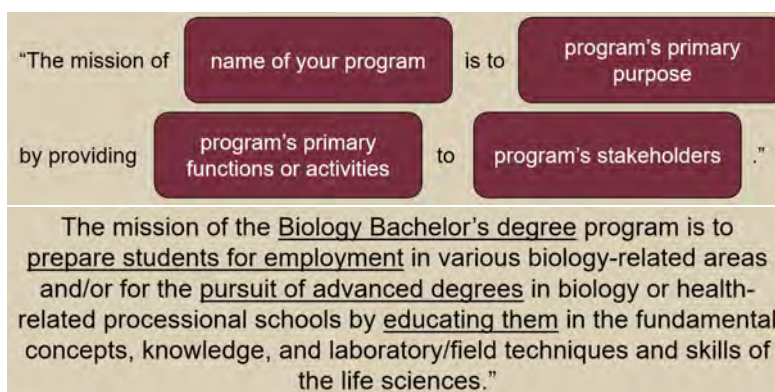
Assessment of outcomes is a shared responsibility between the program faculty, the program director(s), department chair(s), and the (associate/assistant) dean(s). Assessment and subsequent improvement of outcomes should be carried out in close coordination with curriculum committees. Generally, Department Chairs have the responsibility to ensure that program outcomes and student learning outcomes are regularly (annually) assessed, improved upon, and reported. Typically, there is one designated individual who coordinates the annual assessment and reporting process for a given degree or certificate program (e.g., program director).



Consider who the individuals are in each of the four areas in the visual; select the best representatives for each quadrant; you will eventually need to inform this group that their involvement in outcomes assessment will be needed.

Step 2: Define Program Mission

Every program should have an active and current mission, which is a broad statement of what the program is, what it does, and for whom it does it. The mission statement should provide a clear description of the purpose of the program and, in specific terms, reflect how the program contributes to the education and careers of students graduating from the program.



Meet with program faculty to discuss and jointly decide on the mission of your program; after that, it should become easier to engage in the next step of the process (selection of outcomes).

Step 3: Explore and Select Student Learning Outcomes

Student Learning Outcomes (SLOs) refer to knowledge, skills, and values/attitudes that students are expected to attain throughout their studies in a program and/or in specific courses. SLOs encapsulate what students will be able to know, do, and care about as a result of their learning experiences by the time they complete the program. Every bachelor's program needs to have at least 5 SLOs and every other program (graduate-level and certificates) needs to have at least 2 SLOs.

Because most learning goals are standard, you are encouraged to select appropriate ones from the lists below and adjust them to fit the specifics of your degree/certificate program. Please include the contribution of other faculty members and stakeholders (employers, students) in the process of identifying and/or selecting SLOs.

UNDERGRADUATE	Content / Discipline Knowledge and Skills	SLO 1: Knowledge Base (Models and Theories)	• Students will identify and describe key concepts, principles and themes of the discipline
		SLO 2: Disciplinary Methods	• Students will characterize the research methods and investigative approaches used in the discipline
		SLO 3: Disciplinary Applications	• Students will characterize investigative methods & articulate the application of research and theory to real-world problems
	Critical Thinking Skills	SLO 4: Analysis & Use of Evidence	• Students will apply scientific reasoning to interpret phenomena investigated in the discipline
		SLO 5: Selection, Evaluation and Synthesis of Information	• Students will design, conduct, and interpret basic disciplinary research
	Communication Skills	SLO 6: Written Communication	• Students will compose clear, well-constructed, error-free prose for a target audience
		SLO 7: Oral Communication / Presentation Skills	• Students will generate spoken communication that is formal, clearly organized, adapted to target audience and effectively presented
	Values and Attitudes	SLO 8: Disciplinary Ethical Standards and/or Academic Integrity	• Students will articulate and demonstrate adherence to ethical standards of the discipline
		SLO 9: Interpersonal and Team Work	• Students will demonstrate the ability to lead, negotiate, collaborate and create a product in group situations
	GRADUATE	SLO 1: Theory and Content	• Students will demonstrate depth and breadth of disciplinary knowledge
		SLO 2: Methods & Applications	• Students will characterize various research methodologies and apply them to specific research problems
		SLO 3: Analysis & Synthesis	• Students will critically analyze and effectively integrate theoretical concepts/models and empirical research
		SLO 4: Original Research (Research Path)	• Students will propose original research question and execute independent laboratory research
		SLO 4: Professional Performance (Professional Path)	• Students will apply knowledge base and scientific thinking skills in professional settings
		SLO 5: Communication	• Students will organize and defend research, both orally and in writing

Step 4: Design Assessment Plans

Your assessment plan for each SLO should identify the exact points in program curriculum when students have the best opportunity to demonstrate to you that they have indeed acquired the target knowledge, skills, and values/attitudes. A strong assessment plan identifies the course(s) and learning experience(s) where an SLO will be assessed and the assessment instrument that will be used (e.g., a standardized or instructor-constructed quiz/test/exam, select items on a quiz/test/exam, a lab assignment, capstone project, juried performance, research paper, portfolio of work, thesis/dissertation and their defenses). For SLOs whose assessment is tied to large-scale culminating projects (capstone, paper, prelim/qualifying exam, prospectus, thesis/dissertation and their defense), it is best to [design a rubric](#). [Final course grades](#) are not suitable for SLO assessment because they are overall measures of student performance and do not allow for evaluation of specific skills or knowledge sets.

Align intended SLOs with program curriculum and assignments in a [curriculum map](#), which will visually represent what is taught to students, where and how, and when evidence of learning is collected for evaluation of program effectiveness.

	Introductory Theory Course XXX2000	Research Methods Course XXX3000	Lab/ Practicum XXX3500	Advanced Content Course XXX4000	Capstone Course XXX4999
SLO #1: Models & Theories	I, R, M* * Assessed using two sections on final exam	R			M
SLO #2: Disciplinary Methods	I	I, R, M* * Assessed using final paper	R		M
SLO #3: Analysis & Use of Evidence		I		R, M* *Assessed using 15 out of 50 questions on final exam	
SLO #4: Oral Comm. & Presentation	I		R	R	M* *Assessed using capstone project with a rubric
SLO #5: Teamwork			I	R	M* *Assessed using capstone project with a rubric

I = Knowledge/Skill/Value is Introduced,

R = Knowledge/Skill/Value is Reinforced and Practiced,

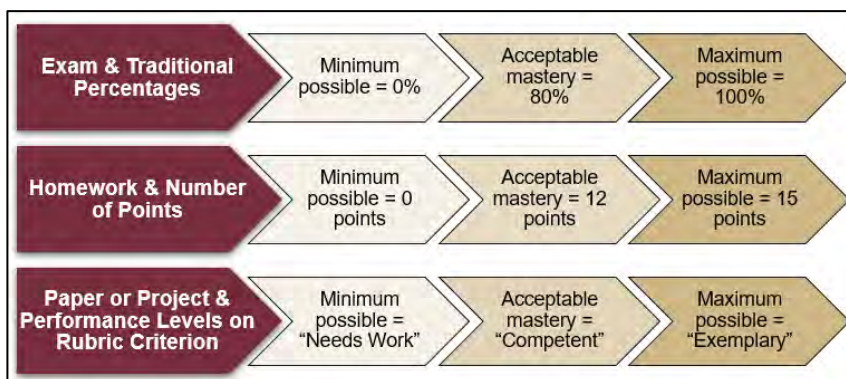
M = Knowledge/Skill/Value is Mastered,

* = Knowledge/Skill/Value is Assessed for Program Effectiveness

Step 5: Establish Learning Target(s)

Each SLO needs a measurable standard that defines success in attainment of the learning goal at the program level. This standard must include the level of sought mastery, which is a minimally acceptable level of student performance on a measure of learning (e.g., minimum number of correct answers on a test, accumulated points on an exam, rating on a rubric criterion, etc.) and the threshold of acceptability, defined as the minimum percentage of students who must attain the mastery level on a measure of learning in order for the outcome to be considered successfully achieved by the students in the program (e.g., at least 80% of students will..., at least 90% of majors will...).

When setting an SLO's numeric target, answer the question "In order for you and your faculty to deem your educational program effective in helping students achieve the learning goal, how many of them need to demonstrate performance at what level?"



Step 6: Choose Program Outcome(s)

In addition to learning goals, each educational program at FSU is required to develop, track, and improve at least one Program Outcome (PO). As opposed to SLOs, which focus on the knowledge and skills that students should learn, POs are non-curricular goals of the academic unit (e.g., enrollment, retention, graduation, post-graduation outcomes). When choosing a PO, please select one from the [recommended list](#). You may adapt it as is or adjust any part of the PO plan to meet your specific program's needs. You may also choose a PO outside of the recommended list as long as it reflects a priority for your program and is assessed in a reliable and valid manner.

PART II. EXAMPLES OF SLOs, ASSESSMENT PLANS, TARGETS:

Undergraduate-Level Program:

SLO Name: *SLO – Application and Interpretation of Statistical Tests.*

SLO Statement: *Upon completion of Research Methods in Psychology (PSY 3213C), the students will choose the appropriate statistical analysis for a particular research design and interpret the results of common statistical tests.*

SLO Assessment Plan: *We will assess this outcome by testing students in all sections of PSY 3213C (Research Methods in Psychology) offered during the academic year (Fall and Spring). This is the core research methodology course for students who major in Psychology. To assess this learning outcome, we will use a final exam that was written and is curated by our program faculty. The entire final exam consists of 50 multiple-choice questions. 15 of these questions will be used to assess student's 'Application and Interpretation of Statistical Tests' for this outcome.*

SLO Numeric Target: *By the end of the Research Methods in Psychology course (PSY 3213C), at least 75% of students majoring in Psychology will achieve mastery on the SLO by correctly answering at least 10 out of the 15 (67%) final exam questions testing this learning outcome.*

Advanced Undergraduate/Early Graduate-Level Program:

SLO Name: *SLO – Critical Thinking.*

SLO Statement: *Upon completion of the program, students will objectively analyze and evaluate an issue and form a judgment supported by evidence.*

SLO Assessment Plan: At the end of their program, master's students either write and defend a thesis (thesis-track) or prepare for and take a comprehensive exam (non-thesis track).

For the thesis-track students, a committee of three faculty members evaluate student's critical thinking skills using a rubric. The rubric has 3 criteria, each corresponding to a separate SLO: SLO #1 Knowledge of Theory and Content, SLO #2 Methods and Applications, and SLO #3 Critical Thinking Skills. All criteria/SLOs are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each defense, committee members fill out the PDF rubric electronically and email it to the Graduate Program Director. The Director aggregates the results and shares them at the faculty meeting in August. Faculty members discuss the results and decide on any necessary changes to how the critical thinking skills are taught and assessed. The rubric is attached.

	1-Emerging	2-Developing	3-Proficient	4-Advanced	Your Evaluation
SLO #1: Knowledge of Theory and Content	Demonstrates limited understanding of key concepts and theories.	Demonstrates basic understanding of key concepts and theories but may have some misconceptions.	Demonstrates good understanding of key concepts and theories, with few misconceptions.	Demonstrates excellent understanding of key concepts and theories, with no misconceptions.	
SLO #2: Methods and Applications	Demonstrates limited ability to apply methods and techniques to solve problems.	Demonstrates basic ability to apply methods and techniques to solve problems but may struggle with more complex problems.	Demonstrates good ability to apply methods and techniques to solve problems, including more complex problems.	Demonstrates excellent ability to apply methods and techniques to solve problems, including the most complex problems.	
SLO #3: Critical Thinking Skills	Demonstrates limited ability to analyze and evaluate information and form judgments.	Demonstrates basic ability to analyze and evaluate information, and form judgments, but may struggle with more complex issues.	Demonstrates good ability to analyze and evaluate information, and form judgments, including on more complex issues.	Demonstrates excellent ability to analyze and evaluate information, and form judgments, including on the most complex issues.	
				TOTAL:	

For the non-thesis-track students, departmental faculty designed a comprehensive exam that has 10 questions in the long-answer format. SLO #1 Knowledge of Theory and Content is assessed using questions 1-4, SLO #2 Methods and Applications is assessed using questions 5-7, and SLO #3 Critical Thinking Skills is assessed using questions 8-10. Each question is worth 10 points. The Director of Graduate Studies aggregates the results and shares them at the faculty meeting in August. Faculty members discuss the results and decide on any necessary changes to how the critical thinking skills are taught and assessed.

SLO Numeric Target: For the thesis-track group, at least 80% of students will achieve level of 3-Proficient or 4-Advanced on the Critical Thinking rubric criterion from all committee members. For the non-thesis-track group, at least 80% of students will score 20 points or higher (out of possible 30 points) on comprehensive exam questions 8, 9 and 10 (66%).

Advanced Graduate-Level Program:

SLO Name: *SLO – Oral and Written Communication.*

SLO Statement: *Upon completion of the program, the students will effectively and clearly communicate their ideas and arguments through both oral and written forms of communication.*

SLO Assessment Plan: *Doctoral students produce and defend a dissertation. A committee of four professors and one external member evaluate student's oral and written communication skills according to a rubric. The rubric has 6 criteria that are used to assess 3 different SLOs: SLO #1 Review and Synthesis of Literature, SLO #2 Application of Research Methods and Interpretation of Findings, and SLO #3 Oral and Written Communication. SLO #3 is evaluated using the last two criteria in the rubric: "Student orally presents and defends problem, objectives, approach, and conclusions of dissertation" and "Student's writing is clear, organized and of professional quality". Both criteria are evaluated based on a 4-point scale: High Pass (3 Points), Pass (2 Points), Low Pass (1 Point), Fail (0 Points).*

Shortly after each dissertation defense, committee members will receive a link to the dissertation evaluation form and will be asked to complete it. The link to the form:

<https://forms.office.com/r/dCTyr5X0Q?origin=IprLink>. At the end of each academic year (Summer, Fall, Spring), the Graduate Program Director will aggregate the assessment data and will present the report at the Graduate Committee meeting in August for further analysis and consideration of appropriate changes to support student learning.

SLO Numeric Target: *At least 80% of students will achieve level of 'High Pass' (3 points) or 'Pass' (2 points) on both rubric criteria under the Communication SLO from most committee members.*

PART III: ADDITIONAL SUPPORTING RESOURCES:

One-on-one consultations: Email Dr. Galiya Tabulda (Director of the Institutional Performance and Assessment Office) at gtabulda@fsu.edu to schedule an introductory session for your program proposal.

Assessment Handbook: Contains detailed information about all steps listed above and provides guidelines for annual assessment and reporting of student learning and program outcomes.

Institutional Effectiveness (IE) Portal User Guide: Contains step-by-step instructions to perform common tasks in the platform; is recommended for first-time users. Contact ipa@fsu.edu for access.

Curriculum Maps Info and Templates: Provides an overview of curriculum maps, their purpose, and how to use them; downloadable, fillable templates in excel are available for each degree level.

Assessment Seminars and IE Portal Training: Lists dates and times for the university-wide outcomes assessment seminars and IE Portal training sessions for FSU faculty and staff; registration links are also provided.

Assessment Calendar: The recommended calendar for engaging in and completing various components of the annual IE/assessment cycle are publicly available. Each FSU College chooses their preferred assessment and reporting timeline.

PART IV: OUTCOMES, ASSESSMENT PLANS, NUMERIC TARGETS:

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.	
Educational program name: Civics and Liberty Studies	
Program type: Bachelors Degree	
College: College of Social Science and Public Policy	
Department: n/a	
Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐ Distance/Online	
Modality: 100% in-person	
Start term: Fall 2026	
Responsible individual(s): Ryan Owens, Ph.D., Institute for Governance and Civics Director	
Program Outcome	
PO Name	<i>PO – Degree Program Enrollment</i>
PO Statement	<i>The number of students enrolled in the Bachelor's program will increase.</i>
Description of Assessment Plan	<i>For this Program Outcome, we will track our unduplicated student enrollment in the fall of each academic year. Enrollment data will be gathered from the student enrollment dashboard available at the Office of Institutional Research website at: https://ir.fsu.edu/enrollment.aspx. Only degree-seeking students majoring in Civics and Liberty Studies will be included in the degree program enrollment count. The Undergraduate Program Director will report the enrollment data and will be responsible for arranging the department discussion every August/September.</i>
Numeric Target	<i>Over the next 5 years, increase enrollment as outlined below:</i> • Year 1 (Fall 2026) = at least 20 students, • Year 2 (Fall 2027) = at least 30 students, • Year 3 (Fall 2028) = at least 40 students, • Year 4 (Fall 2029) = at least 50 students • Year 5 (Fall 2030) = at least 60 students.
Student Learning Outcome #1	
SLO Name	<i>SLO – Design, conduct, and interpret basic disciplinary research.</i>

SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to design, conduct, and interpret basic disciplinary research.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, each student will submit a clear and focused research question.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the research question assignment.</i>
Student Learning Outcome #2	
SLO Name	<i>SLO - Key concepts, principles, and themes of the discipline.</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to identify and describe key concepts, principles and themes of the discipline.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, we will use scores on a literature review.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the literature review assignment.</i>
Student Learning Outcome #3	
SLO Name	<i>SLO - Investigative methods and application of research and theory.</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to characterize investigative methods and articulate the application of disciplinary research and theory to real-world problems.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, each student will write a research paper that targets an interesting topic and a real-world problem.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 75 points or higher on the "Application of Methods to Theory" criterion on the rubric that will be used to evaluate the Final Paper assignment.</i>
Student Learning Outcome #4	
SLO Name	<i>SLO - Statistical analysis, research design and interpretation of common statistical tests.</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to choose the appropriate statistical analysis for a particular research design and interpret the results of common statistical tests.</i>

Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, the students will prepare a final paper that demonstrates the ability to choose the appropriate statistical analysis for a particular research project.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the "Statistical Analysis" criterion on the rubric that will be used to evaluate the Final Paper assignment</i>
Student Learning Outcome #5	
SLO Name	<i>SLO – Written Communication Skills</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will be able to compose clear, well-constructed, error-free prose for a target audience.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, the students will prepare a final paper with clear, well-constructed, error-free prose for a target audience</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 80 points or higher on the "Written Communication Skills" criterion on the rubric that will be used to evaluate the overall Final Paper assignment</i>
Student Learning Outcome #6	
SLO Name	<i>SLO – Civil Discourse</i>
SLO Statement	<i>Upon completion of American Civics Research Seminar (AMS4XXX), the students will demonstrate the ability to engage in respectful and constructive civil discourse.</i>
Description of Assessment Plan	<i>We will assess this outcome by testing students in all sections of AMS 4XXX (American Civics Research Seminar) offered during the academic year (Fall and Spring). To assess this learning outcome, the students will be graded on their demonstrated ability to take the perspective of others into account and listen intently as well as make claims based on principle and reason during class participation.</i>
Numeric Target	<i>By the end of the American Civics Research Seminar (AMS4XXX), at least 75% of students majoring in Civics and Liberty Studies will achieve mastery of the SLO by scoring 75 points or higher on the Civil Discourse part of the course.</i>



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

ACTION ITEMS

IV and V



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM IV

February 24, 2026

SUBJECT: Proposal to Implement Hospitality Management MS Degree

PROPOSED COMMITTEE ACTION

Request to approve the Hospitality Management MS Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed master's degree will be offered by the Dedman College of Hospitality. The purpose of the degree in Hospitality Management is to expand access and deliver advanced education leading to a variety of career opportunities in the hospitality industry, addressing the increasing demand for skilled professionals in the region and state. The degree will be the only one of its kind in Northwest Florida, offering valuable opportunities for local students and attracting new talent to the university from across the state and country.

The comprehensive and forward-thinking curriculum integrates research, collaboration with industry, and emerging trends in the field. Graduates of the degree program will fill workforce needs and support the ongoing growth of the hospitality industry.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Hospitality Management MS

Submitted by: Office of Faculty Development and Advancement



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM V

February 24, 2026

SUBJECT: Proposal to Implement Hospitality Management PhD Degree

PROPOSED COMMITTEE ACTION

Request to approve the Hospitality Management PhD Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed research doctorate will be offered by the Dedman College of Hospitality. The mission of the degree is to cultivate the next generation of leading scholars and educators in the field of Hospitality Management while addressing the domestic and global need for highly qualified research faculty.

Graduates of the degree will contribute to the global reputation of the college and university through impactful research and knowledge dissemination. Furthermore, the curriculum will focus on the knowledge and skills for generating industry-relevant insights and preparing highly educated professionals to lead innovation and adapt to the changing dynamics of the hospitality industry.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Hospitality Management PhD

Submitted by: Office of Faculty Development and Advancement



Request to Offer a New Degree Program

In accordance with Board of Governors Regulation 8.011,
Academic Degree Program Coordination and Approval

Florida State University

Institution Submitting Proposal

Fall 2027

Proposed Implementation Term

Dedman College of Hospitality

Name of College(s) or School(s)

Name of Department(s)/Division(s)

Hospitality

Academic Specialty or Field

Hospitality Management

Complete Name of Degree

52.0901

Proposed CIP Code (2020 CIP)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.

**Date Approved by the University
Board of Trustees**

President's Signature

Date

**Board of Trustees Chair's
Signature**

Date

Provost's Signature

Date



Request to Offer a New Degree Program

In accordance with Board of Governors Regulation 8.011,
Academic Degree Program Coordination and Approval

Florida State University

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Dedman College of Hospitality

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**Date Approved by the University
Board of Trustees**

President's Signature

Date

**Board of Trustees Chair's
Signature**

Date

Provost's Signature

Date

I. Overview

A. Briefly describe the proposed program in the following table.

Purpose	The purpose of the PhD in Hospitality Management at FSU is to cultivate the next generation of leading scholars and educators in the field while addressing the pressing need for qualified faculty in hospitality education. By tackling the shortage of doctoral trained professionals, the program serves as a vital pipeline for supplying skilled academics to universities both in the U.S. and worldwide. Graduates will contribute to the College's and University's global reputation through impactful research and knowledge dissemination. Furthermore, the program focuses on generating industry-relevant insights and preparing highly educated professionals to lead innovation and adapt to the dynamic changes in the hospitality industry. The purpose of the MS in Hospitality Management at FSU is to deliver advanced education and training for a variety of career opportunities in the hospitality industry, addressing the increasing demand for skilled professionals in Florida and beyond. With its comprehensive and forward-thinking curriculum, the program expands access to graduate-level hospitality education for students in North Florida. As the only program of its kind in the region, it offers valuable opportunities for local students, attracts new talent to FSU from across the country and worldwide, meets workforce needs, and supports the ongoing growth of the hospitality industry. Additionally, the program seeks to advance knowledge and best practices in the field through research, collaboration with industry, and a focus on emerging trends.
Degree Level(s):	Master's (MS), Research Doctorate (PhD)
Majors, Concentrations, Tracks, or Specializations	Hospitality Management
Total Number of Credit Hours	MS – 30 credit hours PhD – 72 credit hours

Program Type	☒ E&G Program ☐ Market Tuition Rate Program* ☐ Self-Supporting Program* *Refer to Board Regulation 8.002, Self Supporting and Market Tuition Rate Program and Course Offerings, for additional details.
Possible Career Outcomes	From the previous forms: copy here.

B. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan?

[Programs of Strategic Emphasis List](#)

- ☐ Yes, it does qualify as a Program of Strategic Emphasis.
- ☒ No, it does not qualify as a Program of Strategic Emphasis.

- C. Does the program fall under one of the CIP codes listed below that qualifies for the Programs of Strategic Emphasis Waiver? *(for baccalaureate programs only)*

CIP CODE	CIP TITLE
11.0101	Computer and Information Sciences
11.0103	Information Technology
13.1001	Special Education and Teaching
13.1202	Elementary Education and Teaching
14.0801	Civil Engineering
14.0901	Computer Engineering
14.1001	Electrical and Electronics Engineering
14.1901	Mechanical Engineering
27.0101	Mathematics
52.0301	Accounting
52.0801	Finance
52.1201	Management Information Systems

☐ Yes. If yes, students in the program will be eligible for the Programs of Strategic Emphasis waiver. Refer to [Board Regulation 7.008](#) and the [Programs of Strategic Emphasis Waiver Guidance](#).

☐ No

☒ Not Applicable

II. Institutional and State-Level Accountability

A. Describe how the proposed program directly or indirectly supports the following.

1. The [State University System's Strategic Plan](#) goals.

The SUS prioritizes providing high-quality education and research to meet the needs of diverse state and global societies. The proposed Hospitality Management programs at FSU will directly support the SUS strategic plan by offering advanced education and specialized training to students seeking to further their knowledge and skills in Hospitality Management. By expanding access to graduate education, strengthening Florida's workforce, and promoting research and innovation within the crucial hospitality industry, these programs will directly support the State University System's Strategic Plan. These programs will produce highly skilled graduates ready to excel in diverse careers, contribute to economic development, and address key challenges facing the industry, ultimately benefiting both Florida and the global community. Furthermore, the emphasis on collaboration and program quality aligns with the SUS commitment to excellence and accountability within higher education.

2. The institution's strategic plan and goals the program will directly advance.

The FSU Strategic Plan aims to expand research and academic excellence (Goal 1) and to enhance our brand to reflect institutional excellence (Goal 5). The proposed PhD and MS programs will at FSU will enable students to contribute to knowledge creation through academic research and, as professors and leaders in the industry, disseminate this knowledge. These programs will aim to foster research and innovation in the hospitality industry (Goal 1), addressing challenges, exploring trends, and generating new knowledge. Graduates of these programs can contribute to economic development, cultural enrichment, and sustainability in the hospitality industry, benefiting communities locally and globally (Goal 5).

3. The university's mission.

The proposed PhD and MS in Hospitality Management programs support FSU's mission by advancing knowledge through innovative research, high-quality education, and industry engagement. These programs will address critical needs in the hospitality industry while fostering leadership, ethical decision-making, and interdisciplinary collaboration. Offering these programs advances the university's mission of nurturing skilled professionals and educators. By preparing skilled professionals and educators, the programs uphold FSU's commitment to excellence in teaching, research, and service.

4. The benefit to the university, the local community, and the state.

The proposed PhD and MS in Hospitality Management programs will provide numerous benefits to the university, the local community, and the state. For the university, these programs will enhance FSU's research productivity, academic reputation, and research profile, attracting top talent and fostering impactful collaborations that elevate its academic standing.

Locally, the new graduate programs will create opportunities for students and professionals to gain advanced training and contribute to the region's economic vitality. Furthermore, these programs will drive workforce development and community growth by preparing scholars to address challenges like sustainable tourism and service innovation.

Statewide, the programs will help sustain Florida's competitive edge in hospitality by supplying a pipeline of highly skilled professionals and thought leaders who can navigate emerging industry trends and challenges, advance industry knowledge, and fuel innovation, ensuring the hospitality industry's continued growth and global competitiveness.

Graduates of the proposed PhD and MS in Hospitality Management will share knowledge widely, representing FSU, thereby elevating both the national and international standing of the Dedman College of Hospitality and FSU.

- B. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify any concerns raised and provide a narrative explaining how each has been addressed in this proposal or will be addressed before the proposed program is implemented.

September 11, 2024

No concerns were expressed.

III. Student and Workforce Demand

If the proposed program is a baccalaureate or master's degree on the Programs of Strategic Emphasis list, skip III-A.

- A. Describe the Florida and national workforce demand for the proposed program. The response should, at a minimum, include the current state workforce data from Florida's Department of Commerce and national workforce data from the U.S. Department of Labor's Bureau of Labor Statistics. Additional documentation for workforce needs may include letters of program support by employers and job postings for program graduates, as well as a description of any specific needs for research and service that the program would fulfill.

Complete the table below using data from the Search by CIP or SOC Employment Projections Data Tool in the Academic Review Tracking System.

Labor Market Demand, CIP Code 52.0901

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	
Business Teachers, Postsecondary	8.6%	6.9%	329	8,700	291	6,900	Doctoral or professional degree
General and Operations Managers	10.0%	4.2%	21,029	296,300	20,323	147,300	Bachelor's degree
Administrative Services Managers	-	5.6	-	21,100	-	14,000	Bachelor's degree
Facilities Managers	-	4.6%	-	10,300	-	5,800	Bachelor's degree
Entertainment and Recreation Managers, Except Gambling	-	8.3%	-	3,100	-	2,300	Bachelor's degree
Managers, All Other	6.1%	3.3%	5,217	94,400	3,593	41,000	Bachelor's degree

- B. If the occupations do not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided by Board staff, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided to students in the proposed program in the table below. Contact the institutional representative working with you on the degree proposal for more information about possible occupations.

Occupational Linkages for the Proposed Program

SOC Code (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
13-1199	Business Operations Specialists, All Other	Graduates of MS in Hospitality Management can be employed as business operation specialists in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
13-1111	Management Analysts	Graduates of MS in Hospitality Management can be employed as management analysts in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
13-1071	Human Resources Managers	Graduates of MS in Hospitality Management can be employed as human resources managers in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
11-2022	Sales Managers	Graduates of MS in Hospitality Management can be employed as sales managers in hotels, restaurants, travel agencies, financial institutions, technology companies, retail companies, etc.
25-1011	Business and Innovation/Entrepreneurship Teacher Education.	Graduates of PhD in Hospitality Management can be employed in jobs related to Business and Innovation/Entrepreneurship Teacher Education in higher education institutions.

25-1011	Business Administration and Management, General.	Graduates of PhD in Hospitality Management can be employed in jobs related to Business Administration and Management, General in hospitality and tourism industry and related fields.
25-1011	Business Administration, Management and Operations, Other.	Graduates of PhD in Hospitality Management can be employed in jobs related to Business Administration, Management and Operations, Other in hospitality and tourism industry and related fields.
25-1011	Small Business Administration/Management.	Graduates of PhD in Hospitality Management can be employed in jobs related to Small Business Administration/Management in hospitality and tourism industry and related fields.

C. Describe the student demand for the proposed program. The response should, at a minimum, include the following.

1. Projected headcount for Year 1 through Year 5.

Projected headcount for MS Program

Years	Headcount
Year 1	10
Year 2	20
Year 3	20
Year 4	20
Year 5	20

Projected headcount for PhD Program

Years	Headcount
Year 1	4
Year 2	8
Year 3	12
Year 4	16
Year 5	16

2. Data that supports student interest or demand for the proposed program. Include questions asked, results, and other communications with prospective students.

In collaboration with the FSU Jim Moran College of Entrepreneurship, the Dedman College of Hospitality offers an online Hospitality Entrepreneurship major within the Master's of Science Entrepreneurship degree. The program has quickly attracted significant interest from both FSU students and those attending other institutions, highlighting the widespread demand for graduate-level studies in Hospitality Management offered at FSU.

A recent poll of FSU undergraduate hospitality students found 65% expressed interest in pursuing an in-person graduate degree from FSU. Recognizing this unmet demand, FSU is poised to introduce a Master of Science in Hospitality Management program, aimed at attracting top-tier students from diverse backgrounds and institutions. In addition to the high degree of interest from current FSU students we expect to attract students with varied backgrounds and preferences from across the United States and globally, bolstering student retention, and enhancing academic reputation.

Similar programs at other institutions have seen increased demand, with the number of MS in Hospitality Management degrees awarded within the SUS rising by 21% over the past five years. Despite this upward trajectory, existing programs within the SUS are predominantly concentrated in central and south Florida, potentially limiting accessibility for students with diverse backgrounds, aspirations, and geographical preferences. FSU is well-positioned to address this gap, with its distinguished faculty, innovative curriculum, and strong industry connections. Moreover, FSU's reputation, location, and academic environment make it an attractive choice for students seeking comprehensive graduate education in Hospitality Management. This initiative affirms FSU's commitment to academic excellence and its leadership in shaping the future of hospitality education.

The aim of the PhD in Hospitality Management is to address the demand from both the hospitality industry and educational institutions for highly-skilled academics with expertise in Hospitality Management. Despite economic downturns and global events, the hospitality industry has shown long-term resilience, driving demand for graduates from hospitality programs and necessitating additional educational offerings. The widespread availability of undergraduate programs in Hospitality Management at major universities highlights the need for well-trained scholars and educators holding a PhD in Hospitality Management.

The lack of current PhD programs in Hospitality Management in Florida is exemplified by the singular offering at UCF. With about four degrees awarded annually in the last 5 years, the scarcity underscores the need for a new doctoral program to address demand. The limited supply of new doctoral graduates in the marketplace is echoed by department heads of hospitality programs during meetings and academic conferences held throughout the year (national and international) in the field. The limited availability of qualified graduates is also due to the makeup of doctoral programs, which often

include a large proportion of international students who leave the country after completing their studies. This, combined with the small number of PhD programs and graduates overall, leads to intense competition for talent. According to Studyportals (<https://www.phdportal.com/>), which is a comprehensive platform providing degree availability information, there are 8 PhD in Hospitality Management programs in the US. Across the US, there are consistently numerous faculty vacancies, as reported by The Chronicle of Higher Education, published weekly at <https://globalhospitalityeducators.com/>. Specifically, there were 43 faculty positions in hospitality management and related areas posted in 2024. As of March 4th, there are currently 19 faculty positions in hospitality management and related areas posted in 2025.

IV. Duplication of Existing Programs

A. If the program duplicates another degree program at a private or public state university in Florida with a substantially similar curriculum, provide evidence that the university has investigated the potential impact on the existing program, has discussed opportunities for collaboration with the affected university, and can justify the need for duplication. Additionally, summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at the affected institutions regarding the potential impact on enrollment and any opportunities for collaboration in the areas of instruction and research.

UCF, USF, and FIU offer MS in Hospitality Management programs, yet FSU would offer the only program in North Florida, making education more accessible. Offering this program enhances the university's competitiveness and appeals to those favoring FSU's location. Furthermore, the MS in Hospitality Management promotes a research-driven approach, fostering innovative projects that tackle current industry challenges such as sustainability, consumer behavior, and emerging technologies. The program integrates advanced technology into hospitality operations, with courses in data analytics, revenue management, and digital marketing and provides opportunities for international study. These elements aim to differentiate the MS in Hospitality Management at FSU.

The only SUS institution currently offering a PhD in Hospitality Management is UCF. There are similarities in the core courses, but the FSU proposal is distinct for its requirement of an interdisciplinary specialization. Students are encouraged to specialize in areas such as marketing, finance, sports management, and entrepreneurship to complement their hospitality education. This interdisciplinary doctoral curriculum prepares graduates to tackle challenges in the hospitality industry and beyond.

FSU is committed to ongoing collaboration with universities that offer similar degrees to foster a mutually beneficial relationship and advance the field of Hospitality Management in Florida. In fact, the Deans of the various Hospitality Management programs within the state recently formed a Hospitality Alliance, meeting regularly throughout the year to discuss issues and create initiatives to further support the field of hospitality. In this context, numerous research and education collaboration opportunities with UCF, USF, and FIU exist. Faculty and students can work together on grants, research projects, seminars, and workshops to foster knowledge, innovation, and industry engagement, benefiting all stakeholders involved.

Dean, Dr. Don Farr and Director of Graduate Programs, Dr. Tarik Dogru of Dedman College of Hospitality at FSU discussed the potential impact and the opportunities for collaboration for the proposed MS and PhD in Hospitality Management program with Dr. Wei Wei (Master's Programs Coordinator), Dr. Murat Hancer (PhD Program Coordinator), Dr. Cynthia Mejia (Dean) at UCF. The discussions highlighted a clear and increasing need for hospitality professionals with advanced degrees within Florida and globally. Consequently, there were no major concerns about FSU's new programs. The meeting further explored collaborative opportunities, such as joint workshops and

seminars. These initiatives aim to unite faculty, students, industry leaders, and researchers to stimulate innovation, share knowledge, and enhance industry engagement, ultimately benefiting all stakeholders in the hospitality field.

Similar discussions took place with the Deans of USF, Dr. Cihan Cobanoglu and FIU, Dr. Michael Cheng about the potential impact and the collaboration opportunities for the proposed MS in Hospitality Management program at FSU. There were no significant concerns raised regarding the establishment of the proposed program at FSU. We further explored the possibility of sharing faculty expertise by inviting professors as guest lecturers or mentors across institutions; co-hosting workshops and seminars on hospitality-related subjects providing platforms for networking, knowledge sharing, and industry engagement for faculty, students, and industry professionals.

Overall, our discussions with the department chairs, program coordinators, and deans in these institutions highlighted a robust and increasing need for hospitality professionals with advanced degrees, within Florida, nationally, and internationally. This demand suggests that multiple programs can coexist and thrive, serving distinct geographical regions and student populations.

Furthermore, our enrollment projections show a manageable impact, if any, on existing programs, with FSU primarily attracting international students and students from North Florida and other states in the US. Due to limited capacity at these institution for both MS and PhD in Hospitality Management in the state of Florida, many students apply to programs in different states. FSU's proposed programs aims to target these students and hence we expect little or no impact to the existing programs within Florida's SUS.

Overall, the MS and PhD in Hospitality Management at FSU are justified based on a compelling need, program differentiation particularly through interdisciplinary curriculum, manageable impact, and a commitment to collaboration. FSU's proactive engagement with these institutions ensures that the program contributes to the overall advancement of hospitality education in Florida, while minimizing any potential duplication concerns.

- B. If the proposed program curriculum substantially duplicates an existing program at Florida Agricultural and Mechanical University, provide evidence that the proposed program would not affect enrollment in Florida Agricultural and Mechanical University's program.

The proposed program is not offered at the Florida Agricultural and Mechanical University.

V. Curriculum

- A. If the program is a bachelor's degree, please identify if the university is seeking any of the following statuses for the program.

☒ Not Applicable

Status	Yes	No	If yes, complete the following
Common Prerequisites			Appendix C
Exception to 120 Credits			Appendix D
Specialized Admissions			Appendix E

- B. Describe the admissions criteria and graduation requirements for the program.

MS in Hospitality Management Admission Criteria:

Admission decisions are made by the College's Graduate Admissions Committee and are based on a combination of factors, including prior academic record from accepted universities. Specifically, a bachelor's degree from a regionally accredited U.S. institution, or a comparable degree from an international institution, with a minimum 3.0 (on a 4.0 scale) grade point average (GPA) in all coursework attempted while registered as an upper-division undergraduate student working towards a bachelor's degree. Or a graduate degree from a regionally accredited U.S. institution, or a comparable degree from an international institution. Applicants must submit transcripts from each college and/or university attended.

Letters of recommendation (2) and experience and record of accomplishments (Current Resume) are required.

An English proficiency exam score (TOEFL/IELTS/PTE) must be submitted for international applicants whose native language is not English or who have not received a college degree from an institution where the instruction is primarily in English. Applicants must meet the minimum scores required for admission to the University. Further information regarding admission criteria to FSU Graduate School can be found here: <https://gradschool.fsu.edu/prospective-students/graduate-admissions>.

MS in Hospitality Management Graduation Requirements:

The MS in Hospitality Management is three-semester of residential study following the completion of an undergraduate or graduate degree in Hospitality Management or related fields. The MS program requires 30 graduate credit hours of coursework. Students may choose either a professional (nonthesis) or academic (thesis) track.

Students choosing to enroll in the thesis track must complete 30 credit hours of required and elective courses, including 9 credit hours of thesis and prepare and successfully defend a thesis.

Students choosing the professional track are required to complete 30 credit hours of required and elective courses, along with a minimum of 9 credit hours of internship.

PhD in Hospitality Management Admission Criteria:

The admission requirements align with the general policies of The Graduate School as well as regional and national accreditation standards. Admission to the PhD program is determined on a case-by-case basis by the College's Doctoral Admissions Committee and are based on a combination of factors specified below.

- An English proficiency exam score (TOEFL/IELTS/PTE) must be submitted for international applicants whose native language is not English or who have not received a college degree from an institution where the instruction is primarily in English. Applicants must meet the minimum scores required for admission to the University. Further information regarding admission criteria to FSU Graduate School can be found here: <https://gradschool.fsu.edu/prospective-students/graduate-admissions>.
- A bachelor's degree from a regionally accredited U.S. institution, or a comparable degree from an international institution, with a minimum 3.0 (on a 4.0 scale) grade point average (GPA) in all coursework attempted while registered as an upper-division undergraduate student working towards a bachelor's degree. Or a graduate degree from a regionally accredited U.S. institution, or a comparable degree from an international institution. Applicants must submit transcripts from each college and/or university attended.
- Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores taken within the past five years.
- Three (3) letters of recommendation.
- A record of experience and accomplishments (Current Resume).
- Personal statement detailing career goals, research interests, and aspirations.
- Students must secure a faculty member from the college willing to serve as their dissertation committee chair. As a result, even highly qualified applicants may not be admitted if no faculty member agrees to take on this role.

PhD in Hospitality Management Graduation Requirements:

The PhD in Hospitality Management is based on a four-year period of residential study following the completion of a master's degree with an undergraduate or graduate degree in Hospitality Management or related fields. The PhD program requires 72 credit hours including 27 dissertation credit hours. To complete the PhD program, a student must successfully complete a qualifying exam, preliminary exam, propose and complete a dissertation study, and successfully pass a final examination on the dissertation administered by the advisory committee.

- C. If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines for such programs, as outlined in [State Board of Education Rule 6A-10.024](#). List any prerequisites and identify the specific AS degrees that may transfer into the proposed program.

☒ Not applicable to this program because it is not an AS-to-BS Capstone.

- D. Describe the curricular framework for the proposed program in the table below.

Curricular framework for the proposed MS program

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
HMG 5XXX	Applied Research in Hospitality	Required	3	The goal of this course is to examine the research process, research design, survey research, measurement, sampling, data collection techniques, and statistical techniques in Hospitality Management.
EDF 5464	Qualitative Research and Evaluation Methods	Required	3	This course explores the foundations and basic methodological approaches to qualitative research in education (and, more broadly, the social sciences).
HMG 5XXX	Machine Learning, Data-Driven	Required	3	This course explores the transformative role of machine learning,

	Decision Making and Visualization in Hospitality			big data, and business analytics in the hospitality industry. Students will learn how to leverage data-driven insights to enhance decision-making, optimize operations, and improve the guest experience.
HMG 5XXX	The Psychology of the Consumer Experience	Required	3	This course explores the psychological factors influencing consumer behavior, including cognitive, emotional, and social elements that shape purchasing decisions. Students will learn how businesses leverage these psychological insights to develop effective marketing strategies and cultivate positive customer experiences
HMG 6XXX	Multivariate Statistics in Hospitality Research	Required	3	This course equips students with advanced statistical techniques for analyzing complex datasets in hospitality research, focusing on multivariate methods like ANOVA, regression, factor analysis, and cluster analysis. Students will learn to apply these techniques using statistical software to address research questions related to consumer behavior, market segmentation, and operational performance within the hospitality industry.

HMG 5465	Hospitality Financial Management	Elective	3	This course will provide a comprehensive overview of the fundamental principles and theoretical framework that form the foundation of corporate financial management decisions in the hospitality industry.
HMG 5229	Management Ethics	Elective	3	This course develops skills needed for the analysis and development of interpersonal management skills, focusing on: leadership, ethics, employee and guest relations, and team building.
HMG 5258	Innovative Practices in Lodging Management	Elective	3	This course presents lodging operations and management from an integrated viewpoint with a focus on entrepreneurship. The course integrates operations, marketing, strategy, consumer behavior, and human resources.
HMG 5501	Hospitality Marketing Strategy	Elective	3	This course provides students with an advanced understanding of both theoretical and practical issues within the domain of marketing strategy.
HMG 5655	Franchising & Management Agreements	Elective	3	This course provides an overview of franchising agreements and management agreements focusing

				on the ownership structure in the hospitality industry. The course covers the principles of franchise and management agreements and introduces franchising opportunities in the hotel and restaurant industries.
HMG 5XXX	Real Estate Development and Feasibility Analysis in Hospitality	Elective for thesis track Required for non-thesis track	3	This course examines various factors influencing hospitality development decisions, including market conditions, financing options, regulatory requirements, and brand considerations. Students will develop and present a feasibility study for a proposed hospitality development project, including financial projections, risk assessments, and recommendations.
HMG 5XXX	Applied Revenue Management Techniques in Hospitality	Elective for thesis track Required for non-thesis track	3	This course explores the fundamental principles and concepts of revenue management along with practical applications and techniques involved in pricing and discounting strategies, overbooking practices, customer segmentation, competitive analysis, demand and revenue forecasting, and performance analysis within the hospitality

				industry.
HMG 5XXX	Directed Individual Study in Hospitality Management	Elective	3	The goal of this course is to provide advanced students the opportunity to engage in in-depth, independent research on a chosen topic in Hospitality Management. Under faculty supervision, students will produce a significant research paper, a professional presentation, or a creative project.
HMG 6XXX	Thesis	Required for thesis track	9	The goal of the thesis is to conduct original research in a specific area of Hospitality Management, culminating in a formal written thesis. Under faculty guidance, students will develop a research proposal, collect, and analyze data, and present their findings in a scholarly manner, contributing to the body of knowledge in the field.
HMG 6XXX	Thesis Defense	Required for thesis track	0	This course represents the final stage of the research and writing process for the master's thesis, where students will present and defend their work.
HMG 5XXX	Graduate Internship	Required for non-thesis track	9	This course's purpose is to offer students an opportunity for on-the-job management experience under the direction of an approved industry professional and a faculty coordinator.

Curricular framework for the proposed PhD program

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
HMG 5XXX	Applied Research in Hospitality	Required	3	The goal of this course is to examine research process, research design, survey research, measurement, sampling, data collection techniques, and statistical techniques in Hospitality Management.
EDF 5464	Qualitative Research and Evaluation Methods	Required	3	This course explores the foundations and basic methodological approaches to qualitative research in education (and, more broadly, the social sciences).
HMG 5XXX	Machine Learning, Data-Driven Decision Making and Visualization in Hospitality	Required	3	This course explores the transformative role of machine learning, big data, and business analytics in the hospitality industry. Students will learn how to leverage data-driven insights to enhance decision-making, optimize operations, and improve the guest experience.
HMG 5XXX	The Psychology of the Consumer Experience	Required	3	This course explores the psychological factors influencing consumer behavior, including cognitive, emotional, and social elements that shape purchasing decisions. Students will learn how businesses leverage

				these psychological insights to develop effective marketing strategies and cultivate positive customer experiences
HMG 6XXX	Multivariate Statistics in Hospitality Research	Required	3	This course equips students with advanced statistical techniques for analyzing complex datasets in hospitality research, focusing on multivariate methods like ANOVA, regression, factor analysis, and cluster analysis. Students will learn to apply these techniques using statistical software to address research questions related to consumer behavior, market segmentation, and operational performance within the hospitality industry.
HMG 5465	Hospitality Financial Management	Elective	3	This course will provide a comprehensive overview of the fundamental principles and theoretical framework that form the foundation of corporate financial management decisions in the hospitality industry.
HMG 5229	Management Ethics	Elective	3	This course develops skills needed for the analysis and development of interpersonal management skills, focusing on leadership, ethics, employee and

				guest relations, and team building.
HMG 5258	Innovative Practices in Lodging Management	Elective	3	This course presents lodging operations and management from an integrated viewpoint with a focus on entrepreneurship. The course integrates operations, marketing, strategy, consumer behavior, and human resources.
HMG 5501	Hospitality Marketing Strategy	Elective	3	This course provides students with an advanced understanding of both theoretical and practical issues within the domain of marketing strategy.
HMG 5655	Franchising & Management Agreements	Elective	3	This course provides an overview of franchising agreements and management agreements focusing on the ownership structure in the hospitality industry. The course covers the principles of franchise and management agreements and introduces franchising opportunities in the hotel and restaurant industries.
HMG 5XXX	Real Estate Development and Feasibility Analysis in Hospitality	Elective	3	This course examines various factors influencing hospitality development decisions, including market conditions, financing options, regulatory requirements, and brand considerations.

				Students will develop and present a feasibility study for a proposed hospitality development project, including financial projections, risk assessments, and recommendations.
HMG 5XXX	Applied Revenue Management Techniques in Hospitality	Elective	3	This course explores the fundamental principles and concepts of revenue management along with practical applications and techniques involved in pricing and discounting strategies, overbooking practices, customer segmentation, competitive analysis, demand and revenue forecasting, and performance analysis within the hospitality industry.
HMG 5XXX	Directed Individual Study in Hospitality Management	Elective	3	The goal of this course is to provide advanced students the opportunity to engage in in-depth, independent research on a chosen topic in Hospitality Management. Under faculty supervision, students will produce a significant research paper, a professional presentation, or a creative project.
HMG 6XXX	Qualifying Exam	Required	0	The qualifying exam is designed to assess the student's suitability for pursuit of the Doctor of Philosophy degree in

				Hospitality Management and to facilitate counseling in the development of the student's program of study.
HMG 6XXX	Scientific Foundations of Hospitality	Required	3	The goal of this seminar course is to examine philosophical foundations, schools of thought, and the contributions from social and behavioral sciences that heavily influence Hospitality Management.
HMG 6XXX	Supervised Teaching and New Faculty Development	Required	3	The goal of this course is to examine pedagogical practices and develop necessary teaching skills as college professors.
HMG 6XXX	Advanced Research Seminar in Hospitality Management	Required	3	The goal of this seminar course is to examine current research practices, theories, and methodologies in Hospitality Management.
HMG 6XXX	PhD Graduate Seminar and Grantsmanship	Required	3	The goal of this seminar course is to examine grant writing components and grant funding opportunities and develop grant ideas and proposals in Hospitality Management.
EDF 5406	Multivariate Analysis Applications	Required	3	This course examines design and analysis of research studies with multiple independent and dependent variables including path analysis, confirmatory factor

				analysis, and exploratory factor analysis.
EDF 5409	Structural Equation Modeling	Required	3	This course considers rationale, mathematical theory, and application of structural equation modeling (SEM). Techniques include SEM with non-normal and categorical data, structural regression models, multiple-sample SEM, equivalent models, and longitudinal growth curve models.
6XXX	Cognates	Required	9	Students must select a supporting area which emphasizes course work offered outside of the Dedman College of Hospitality. Students will take 9 credit hours of graduate-level courses offered by other academic units within the FSU. This is intended to encourage interdisciplinary synergy between the College and other academic units at FSU and will enhance the concentration area of the program.
HMG 6XXX	Preliminary Exam	Required	0	Upon completing all required course work students must register for preliminary exam, which is designed to determine whether students are prepared to begin to work on a PhD dissertation.
HMG 6XXX	Dissertation Prospectus	Required	0	This course represents the beginning stage of

	Defense			the research and writing process for the doctoral dissertation, where students will present and defend their dissertation proposal. After being admitted to candidacy, students are required to prepare a dissertation prospectus that will enable the committee to determine if the project is acceptable.
HMG 6XXX	Dissertation	Required	27	The goal of the dissertation is to conduct original, in-depth research that significantly contributes to the field of Hospitality Management, culminating in a formal dissertation. Under the guidance of a faculty committee, students will develop a rigorous research agenda, execute advanced research methodologies, and defend their findings in a scholarly manner, demonstrating expertise and contributing new knowledge to the discipline.
HMG 6XXX	Dissertation Defense	Required	0	This course represents the final stage of the research and writing process for the doctoral dissertation, where students will present and defend their work.

E. Does an industry or employer advisory council exist to provide input regarding curriculum development, student assessment, and academic workforce alignment?

☒ Yes

☐ No. Describe any plans to develop one or other plans to ensure academic workforce alignment.

The Dedman College of Hospitality has a 16-member Dean's Council, representing a variety of segments within the hospitality industry. During its bi-annual meetings, this council provided critical input on curriculum development, student assessment, and academic workforce alignment for the proposed MS and PhD programs in Hospitality Management, directly supporting their creation. The Council's input was essential in designing curricula that address the evolving needs of the industry, implementing robust methods for student assessment, and aligning the programs with academic workforce requirements. By providing expert guidance, the Council ensured that these programs will not only produce highly skilled professionals but also foster research and innovation in the hospitality field. They view the programs as vital for advancing hospitality education, developing future faculty, and cultivating thought leaders to drive the industry forward.

- E. Explain how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Has a strategy been established for assessing student learning and reviewing academic workforce alignment to modify the curriculum as needed?

The competencies for the MS and PhD in Hospitality Management programs were identified through extensive collaboration with industry partners, the Dean's Council, and faculty focusing on both current and future workforce demands. These discussions emphasized critical skills such as data analytics, technology, revenue management, financial management, leadership, and other essential areas for success in the evolving hospitality industry. These competencies were carefully embedded into the curriculum through specialized courses, case studies, research projects, and hands-on experiential learning opportunities such as graduate internships, as well as direct engagement with industry professionals via guest lectures, workshops, and mentorship programs.

To ensure the curriculum remains responsive to industry trends, a continuous improvement framework is proposed. This strategy involves gathering regular feedback from key stakeholders, including students, alumni, faculty, and industry leaders. Workforce data, including emerging skills and job market trends, will also be closely monitored to guide necessary updates to the curriculum. Program and student learning outcomes have been established for both the MS and PhD. Program and student learning outcomes will be rigorously assessed using a variety of methods, such as real-world projects, presentations, case analyses, and research-based assignments, ensuring graduates develop the practical and analytical expertise required in the field and preparing graduates to excel as leaders, innovators, and experts in Hospitality Management.

Furthermore, the Dedman College of Hospitality faculty proposed a cyclical review process to ensure the MS and PhD curriculum aligned with evolving competencies and workforce requirements. This process includes a continuous evaluation of learning outcomes and student performance data, along with monitoring of trends in the academic job market and emerging research priorities within the hospitality sector. By enabling timely curriculum updates, this ongoing review ensures that the program remains relevant, equipping graduates with the skills and knowledge needed to excel in academic careers.

- G. Does the proposed curriculum align with Section 1001.706 (5)(a), Florida Statutes?
- ☒ Yes
- ☐ No

- H. For degree programs in medicine, nursing, and/or allied health sciences, identify the courses with the competencies necessary to meet the requirements in [Section 1004.08, Florida Statutes](#).

For teacher preparation programs, identify the courses with the competencies required in [Section 1004.04, Florida Statutes](#).

☒ Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.

- I. Select the anticipated mode of delivery for the proposed program.

- ☒ Face-to-Face
☐ Hybrid
☐ Distance Learning

If the method(s) of delivery will require specialized services or additional financial support, describe the projected costs below.

- J. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or an increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort with another academic department(s), college(s), or school(s) within the institution, provide a letter(s) of support or MOU(s) from each department, college, or school in Appendix B.

There is no potential impact related to general education or common prerequisites because the proposed degrees are graduate level. The proposed graduate programs in Hospitality Management are designed to be interdisciplinary, recognizing the interconnectedness of hospitality with other fields. This approach not only enriches the student experience but also fosters collaboration across different academic units within FSU. Specifically, the proposed PhD program requires students to take elective courses outside the Dedman College of Hospitality, broadening their perspectives and research capabilities. To facilitate this, the Dedman College has proactively engaged with other colleges and established formal agreements to ensure seamless access to relevant coursework. MOUs have been signed with the College of Social Sciences and Public Policy, the College of Education, Health, and Human Sciences, the College of Arts and Sciences, and the College of Business. See Appendix B for MOUs with each of these Colleges.

- K. Describe any currently available sites for internship and/or practicum experiences and any plans to seek additional sites in the next five years.

☐ Not applicable to this program because students are not expected to seek internship or practicum opportunities as a required curriculum component.

While internships are not a requirement for graduation, the MS students will have the option to complete an internship for academic credit. We expect many of them to take advantage of the robust network of industry contacts available through the college. Each fall and spring semester, the Dedman College of Hospitality hosts an in-person networking event called the Career & Internship Expo. This event draws approximately 50 companies per semester to recruit Dedman students for jobs and internships. While the companies attending this event will vary, students can expect to meet with industry leaders such as Marriott International, Hyatt Hotels & Resorts, St. Joe Club & Resorts, J. Alexander's Restaurants, Republic National Distributing Company, etc. In addition to the Career & Internship Expo, the Dedman College employs a full-time staff member to coordinate career events and assist students with finding jobs and internships.

- L. Identify any established or planned educational sites where the program will be offered or administered. Provide a rationale if the proposed program will only be offered or administered at a site(s) other than the main campus.

The proposed graduate programs will only be offered face to face on the Main Tallahassee campus.

- M. If the institution has conducted recent program reviews, received feedback from accreditation bodies, or received input from other entities that affect the proposed program, describe the institution's progress in implementing the recommendations.

In Fall 2021, the Dedman College of Hospitality participated in the Quality Enhancement Review (QER) process, a requirement of the Office of the Provost and Academic Affairs. During this process, the Dean of the Conrad N. Hilton College of Global Hospitality Leadership, Dr. Dennis Reynolds, visited Florida State University, met with stakeholders, including, students, faculty and alumni, and reported findings. His report focused on the undergraduate degrees offered within the Dedman College as well as the Master of Science in Hospitality Entrepreneurship (MSE) that the college currently offers in partnership with the Jim Moran College of Entrepreneurship.

In evaluation of the Master of Science in Hospitality Entrepreneurship, Dr. Reynolds commented that the curriculum was adequately robust. This comment is relevant to the proposed Master of Science in Hospitality Management, as students would take some of the same courses since we can expect some overlap in interest areas. One improvement, though, would be the increased focus on research in the proposed program and the ability for students to complete a thesis track graduate degree.

Interestingly, one of his most substantial findings of the QER was that the Dedman College of Hospitality needed to create a PhD program. To quote Dr. Reynolds, "Leading hospitality-management programs remain leaders because they are contributing to the academy with doctoral students. The Dedman College will simply not be able to attract leading scholars without a doctoral program." As part of this recommendation, he suggested hiring two new tenure-track faculty members, along with one full time specialized faculty member. The Dedman College has recently filled all three of these new faculty positions in anticipation of this new program.

VI. Faculty

- A. Identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty in the table below. Additionally, provide the curriculum vitae for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Tarik Dogru, PhD Hospitality Management	Associate Professor	Tenure	Fall 2024
A	Woody Kim, PhD Hospitality Management	Professor	Tenure	Fall 2027
A	Nathan Line, PhD Hospitality Management	Professor	Tenure	Fall 2027
A	Lydia Hanks, PhD Hospitality Management	Professor	Tenure	Fall 2027
A	Sean McGinley, PhD Hospitality Management	Associate Professor	Tenure	Fall 2027
A	Bingjie "Becky" Liu-Lastres, PhD Hospitality Management	Associate Professor	Tenure Track	Fall 2027
A	Abhi Sharma, PhD Hospitality Management	Assistant Professor	Tenure Track	Fall 2027
A	Hyekyung "Danielle" Park, PhD Hospitality Management	Assistant Professor	Tenure Track	Fall 2027
A	Milly Njeri, PhD Hospitality Management	Assistant Professor	Tenure Track	Fall 2027

B	New faculty to be hired on a vacant line, PhD Hospitality Management	Associate or Assistant Professor	Tenure or Tenure Track	Fall 2027

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & General Revenue
D	Existing faculty hired on contracts/grants	Contracts/Grants
E	New faculty to be hired on contracts/grants	Contracts/Grants
F	Existing faculty on endowed lines	Philanthropy & Endowments
G	New faculty on endowed lines	Philanthropy & Endowments
H	Existing or new faculty teaching overload in addition to assigned course load	Enterprise Auxiliary Funds

- B. Provide specific evidence demonstrating that the academic unit(s) associated with the proposed program has been productive in teaching, research, and service. Such evidence may include trends over time for average course load, student headcount in major or service courses, degrees granted, external funding attracted, and other indicators of excellence (e.g., thesis, dissertation, or research supervision).

The faculty members at the Dedman College of Hospitality have demonstrated significant productivity in teaching. Each faculty member has taught a wide range of courses, showcasing their expertise and commitment to student learning, including courses on lodging management, leadership, ethics, organizational behavior, sustainability in service organizations, marketing strategy, integrated marketing for hospitality, managing service organizations, business strategy for the hospitality industry, hospitality revenue management, financial management, and accounting. Beyond teaching existing courses, faculty members have also developed new courses. For example, Sean McGinley created a course addressing human resource issues in the hospitality industry, while Nathaniel Line developed a course on marketing strategy. The typical teaching load for the research faculty within the Dedman College has been two classes per semester, with enrollments as small as 42 students. As the college has grown, the faculty have successfully offered more sections of some courses while increasing the size of others, ensuring that quality does not falter. There are currently 600 total undergraduate students within the college and 34 students enrolled in the Master of Science in Hospitality Entrepreneurship program.

Furthermore, the faculty at the Dedman College of Hospitality have established an impressive record of scholarly productivity with about 400 hundred scholarly publications collectively averaging more than 20 publications a year. Their work has been published in numerous high-impact journals, including *Journal of Hospitality and Tourism Research*, *International Journal of Contemporary Hospitality Management*, *International Journal of Hospitality Management*, *Cornell Hospitality Quarterly*, *Tourism Management*, *Journal of Sustainable Tourism*, *Annals of Tourism Research*, *Journal of Travel Research*, and *Tourism Economics* highlighting their contributions to the field. In addition to their journal publications, faculty members have actively presented their research at national and international academic conferences, including International Council on Hotel, Restaurant, and Institutional Education, Travel and Tourism Research Association, European Council on Hotel, Restaurant, and Institutional Education, CHRIE, Asia Pacific Council on Hotel, Restaurant, and Institutional Education, and so on. Also, the faculty's academic work has been further recognized by awards they have received. Collectively, the faculty at the Dedman College of Hospitality holds more than 20 teaching and research awards, including the "Lifetime Achievement Award", which is the most prestigious award earned in the hospitality field, awarded to Dr. Woody Kim.

The faculty have also excelled in service activities, contributing to the university, college, and department through committee work and other initiatives. Their involvement at multiple levels underscores their dedication to institutional success. For

example, Alishia Piotrowski has served on Florida State University's Committee for Assessment of Student Learning (CASL) and the Council of Associate and Assistant Deans (CAAD). Nathaniel Line has represented the college on the ASPIRE Committee and the Business of Health Care Summit Planning Committee. Woody Kim's service includes roles on the University Graduate Policy Committee and the University Promotion & Tenure Committee. Beyond committee work, the faculty have engaged in additional service activities by serving on the editorial boards of most prestigious hospitality journals as editors, associate editors, co-editors, guest editors and reviewers.

In summary, the faculty members of the Dedman College of Hospitality have demonstrated exceptional productivity in teaching, research, and service. They have taught a diverse array of courses, developed new curricula, published in esteemed journals, presented at notable international, national, and regional conferences, and actively contributed to the university through committee service and community engagement. Their collective efforts highlight their commitment to academic excellence and professional development.

VII. Estimate of Investment

- A. Provide the tuition rate for the proposed program for resident and non-resident students.

Resident/Credit Hour	Non-Resident/Credit Hour
\$479.32/Credit Hour	\$1,110.72/Credit Hour

If the proposed program will operate as self-supporting, market tuition rate, or establish differentiated graduate-level tuition, per [Board of Governors Regulation 8.002](#), complete Appendix F, Self-Supporting & Market Rate Tuition.

- B. Complete the summary table below.

- Provide funding sources for Years 1 and 5 of program operation.
- Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	10M, 4D	\$515,468.87	-	-	\$515,468.87
Year 2	20M, 8D				
Year 3	20M, 12D				
Year 4	20M, 16D				
Year 5	20M, 16D	\$658,723.70	-	\$512,433.64	\$1,171,157.34

- C. Is the infrastructure in place to meet the new degree program requirements, such as hiring faculty and staff, curriculum development, facilities, and funding, before enrollment of students to the program?

☒ Yes

☐ No. If not, is there a plan to establish the infrastructure to support the program?
Please describe.

VIII. Institutional Resources

A. Describe any additional library resources needed to implement and/or sustain the program through Year 5.

☒ Not applicable to this program because no additional library resources are needed to implement or sustain the proposed program.

B. Describe any specialized equipment and space currently available to implement and/or sustain the proposed program through Year 5.

The Dedman College of Hospitality does not need any additional equipment or space to implement and/or sustain the proposed programs.

C. Describe any additional specialized equipment or space needed to implement and/or sustain the program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space. Costs for new construction should be provided in response to Section VIII.D. below.

☒ Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5.

D. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase due to the program, describe and estimate those expenses below. High enrollment programs, in particular, are expected to necessitate increased costs in non-I&R activities.

☒ Not applicable to this program because no new capital expenditures are needed to implement or sustain the program through Year 5.

E. Describe any additional special categories of resources needed to operate the proposed program through Year 5, such as access to proprietary research facilities, specialized services, or extended travel.

☒ Not applicable to this program because no additional special categories of resources are needed to implement or sustain the program through Year 5.

F. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5.

☐ Not applicable to this program because no fellowships, scholarships, and/or graduate assistantships will be allocated to the proposed program through Year 5.

The Dedman College of Hospitality plans to award assistantships to each of the enrolled PhD students. These assistantships will be \$25,000 per academic year, plus benefits at a total cost of approximately \$32,500 per student per year. In year one, this should equate to approximately \$130,000 per year. In year 5, this cost is expected to be approximately \$520,000.

The College is fortunate to have a robust scholarship allocation each year, provided by successful alumni and distributed through the FSU Foundation. In the 2024/2025 academic year, the college awarded approximately \$220,000 in privately funded scholarships. Most of these funds went to undergraduate students, as the college currently only has just over 30 master's level students. However, many of the scholarship funds are open to both graduate and undergraduate students. Some of the funds that the college expects to use for MS and PhD scholarships are the Dedman Endowment in Hospitality, the Dedman College 75th Anniversary Scholarship, the Chris J. Kalfas Memorial Scholarship, the Davis H.A. Student Scholarship, and the Jane and George Morgan Student Travel Fund in Hospitality. In 2024-2025, these funds disbursed a collective \$45,000 in scholarships, all of which the new MS and PhD students would be eligible to apply. This private funding, in conjunction with PhD assistantships, should support student need at both the MS and PhD levels.

IX. Required Appendices

Table 1 outlines the required appendices by degree level. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.

Table 1. Appendices

	Appendix Title	Degree Level	Required for Specific Programs	Included Yes/No
A	Consultant's Report and Institutional Response	Doctoral or Professional		Yes
B	Letters of Support or MOUs from Other Academic Units	Any new program	Only for programs offered in collaboration with other academic unit(s) within the institution	Yes
C	Common Prerequisite Request Form	Bachelor's		No
D	Request for Exception to the 120 Credit Hour Requirement	Bachelor's	Requesting approval to exceed the 120 credit hour requirement	No
E	Request for Specialized Admissions Status	Bachelor's	Requesting approval for specialized admissions status	No
F	Self-Supporting & Market Rate Tuition Programs	Graduate programs	Only for self-supporting or market tuition rate programs	No
G	Faculty Curriculum Vitae	Any new program		Yes

Table 2. Additional Appendices

Appendix	Appendix Title	Description
FSU A	PO an SLOs - MS	This appendix presents program outcomes, student learning outcomes, numeric targets, and assessment plans for the proposed MS program.
FSU B	PO an SLOs - PhD	This appendix presents program outcomes, student learning outcomes, numeric targets, and assessment plans for the proposed PhD program.

Instructions:

According to Board of Governors Regulation 8.011, Academic Degree Program Coordination and Approval, all institutions requesting Board of Governors' approval for a new doctoral-level program are required to submit a formal written review of the proposal by a qualified external academic consultant or for newly emergent fields where there are limited qualified experts, a cross-section of visiting experts. Institutions must submit a copy of the written review and a summary document describing how feedback was incorporated into the proposal or why feedback was not addressed. The consultant's report and institutional response format shall be determined by the individual institution submitting the proposal; however, both the review and the institutional response must be present and clearly identified.

Name of Consultant:	<u>Nancy Gard McGehee</u>
Affiliation:	<u>Pamplin College of Business Virginia Tech</u>
Qualification/Area of Expertise:	<u>R.B. Pamplin Professor of Hospitality and Tourism Management</u>
Date of Review:	<u>March 10 2025</u>

In the space provided below, please list the recommendations provided by the external consultant and explain how those recommendations were or were not incorporated into the proposal. For recommendations that were not included, provide an explanation.

External Review of a Proposal by Florida State University for the establishment of a graduate degree program in Hospitality Management

**Nancy Gard McGehee
R.B. Pamplin Professor of Hospitality and Tourism Management
Pamplin College of Business
Howard Feiertag Department of Hospitality and Tourism Management
Virginia Tech
Blacksburg VA**

The following is a review of Florida State Universities proposal to offer a PhD program in Hospitality Management beginning Fall 2026. This review was conducted to judge compliance with the Florida Board of Governors New Degree Criteria.

This is an excellent proposal that is timely and well written which addresses all the Board of Governors' criteria. Exhaustive evidence and materials are provided that demonstrate that the proposal meets all the criteria. The proposal to have this program housed in the Dedman College of Hospitality is the proper choice given the current extensive ongoing research in that college that is hospitality related. The FSU Hospitality Management program has an international reputation for producing cutting edge and innovative research, so it comes as no surprise that their PhD program proposal reflects the same. This will significantly enhance FSUs already well-respected reputation in the Hospitality Management sector.

I believe it is important to note that this is far from a spur of the moment proposal. The FSU Dedman College faculty have been purposefully selected and nurtured in a way to create an environment of research excellence. They each come from highly regarded programs. As Co-Editor-In-Chief of an elite journal in their field, I can speak firsthand to the level and quality of research that is produced in the college. Since its inception, the Dedman College has been strategically developed with the goal of the addition of a PhD program. Leveraging the already outstanding research and education in the Dedman College also translates to the minor cost of the new proposed graduate degree program in Hospitality.

I was pleased to see that the primary goal of the program is to supply skilled academics for universities while also generating industry-relevant insights. This balance of academic excellence with practical implications is a hallmark of the College as well as tantamount to the success of the future PhD program. Imparting this skill set to future graduates will position them for top positions at prestigious programs.

It comes as no surprise that the Board of Governors is always concerned about potential duplication of programs in the state. This is not an issue in this case. As pointed out in the proposal, the Hospitality program at FSU will complement, rather than compete with, the other

programs in the state and advance the expertise available to stakeholders in the hospitality and tourism field. It is laudable that the FSU team deliberately and transparently engaged in discussions with the major programs throughout the state as part of the proposal development process. Further, it is important to recognize that in Florida, the hospitality and tourism industry is an essential component of the State's economy, valued at \$127.7 billion in 2023 and increasing an average of 5% per year. Given its value, the need for the Hospitality Management graduate degree program is clearly justified. The level of activity in the State of Florida within the hospitality sector makes adding an additional graduate degree program in at FSU the proper and timely thing to do.

I believe this is an excellent proposal that the Board of Governors should feel highly confident in approving. Feel free to reach out to me at nmcgehee@vt.edu or 540 357 2921 (cell) if you would like additional input.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nancy S McGehee", written in a cursive style.

Nancy Gard McGehee
R.B. Pamplin Professor of Hospitality and Tourism Management
Howard Feiertag Department of Hospitality and Tourism Management
Pamplin College of Business
Virginia Tech
Blacksburg VA

Response to reviewer's recommendation

Dr. Nancy McGehee kindly served as an external academic consultant to review the proposal for Ph.D. in Hospitality Management program in the Dedman College of Hospitality at Florida State University. Dr. McGehee strongly supports the creation of the doctoral program in hospitality management. We did not observe any criticisms in is her review and feedback. Therefore, we do not have any further modifications for our proposal based on her review.

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Arts and Sciences** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Arts and Sciences.

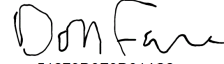
PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to two 3-credit hour graduate level courses in the College of Arts and Sciences throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Arts and Sciences or the instructors of the courses. The potential courses include, but are not limited to the following:

PSY 5916 Modern Psychometrics
PSY 6919r Research Analysis and Design I (ANOVA)
PSY 6919r Research Analysis and Design II (Regression)
PSY 5916 Meta-analysis
PSY 5916 Multilevel Modeling
PSY 5916 Structural Equation Modeling
STA 5207 Applied Regression Methods
STA 5238 Applied Logistic Regression
STA 5707 Applied Multivariate Analysis

Also, PhD students enrolled in the Hospitality Management program at Dedman College of Hospitality may request the College of Arts and Sciences to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Arts and Sciences.

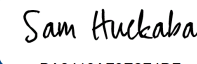
This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Arts and Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

51279D0F0D014C2...
Don Farr

Dean, Dedman College of Hospitality

Date: 2/18/2025 | 3:26 PM EST

DocuSigned by:

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Sam Huckaba

Dean, College of Arts and Sciences

Date: 3/6/2025 | 2:17 PM EST

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Business** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Business.

PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 9 credits, outside of the college, in a secondary concentration. To fulfill this requirement, students may need to be enrolled in up to three 3-credit hours graduate level courses in the College of Business throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Business or the instructors of the courses. The potential concentrations include, but are not limited to the following:

Finance (choose 3 of the following):

FIN 6449 Doctoral Seminar in Corporate Finance
FIN 6527 Doctoral Seminar in Investments - Finance and Investments
FIN 6804 Asset Pricing Theory (*currently FIN 6804 Foundations of Financial Theory I*)
FIN 6XXX Corporate Finance Theory (*currently FIN 5935 Foundations of Financial Theory II*)

Marketing (choose 3 of the following):

MAR 6XXX Inductive Reasoning and Sociocultural Theory in Marketing
MAR 6665 Seminar in Marketing Models
MAR 6575 Seminar in Marketing: Topics in Consumer Behavior
MAR 6828 Seminar in Marketing: Elements and Integration of Marketing Strategy
MAR 6506 Seminar in Consumer Behavior Methods
MAR 6636 Quantitative Methods I: Theory Building from Data

Management/Organizational Behavior (choose 3 of the following):

MAN 6235 Seminar in Organizational Theory
MAN 6932 Strategic Management: Literature Overview
MAN 6931 Strategy Microfoundations
MAN 6795 Strategy II (focus on entrepreneurship)
MAN 6686 Strategy International Business
MAN 6275 Organizational Behavior I
MAN 6306 Seminar in Human Resource Management
MAN 6933 Seminar in Leadership

Also, PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality may request the College of Business faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Business faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Business. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

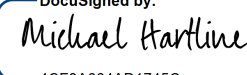
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Don Farr

Dean, Dedman College of Hospitality

Date: 3/20/2025 | 10:27 AM EDT

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Michael D. Hartline

Dean, College of Business

Date: 3/21/2025 | 9:46 AM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Education, Health, and Human Sciences** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Education, Health, and Human Sciences.

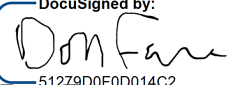
MS students enrolled in the Hospitality Management program at Dedman College of Hospitality are required to complete 3 credits of a qualitative methods course outside of the college. Also, PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to three 3-credit hours graduate level courses in the College of Education, Health, and Human Sciences throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Education, Health, and Human Sciences or the instructors of the courses. The potential courses include, but are not limited to the following:

EDF 5402 Advanced Topics in ANOVA (3 hrs)
EDF 5406 Multivariate Analysis Applications (3 hrs)
EDF 5409 Structural Equation Modeling (3 hrs)
EDF 5464 Qualitative Methods (3 hrs)
EDF 6482 Experimental/Quasi Experimental Design (3 hrs)
EDF 6937 Advanced Structural Equation Modeling (3 hrs)
EDF 6937 Longitudinal Data Analysis (3 hrs)
EDF 6937 Mediation and Moderation (3 hrs)

Also, PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality may request the College of Education, Health, and Human Sciences faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Education, Health, and Human Sciences faculty.

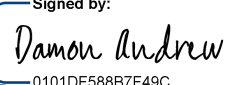
This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Education, Health, and Human Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

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Don Farr

Dean, Dedman College of Hospitality

Signed by:

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Damon Andrew

Dean, College of Education, Health, and
Human Sciences

Date: 2/18/2025 | 3:19 PM EST

Date: 2/18/2025 | 3:34 PM EST

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the **Dedman College of Hospitality** and the **College of Social Sciences and Public Policy** to facilitate the enrollment of PhD students in Hospitality Management in various graduate-level courses offered by the College of Social Sciences and Public Policy.

PhD students enrolled in the Hospitality Management program at the Dedman College of Hospitality are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to two 3-credit hour graduate level courses in the College of Social Sciences and Public Policy throughout their PhD study. Students must meet the prerequisites and other requirements set forth by the College of Social Sciences and Public Policy or the instructors of the courses. The potential courses include, but are not limited to the following:

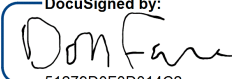
ECO 5115 Product Markets and the Theory of the Firm
ECO 5116 Imperfect Competition, Factor Markets, and Income Distribution
ECO 5416 Econometrics I
ECO 5454 Empirical Methods in Applied Economics
ECO 5423 Econometrics II
ECO 5424 Econometric Methods for Panel Data
ECO 5453 Experimental Economics
ECO 6176 Behavioral Economics
SYA 5315 Introduction to Qualitative Research Methods
SYA 5407/6314 Advanced Qualitative Methods

Also, PhD students enrolled in the Hospitality Management program at Dedman College of Hospitality may request the College of Social Sciences and Public Policy faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Social Sciences and Public Policy faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Dedman College of Hospitality and the Dean of the College of Social Sciences and Public Policy. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

Don Farr

DocuSigned by:

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Dean, Dedman College of Hospitality

Tim Chapin

DocuSigned by:

72E7277DB3D6423...

Dean, College of Social Sciences and
Public Policy

Date: 3/17/2025 | 4:56 PM EDT

Date: 3/17/2025 | 4:58 PM EDT

Curriculum Vitae

Tarik Dogru

March 06, 2025

General Information

University address: Hospitality Administration
Dedman College of Hospitality
University Center Building B4100
Florida State University
Tallahassee, Florida 32306-2541

E-mail address: tdogru@fsu.edu
tdogru@dedman.fsu.edu

Professional Preparation

2016 Ph.D., University of South Carolina. Major: Hospitality Management.
Corporate Finance, Tourism Economics. Supervisor: Ercan Sirakaya-Turk.

Tarik Dogru. (2016). *Theory of Under- and Overinvestment: An Empirical Examination of Value Creation and Destruction in Hospitality Firms*.
Unpublished doctoral dissertation, University of South Carolina.

2010 Master of Science, Zonguldak Karaelmas University, Turkey. Major: Business Administration.

2008 Bachelor of Science, Zonguldak Karaelmas University, Turkey. Major: Business Administration.

Professional Credential(s)

2015–present Certified Hospitality Educator (CHE).

2015–present Preparing Future Faculty Certificate.

2015–present Certification in Hotel Industry Analytics (CHIA).

Professional Experience

2023–present	Director of Graduate Programs, Dedman College of Hospitality, Florida State University.
2022–present	Associate Professor, Dedman College of Hospitality, Florida State University.
2018–2022	Assistant Professor, Dedman College of Hospitality, Florida State University.
2016–2018	Assistant Professor of Hospitality Finance and Accounting, School of Hospitality Administration, Boston University.
2012–2016	Instructor, College of Hospitality, Retail and Sport Management, University of South Carolina.
2009–2012	Research Assistant, Business Administration, Ahi Evran University.

Honors, Awards, and Prizes

Best Paper Award, Asia Pacific Council of Hotel, Restaurant, and Institutional Education (2024).
 Best Paper Award, International Council of Hotel, Restaurant, and Institutional Education Association (2018).
 Award for Best Graduate Student Research Paper, International Association of Hospitality Financial Management Education (2016).
 Anatolia Silver Research Paper Award, World Conference for Graduate Research in Tourism (2014).

Current Membership in Professional Organizations

Hospitality Financial and Technology Professionals
 International Association of Hospitality Financial Management Education
 International Council of Hotel, Restaurant, and Institutional Education Association

Teaching

Courses Taught

Accounting and Finance for Entrepreneurs (ENT5417)
 Hospitality Managerial Accounting (HFT3431)
 Franchising and Management Agreements (HMG5655)
 International Food and Culture (HFT2890)
 European Food & Culture (HFT4930)

Franchising and Management Agreements (HMG 5908)
Accounting and Finance for Entrepreneurs (ENT 5930)
Hospitality Managerial Accounting (HFT3431)
Hospitality Financial Management (HF 711)
Managerial Accounting for the Hospitality Industry (HF 310)
Financial Accounting (RETL 261)
Social Science Foundations of Tourism (HRTM J280)
Tourism Economics (HRTM 483)

New Course Development

Franchising and Management Agreements (2021)
Accounting and Finance for Entrepreneurs (2020)

Research and Original Creative Work

Publications

Invited Journal Articles

Dogru, T., Line, N., Hanks, L., Acikgoz, F., Abbott, J., Bakir, S., Berbekova, A., Bilgihan, A., Iskender, A., Kizildag, M., Minwoo, L., Woojin Lee, Sean McGinley, Mody, M., Irem Onder, Ozgur Ozdemir, & Courtney Suess. (2024). The implications of generative artificial intelligence in academic research and higher education in tourism and hospitality. *Tourism Economics*, 30(5), 1083-1094. doi:<https://doi.org/10.1177/13548166231204065>

Dogru, T., Bulut, U., & Sirakaya-Turk, E. (2021). Modeling Tourism Demand: Theoretical and Empirical Considerations for Future Research. *Tourism Economics*, 27(4), 874-889.

Agbola, F. W., Dogru, T., & Gunter, U. (2020). Tourism demand: Emerging theoretical and empirical issues. *Tourism Economics*, 26(8), 1307-1310.

Refereed Journal Articles

Dogru, T., Hanks, L., Line, N., Mody, M., & Suess, C. (submitted). From Service to Virtue: How Organizations Can Harness Hospitality to Foster Transformative Social Change. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

Li, X., Dogru, T., Liang, C., & Li, H. (submitted). Governments' environmental attention and

- tourism development. *Journal of Travel Research*. Manuscript submitted for publication.
- Erol, I., Dogru, T., Oztel, A., Bilgihan, A., Peker, I., & Onder, I. (submitted). Identifying and Analyzing Resilience Indicators for the Tourism Industry: Theory and Evidence from a Mixed Method Approach. *Tourism Management*. Manuscript submitted for publication.
- Ongan, S., Gocer, I., Isik, C., & Dogru, T. (submitted). Measurement and Assessment of Uncertainties in Tourism: Introducing the Tourism Uncertainty Index. *Tourism Management*. Manuscript submitted for publication.
- Dogru, T., Assaf, A., & Scuderi, R. (submitted). Using Generative AI in Academic Research: Sparking (and hopefully settling) the Debate. *Tourism Economics*. Manuscript submitted for publication.
- Hanks, L., Line, N., Dogru, T., & Lu, L. (submitted). Where, what, and why: New insights into EWOM posting behavior. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Qi, R., Mou, X., Lui, H., Dogru, T., & So, K. (submitted). Analyzing and Mapping Vulnerability and Resilience of the Hospitality Industry: An Evolutionary Approach. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Sharma, A., McGinley, S., Dogru, T., & Nicolau, J. L. (submitted). Effect of Job Alternatives on Tourism Performance. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Baydeniz, E., Dogru, T., Wei, W., & Mody, M. (submitted). Organizational characteristics, ethical leadership, and employee job performance: An investigation from the lenses of appraisal responses to behavioral outcomes model. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Um, T., Lee, M., Back, K., & Dogru, T. (submitted). Professionalization and performance of multi-unit Airbnb hosts: The effect of geographical distance and geographical diversification. *International Journal of Hospitality Management*. Manuscript submitted for publication.
- Dogru, T., Lee, M., So, K., & Wu, L. (submitted). The dark side of social media: Critical reflection and future research. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.
- Suess, C., Hanks, L., Dogru, T., & Mody, M. (submitted). The effect of third-party social support on healing, coping and loneliness: An examination of accommodation guests undergoing medical procedure. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

- Bakir, S., Dogru, T., Bilgihan, A., & Ayoun, B. (2025). AI awareness and employee-related outcomes: A systematic review of the hospitality literature and a framework. *International Journal of Hospitality Management*, 124. doi:<https://doi.org/10.1016/j.ijhm.2024.103973>
- Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Albert, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmén, E., Geranasso, M., Gomez, D., Graves, S., Iskender, A., Ivanov, S., Kizildag, M., Minwoo, L., & Lockett, J. (2025). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality & Tourism Research*, 49(2), 235-253. doi:<https://doi.org/10.1177/10963480231188663>
- Sengoz, A., Dogru, T., Mody, M., & Isik, C. (2025). Guiding the path to sustainable tourism development: Investigating the role of tour guides. *Tourism Management*.
- Line, N., Hanks, L., Dogru, T., & Lu, L. (2024). Assigning credit and blame: How delivery services affect restaurant EWOM. *International Journal of Hospitality Management*, 117. doi:<https://doi.org/10.1016/j.ijhm.2023.103644>
- Yang, Y., Dogru, T., Liang, C., Wang, J., & Xu, P. (2024). Developing and testing the efficacy of a novel forecasting methodology: Theory and evidence from China. *Tourism Economics*, 30(8), 2043-2069. doi:<https://doi.org/10.1177/13548166241248866>
- Dogru, T., McGinley, S., & Self, T. (2024). Hospitality industry attraction: The effect of rapid wage growth and job openings. *Tourism Management*, 103. doi:<https://doi.org/10.1016/j.tourman.2024.104888>
- Hanks, L., Mody, M., & Dogru, T. (2024). Is authenticity the new luxury? Examining the components and dynamics of the luxury accommodation experience. *Journal of Hospitality & Tourism Research*, 48(8), 1335-1349. doi:<https://doi.org/10.1177/10963480231204351>
- Kizildag, M., Ozdemir, O., Dogru, T., Demirer, I., & Gultek, M. (2024). Macroeconomic conditions, cash holdings, and financial constraints in restaurant firms. *Tourism Economics*. doi:<https://doi.org/10.1177/13548166241306473>
- Hanks, L., Line, N., Dogru, T., & Lu, L. (2024). Saving local restaurants: The impact of altruism, self-enhancement, and affiliation on restaurant customers' EWOM behavior. *Journal of Hospitality & Tourism Research*, 48(2), 301-326. doi:<https://doi.org/10.1177/10963480221092704>
- Erol, I., Dogru, T., Oztel, A., Peker, I., Onder, I., & Benli, T. (2024). Supply chain resilience in the tourism and hospitality industry: A comprehensive examination of driving and

- restraining forces. *International Journal of Hospitality Management*, 122. doi:<https://doi.org/10.1016/j.ijhm.2024.103851>
- McGinley, S., Dogru, T., & Sharma, A. (2024). The effect of job abundance on tourism employee turnover. *International Journal of Hospitality Management*, 119. doi:<https://doi.org/10.1016/j.ijhm.2024.103718>
- Bilgihan, A., Dogru, T., Hanks, L., Line, N., & Mody, M. (2024). The GAI Marketing Model: A Conceptual Framework and Future Research Directions. *International Journal of Hospitality Management*, 123. doi:<https://doi.org/10.1016/j.ijhm.2024.103929>
- Dogru, T., Mody, M., Hanks, L., Suess, C., Isik, C., & Sozen, E. (2024). The impact of business models and state regulations on the accommodation sector: Theory and empirical evidence from the recent pandemic. *International Journal of Contemporary Hospitality Management*, 36(6), 1713-1743. doi:<https://doi.org/10.1108/IJCHM-10-2022-1201>
- Farooq, U., Tabash, M. I., Al-Faryan, M. A. S., Isik, C., & Dogru, T. (2024). The Nexus between tourism-energy-environmental degradation: Does financial development matter in GCC countries? *Tourism Economics*, 30(3), 680-701. doi:<https://doi.org/10.1177/13548166231174812>
- Ozdemir, O., Dogru, T., Kizildag, M., & Erkmen, E. (2023). A critical reflection on digitalization for the hospitality and tourism industry: value implications for stakeholders. *International Journal of Contemporary Hospitality Management*, 35, 3305-3321.
- Dogru, T., McGinley, S., Sharma, A., Isik, C., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 99.
- Karagoz, D., Suess, C., Isik, C., Dogru, T., Šegota, T., Youssef, O., Rehman, A., Ahmad, M., & Alvarado, R. (2023). Event motivation, subjective well-being, and revisit intentions during the second wave of the pandemic: moderating effect of affective risk about COVID-19 and perceived trust. *Current Issues in Tourism*, 26(24), 4069-4086. doi:<https://doi.org/10.1080/13683500.2022.2158787>
- Mody, M., Woosnam, K., Suess, C., & Dogru, T. (2023). Hapless Victims or Empowered Citizens? Understanding Residents' Attitudes towards Airbnb using Weber's Theory of Rationality and Foucauldian Concepts. *Journal of Sustainable Tourism*, 31, 284-306.
- Mody, M., Jung, S., Dogru, T., & Suess, C. (2023). How do consumers select between hotels and Airbnb? A hierarchy of importance in accommodation choice. *International Journal of Contemporary Hospitality Management*, 35, 1191-1218.
- Cepni, O., Dogru, T., & Ozdemir, O. (2023). The contagion effect of COVID-19-induced uncertainty on US tourism sector: Evidence from time-varying granger causality test.

- Kocak, E., Dogru, T., Shehzad, K., & Bulut, U. (2023). The Economic Implications of the COVID-19 Outbreak on Tourism Industry: Empirical Evidence from Turkey. *Tourism Economics*, 29.
- Bulut, U., Ongan, S., Dogru, T., Isik, C., Munir, A., Alvarado, R., Amin, A., & Abdul, R. (2023). The nexus between government spending, economic growth, and tourism under climate change: testing the CEM model for the USA. *Environmental Science and Pollution Research*, 30.
- Dogru, T., Hanks, L., Suess, C., Line, N., & Mody, M. (2023). The resilience of the lodging industry during the pandemic: Hotels vs. Airbnb. *International Journal of Hospitality Management*, 109.
- Aksoy, L., Choi, S., Dogru, T., Keiningham, T., Lorenz, M., Rubin, D., & Tracey, J. B. (2022). Global Trends in Hospitality. *Journal of Business Research*, 142.
- Erol, I., Neuhofer, I. O., Dogru, T., Oztel, A., Cory, S., & Yorulmaz, A. C. (2022). Improving sustainability in the tourism industry through blockchain technology: Challenges and opportunities. *Tourism Management*, 93.
- Ozdemir, O., Kizildag, M., Dogru, T., Madanoglu, M., & Suess, C. (2022). Measuring the Effect of Infectious Disease Uncertainty on Hotel Room Demand: A Longitudinal Analysis of U.S. Hotel Industry. *International Journal of Hospitality Management*, 103.
- Dogru, T., Mody, M., Suess, C., Line, N., & Bonn, M. (2022). The effect of Airbnb on hotel performance: Comparing single- and multi-unit host listings. *Cornell Hospitality Quarterly*, 63, 297-312. doi:<https://doi.org/10.1016/j.tourman.2019.104049>
- Dogru, T., Akyildirim, E., Cepni, O., Ozdemir, O., Sharma, A., & Yilmaz, H. M. (2022). The effect of environmental, social and governance risks. *Annals of Tourism Research*, 95.
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disruptive impact on ten key hotel markets. *Tourism Management*, 72, 27-38.

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Isik, C., Dogru, T., & Sirakaya-Turk, E. (2018). A nexus of linear and non-linear relationships between tourism demand, renewable energy consumption, and economic growth: Theory and evidence. *International Journal of Tourism Research*, 20, 38-49.

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Dogru, T. (2018). Corporate investment and hotel firm value: Does corporate governance matter in financially constrained firms? *Cornell Hospitality Quarterly*, 59, 339-351.

Dogru, T., & Bulut, U. (2018). Is tourism an engine for economic recovery? Theory and empirical evidence. *Tourism Management*, 67, 425-434.

- Dogru, T., Erdogan, A., & Kizildag, M. (2018). Marriott Starwood Merger: What did we learn from a financial standpoint? *Journal of Hospitality and Tourism Insights*, 1, 121-136.
- Dogru, T., & Sirakaya-Turk, E. (2018). Modeling Turkish outbound tourism demand using a dynamic panel data approach. *Tourism and Hospitality Research*, 18, 411-414.
- Mody, M., Suess, C., & Dogru, T. (2018). Not in my backyard? Is the anti-Airbnb discourse truly warranted? *Annals of Tourism Research*, 74, 198-203. doi:<https://doi.org/10.1016/j.annals.2018.05>
- Dogru, T., & Sirakaya-Turk, E. (2017). Engines of tourism's growth: An examination of efficacy of shift-share regression analysis in South Carolina. *Tourism Management*, 58, 205-214.
- Dogru, T., & Sirakaya-Turk, E. (2017). Investment and firm value: Is there an optimal investment level in hotel firms? *Journal of Hospitality Financial Management*, 25, 17-26.
- Dogru, T., Sirakaya-Turk, E., & Crouch, G. I. (2017). Remodeling international tourism demand: Old theory and new evidence. *Tourism Management*, 60, 47-55.
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- Dogru, T. (2016). Chinese Propensity to Purchase a Vacation: The role of Financial Behavior and Confidence in Economy. *Tourism: An International Interdisciplinary Journal*, 64, 149-158.
- Dogru, T. (2016). Development of the Hotel Industry in China: Impacts of Mega Events. *eReview of Tourism Research*, 13, 471-489.
- Dogru, T., & Sirakaya-Turk, E. (2016). Stock Market Valuation of Hotel Firms' Sustainable Initiatives. *The Journal of Hospitality Financial Management*, 24, 127-132.
- Dogru, T., Bulut, U., & Sirakaya-Turk, E. (2016). Theory of Vulnerability and Remarkable Resilience of Tourism Demand to Climate Change: Evidence from the Mediterranean Basin. *Tourism Analysis*, 21, 645-660.

Invited Book Chapters

- Dogru, T., Kocak, E., & Bulut, U. (contract). *Econometric models in tourism and hospitality research*. Manuscript under contract for publication, CABI.

Dogru, T., & Sirakaya-Turk, E. (2016). Efficacy of static shift share analysis in measuring tourism industry's performance in SC. In M. Uysal, Z. Schwartz, & E. Sirakaya-Turk (Eds.), *Management Science in Hospitality and Tourism: Theory, Practice and Applications*. Waretown, NJ: Apple Academic Press.

Invited Newsletter Articles

Dogru, T. (2024). The implications of generative AI for hospitality, travel and tourism. Sage Perspectives. *Sage Perspectives*. Retrieved from <https://perspectivesblog.sagepub.com/blog/research/the-implications-of-generative-ai-for-hospitality-travel-and-tourism>

Dogru, T. (2019, May). As Airbnb grows, this is exactly how much it's bringing down hotel prices and occupancy. *The Conversation*. Retrieved from <https://theconversation.com/as-airbnb-grows-this-is-exactly-how-much-its-bringing-down-hotel-prices-and-occupancy-116324>

Nonrefereed Journal Articles

Dogru, T., Mody, M., & Leonardi, C. (2018). Blockchain technology and its implications for the hospitality industry. *Boston Hospitality Review*.

Mody, M., Suess, C., & Dogru, T. (2018). How Does My Neighbor Feel About my Airbnb? *Boston Hospitality Review*.

Dogru, T. (2017). C-corporation hotels vs. hotel-REITs: A theoretical and practical comparison. *Boston Hospitality Review*.

Dogru, T., Mody, M., & Suess, C. (2017). Comparing apples and oranges? Examining the impacts of Airbnb on hotel performance in Boston. *Boston Hospitality Review*.

Dogru, T., Mody, M., & Suess, C. (2017). The hotel industry's Achilles Heel? Quantifying the negative impacts of Airbnb on Boston's hotel performance. *Boston Hospitality Review*.

Dogru, T., & Pekin, O. (2017). What do guests value most in Airbnb accommodations? An application of the hedonic pricing approach. *Boston Hospitality Review*.

Presentations

Refereed Papers at Conferences

Dogru, T., Mody, M., & Gyodi, K. (submitted). *Examining the impact of STR regulation in the United States: Impacts on housing supply and affordability and hotel industry performance*. Paper submitted for presentation.

Dogru, T., Hanks, L., Line, N., & Sirakaya-Turk, E. (accepted). *Job Creation: Does the hospitality and tourism industry have a competitive edge?* Paper to be presented at The 6th Conference on Managing Tourism Across Continents – Tourism for a better World (MTCON'25), MTCON, Istanbul, Turkey. (International)

Bakir, S., Dogru, T., Njeri, M., & Ayoun, B. (presented 2025). *Exploring the Dynamics of Hotel Employee Job Insecurity in the Era of AI and Robotics: Can Managers Really Improve Retention?* Paper presented at 30th Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism, University of Houston, Houston, Texas, USA. (International)

Bakir, S., Dogru, T., Njeri, M., & Ayoun, B. (presented 2024). *Hotel Employees' Intention to Quit: An Examination of AI-confident vs. Job-insecure Employees*. Paper presented at Travel and Tourism Research Association Asia Pacific Annual Chapter Conference, TTRA, Bangkok, Thailand. (International)

Um, T., Calderon, A. H., Dogru, T., Lee, M., & Back, K. (presented 2024). *The degree of professionalism and listing performance of multi-unit Airbnb hosts: The effect of geographical distance and diversification*. Paper presented at 29th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Houston, Miami, Florida, USA. (International)

Bakir, S., Dogru, T., Iskender, A., & Ayoun, B. (presented 2024). *The impact of AI-triggered job replacement threats on the well-being of hospitality employees: A systematic review of the literature*. Paper presented at 29th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Houston, Miami, Florida, USA. (International)

Park, E., Dogru, T., & Lee, M. (presented 2024). *Who's better? Competitive positioning of hotel mobile application through an integrated method of business intelligence and impact asymmetry competitor analysis*. Paper presented at Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Montreal, Canada. (International)

Park, E., Park, H., Dogru, T., & Lee, M. (presented 2024). *Winning the race for competitive advantages through asymmetric dynamics of service quality: Introducing theory-driven asymmetric impact competitor analysis*. Paper presented at Council on Hotel, Restaurant, and Institutional Education Asia Pacific Annual Chapter Conference, CHRIE, Seoul, South Korea. (International)

- Dogru, T., Kizildag, M., Ozdemir, O., Bakir, S., & Erkmen, E. (presented 2023). *Artificial Intelligence: Challenges and Opportunities for the Tourism and Hospitality Industry*. Paper presented at 4th Conference on Managing Tourism Across Continents (MTCON23), MTCON, Istanbul, Turkey. (International)
- Dogru, T., Suess, C., Bulut, U., Sirakaya-Turk, E., & Isik, C. (presented 2023). *Climate Change Vulnerability and Sustainable Tourism Development*. Paper presented at 4th Conference on Managing Tourism Across Continents (MTCON23), MTCON, Istanbul, Turkey. (International)
- Park, H., & Dogru, T. (presented 2023). *Exploring the dynamic roles of hotel mobile application attributes in customer experience: An integrated method of big data analytics and asymmetric impact competitor analysis*. Paper presented at Travel and Tourism Research Association Asia Pacific Annual Chapter Conference, TTRA, Seoul, South Korea. (International)
- Suess, C., Hanks, L., Dogru, T., Mody, M., & Youssef, O. (presented 2023). *Understanding the influence of third-party social support in accommodations on loneliness and perceived healing of guests undergoing medical procedures*. Paper presented at Annual Euro Council on Hotel, Restaurant, and Institutional Education Conference, CHRIE, Vienna, Austria. (International)
- Dogru, T., Mody, M., Hanks, L., Line, N., & Suess, C. (presented 2022). *The Implications of the COVID-19 Pandemic for the US Accommodation Sector*. Paper presented at 2022 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Washington D.C., USA. (International)
- Suess, C., Youssef, O., Dogru, T., & Mody, M. (presented 2022). *Understanding the influence of accommodations and 3rd-party social support on medical travelers' loneliness, and perceived healing*. Paper presented at 2022 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Washington D.C., USA. (International)
- Dogru, T. (presented 2020). *The economic implications of Airbnb*. Paper presented at 5th Annual ICHRIE-SECSA Federation Conference in Hospitality and Tourism, ICHRIE-SECSA, Auburn, AL, USA. (International)
- Dogru, T., Wachuka, L., Suess, C., & Robinson, A. (presented 2020). *Using self-transcendence and self-enhancement theory to examine the mediating effects of diversified rural tourism activity participation on travel spending behavior*. Paper presented at 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Nevada, Las Vegas, Las Vegas, Nevada, USA. (International)
- Dogru, T., Mody, M., Suess, C., McGinley, S., & Line, N. (presented 2019). *Airbnb and*

employment in the hospitality sector. Paper presented at 2019 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, International Council on Hotel, Restaurant, and Institutional Education, New Orleans, LA, USA. (International)

Erul, E., Suess, C., Dogru, T., & Mody, M. (presented 2019). *Applying the integration information theory to determine residents' support for Airbnb*. Paper presented at 2019 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, International Council on Hotel, Restaurant, and Institutional Education, New Orleans, LA, USA. (International)

Mody, M., Hanks, L., & Dogru, T. (presented 2018). *Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb*. Paper presented at 2018 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Palm Springs, CA, USA. (International)

Dogru, T., Mody, M., & Suess, C. (presented 2018). *The effects of Airbnb on hotels: A tale of ten cities*. Palm Springs, CA, USA. Paper presented at 2018 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE. (International)

Suess, C., Mody, M., & Dogru, T. (presented 2018). *There's no place like home! The Impact of Accommodations Homescape on Traveler Well-being*. Paper presented at Travel and Tourism Research Association 49th Annual International Conference, TTRA, Miami/ Coral Gables, FL, USA. (International)

Dogru, T. (presented 2017). *Agency problems in hotel firms: The roles of corporate governance and growth opportunities*. Paper presented at 2nd New England Research Symposium, Boston University, Boston, MA, USA. (National)

Dogru, T., & Sirakaya-Turk, E. (presented 2017). *Corporate governance and value Creation: Theory and evidence from the hotel industry*. Paper presented at 2017 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Baltimore, MD, USA. (International)

Dogru, T., & Szende, P. (presented 2017). *Growth and volatility of employee salaries and wages: Hospitality vs. other industries*. Paper presented at 2017 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Baltimore, MD, USA. (International)

Dogru, T. (presented 2017). *Investment and firm value: Do restaurants firms overinvest?* Paper presented at 34th annual iAHFME Research Symposium, iAHFME, New York, USA. (International)

Dogru, T. (presented 2017). *Marginal value of investments in publicly traded hotel firms*. Paper

presented at Boston University Empirical Accounting & Finance in Hospitality Research Conference, Boston University. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2017). *Tourism industry's vulnerability to climate change: Is tourism more vulnerable?* Paper presented at International Congress on Coastal and Marine Tourism, CMT, Gothenburg, Sweden. (International)

Dogru, T., & Upneja, A. (presented 2017). *Underinvestment vs. Overinvestment in restaurant firms: The role of franchising. javascript: __doPostBack('btnSave|PreRefPaperConf|NEW', '')*. Paper presented at 2017 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Baltimore, MD, USA. (International)

Dogru, T., Sirakaya-Turk, E., & Baloglu, S. (presented 2016). *Efficacy of shift-share regression analysis in measuring tourism industry's performance*. Paper presented at 2016 Annual Euro Council on Hotel, Restaurant, and Institutional Education Conference, Euro CHRIE, Budapest, Hungary. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2016). *Investment and firm value: Is there an optimal investment level in hotel firms?* Paper presented at 33rd annual iAHFME Research Symposium, iAHFME, New York, USA. (International)

Dogru, T., & Upneja, A. (presented 2016). *Sensitivity of investments to internal capital in restaurant firms: Franchising vs. Non-franchising restaurant firms*. Paper presented at 33rd annual iAHFME Research Symposium, iAHFME, New York, USA. (International)

Dogru, T., Kirimhan, D., & Sirakaya-Turk, E. (presented 2016). *Tourism Industry's Growth Prospect and Volatility*. Paper presented at Travel and Tourism Research Association 47th Annual International Conference, TTRA, Vail, CO, USA. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2016). *What is a Dollar Worth in Hotel Firms? The Effect of Franchising, Financial Constraints, Corporate Governance*. Paper presented at 2016 Annual International Council on Hotel, Restaurant, and Institutional Education Conference, ICHRIE, Dallas, Texas USA. (International)

Dogru, T., & Sirakaya-Turk, E. (presented 2015). *Do stock market investors appreciate sustainable investments? An examination of LEED certified hotel openings*. Paper presented at 20th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of South Florida, Tampa, FL, USA. (International)

Dogru, T., Sirakaya-Turk, E., & Kirimhan, D. (presented 2015). *How resilient is coastal tourism demand to climate change?* Paper presented at The International Congress on Coastal and Marine Tourism, Kailua-Kona, Hawai'i, USA, Coastal and Marine Tourism. (International)

- Dogru, T., & Yang, L. T. (presented 2014). *Assessing financial efficiency and cost effectiveness of a LEED certified hotel*. Paper presented at 19th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, University of Houston, Houston, TX, USA. (International)
- Dogru, T., Sirakaya-Turk, E., & Uysal, M. (presented 2014). *Modeling international tourism demand for Turkey using dynamic panel data*. Paper presented at The 2014 Annual Euro Council on Hotel, Restaurant, and Institutional Education Conference, Euro Council on Hotel, Restaurant, and Institutional Education Conference, Dubai, United Arab Emirates. (International)
- Dogru, T., Sirakaya-Turk, E., & Uysal, M. (presented 2014). *Modeling outbound tourism demand of Turkish travel market using a dynamic panel data*. Paper presented at The 7th World Conference for Graduate Research in Tourism, Hospitality and Leisure, Kadir Has University, Istanbul, Turkey. (International)
- Dogru, T., Mihalik, B. J., & Bickle, M. C. (presented 2014). *The effects of financial and economic confidence on Chinese household propensity to purchase a vacation travel*. Paper presented at The 2014 International Conference of Sport, Leisure and Hospitality Management, National Taipei University, Taipei, Taiwan. (International)
- Dogru, T., Bulut, U., & Sirakaya-Turk, E. (presented 2013). *Efficacy of Gain Index in estimating the economic impacts of climate change to tourism in the Mediterranean basin*. Paper presented at Travel and Tourism Research Association 43rd Annual International Conference, Travel and Tourism Research Association, Kansas City, MO, USA. (International)

Invited Lectures and Readings of Original Work

- Dogru, T. (2025). *Econometrics and Sharing Economy Studies: What caused the rise of Airbnb? An examination of key macroeconomic factors*. Delivered at 30th Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism, Houston, Texas, USA. (International)
- Dogru, T. (2024). *Generative Artificial Intelligence and Other Contemporary Issues in the Tourism and Hospitality Industry*. Delivered at Istanbul University. (National)
- Dogru, T. (2024). *Generative Artificial Intelligence: Theoretical Framework and Applications for the Tourism and Hospitality Industry, Research Seminar*. Delivered at University of Alicante, Alicante, Spain. (National)
- Dogru, T. (2024). *Graduate Education and Academic Career in the United States*. Delivered at Akdeniz University, Antalya, Turkey. (National)

- Dogru, T. (2024). *Graduate Education and Academic Career in the United States*. Delivered at Haci Bayram Veli University, Ankara, Turkey. (National)
- Dogru, T. (2024). *Keynote Speech on Architecture and Cultural Heritage in Tourism*. Delivered at 5th Congress on Architecture and Cultural Heritage in Tourism, Alanya, Turkey. (International)
- Dogru, T. (2024). *The Implications of Generative Artificial Intelligence for the Tourism and Hospitality Industry, Global Convergence Research Seminar*. Delivered at Kyung Hee University, Seoul, South Korea. (International)
- Dogru, T. (2023). *Current Status and Future Directions of Tourism and Hospitality Education and Research for Student Success*. Delivered at Travel and Tourism Research Association Asia Pacific Annual Chapter Conference, Seoul, South Korea. (International)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Baskent University, Ankara, Turkey. (National)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Bogazici University, Istanbul, Turkey. (National)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Alanya Alaaddin Keykubat University, Alanya, Turkey. (National)
- Dogru, T. (2023). *Graduate Education in the United States*. Delivered at Anadolu University, Eskisehir, Turkey. (National)
- Dogru, T. (2020). *The economic implications of Airbnb, Ph.D. Seminar*. Delivered at Virginia Polytechnic Institute and State University, Blacksburg, Virginia, USA. (State)
- Dogru, T. (2019). *Learning to Juggle: research, teaching and service as a new professor*. Delivered at 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, Nevada, USA. (International)
- Dogru, T. (2017, June). *Hospitality Industry Operations Budgeting and Forecasting*. Delivered at Université Paris-Est Marne-la-Vallée, Champs-sur-Marne, France. (International)
- Dogru, T. (2015, March). *Destination management: The effect of climate change on Tourism*. Delivered at University of South Carolina, SC, USA. (National)
- Dogru, T. (2014, May). *The relation between financial and economic confidence and propensity to purchase a vacation trip*. Delivered at Shandong University, Shandong, China. (International)

Dogru, T. (2013, May). *The impact of climate change on tourism in China*. Delivered at Fudan University, Shanghai, China. (International)

Contracts and Grants

Contracts and Grants Funded

Dogru, T. (2019–2019). *The economic implications of Airbnb*. Funded by Florida State University Council on Research and Creativity. Total award \$20,000.

Contracts and Grants Denied

Suess, C., Mody, M., Assaf, A., Maddock, J., & Dogru, T. (2020). *COVID19 Related Hospital Patient Spill-over into Hospitality Facilities: Converting Hotels into Long-term Acute Care Hospitals and Skilled Nursing Facilities*. Submitted to National Science Foundation (NSF). Unspecified award amount.

Suess, C., Kyle, G., Assaf, A., Maddock, J., & Dogru, T. (2020). *Sentiment analysis of tourist social media reviews in U.S. coral reefs: an emergency conservation perspective*. Submitted to National Science Foundation (NSF). Unspecified award amount.

Service

Florida State University

FSU University Service

Alternate Member, Faculty Senate (2019–present).

Member, Faculty Senate Grievance Committee (2020–2023).

Member, Council of Associate Deans for Research (2019–2023).

FSU College Service

Member, Faculty Search Committee (2024–present).

Member, Curriculum Committee (2022–present).

Faculty Advisor, Eta, Sigma, Delta (2020–present).

Member, Master of Science in Entrepreneurship Graduate Committee (2019–present).

Member, Specialized Faculty Promotion Committee (2019–present).

Member, Strategic Planning Committee (2019–present).

Member, Faculty Search Committee (2020–2021).

Member, Specialized Faculty Promotion Committee (2020–2021).

The Profession

Editor for Refereed Journals

Assistant Editor, *International Journal of Contemporary Hospitality Management* (2024–present).

Associate Editor, *Journal of Hospitality and Tourism Horizons* (2024–present).

Associate Editor, *Tourism Analysis* (2024–present).

Coordinating Editor, *International Journal of Hospitality Management* (2020–present).

Guest Editing for Refereed Journals

Dogru, T. (Ed.). (2025). Special Issue on The Economics of Artificial Intelligence in Tourism and Hospitality [Special Issue]. *Tourism Economics*.

Dogru, T. (Ed.). (2019). Special Issue on Tourism Demand: Emerging Theoretical and Empirical Issues [Special Issue]. *Tourism Economics*.

Editorial Board Membership(s)

Journal of Hospitality Marketing and Management (2024–present).

Journal of Travel Research (2023–present).

The Journal of Hospitality & Tourism Research (2021–present).

International Journal of Hospitality Management (2020–present).

Tourism Management (2020–present).

Tourism Economics (2018–present).

Tourism Analysis (2017–present).

e-Review of Tourism Research (2015–present).

Guest Reviewer for Refereed Journals

Current Issues in Tourism (2023–present).

Journal of Hospitality and Tourism Insights (2022–present).

Journal of Sustainable Tourism (2022–present).

Cornell Hospitality Quarterly (2018–present).

Journal of Hospitality and Tourism Insights (2018–present).

Annals of Tourism Research (2017–present).

International Journal of Hospitality & Tourism Administration (2017–present).

International Journal of Hospitality Management (2017–present).

Journal of Hospitality and Tourism Research (2017–present).

Tourism Management (2017–present).

International Journal of Contemporary Hospitality Management (2016–present).

Service to Professional Associations

Director of Research, NENA ICHRIE Federation (2016–2017).

Curriculum Vitae

Lydia Hanks

July 09, 2025

General Information

University address: Hospitality and Tourism Management
Dedman College of Hospitality
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Florida State University
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Professional Preparation

2012 Ph.D., The Pennsylvania State University. Major: Hospitality Management.
Minor - Tourism. Supervisor: Anna S. Mattila.

1999 MBA, University of Denver. Major: Business Administration.

1995 Bachelor of Science, University of Louisiana, Lafayette. Major: Psychology.

Nondegree Education and Training

2022 Course: Food and Beverage Management at Universita Bocconi.

2022 Course: Wine Tasting: Sensory Techniques for Wine Analysis from University
of California, Davis.

2020–2021 FSU Faculty Leadership Development Program.

2019–2020 Certificate: High Performance Collaboration: Leadership, Teamwork, and
Negotiation - Northwestern University Continuing Education.

2019–2020 Certificate: Leadership Communication for Maximum Impact: Storytelling -
Northwestern University Continuing Education.

Professional Experience

2019–present	J. Willard Marriott, Sr. Professor in Hospitality, Dedman School of Hospitality, Florida State University.
2018–present	Associate Professor, Dedman School of Hospitality, Florida State University.
2012–2018	Assistant Professor, Dedman School of Hospitality, Florida State University.
2010–2012	Instructor, School of Hospitality Management, Penn State University, State College, PA.
2008	Spa Director, Blissful Med Spa.
2007	Opening Spa Director, The Spa at The Ritz-Carlton, Dallas.
2006–2007	Opening Spa Director, Benchmark Hospitality - The Founders Inn.
2007	Opening Spa Task Force, Benchmark Hospitality - The Heldrich Hotel.
2006	Opening Spa Task Force, Benchmark Hospitality, French Lick Springs Resort.
2005–2006	Opening Spa Director, The Brown Palace Hotel.
2005	Spa Manager, Tampa Marriott Waterside Hotel.
2004–2005	Spa Director, The Spa at Harbour Island.
2000–2003	Fitness Director, The Oxford Spa, Salon, and Fitness Center.

Honors, Awards, and Prizes

2025 Highly Commended Research Article, Journal of Hospitality and Tourism Research (2025).
 Quality Matters Grant for Online Courses, Florida State University (2021). (\$1,000).
 Quality Matters Grant for Online Courses, Florida State University (2020). (\$2,000).
 Alternative Textbook Grant, Florida State University Libraries (2019). (\$1,000).
 2018 Best Paper Award, International Council of Hotel, Restaurant, and Institutional Education Association (2018).
 Emerging Professional Graduate Award, Penn State School of Hospitality Management (2017).
 University Undergraduate Teaching Award, Florida State University (2015). (\$2,000).
 The Transformation Through Teaching Award, Florida State University (2014).

Current Membership in Professional Organizations

International CHRIE (Council on Hotel, Restaurant, and Institutional Education)

Teaching

Courses Taught

Innovative Practices in Lodging Management (HMG5258)
Italian Food and Culture (HFT 2895)
Italian Wine and Culture (HFT 2876)
Introduction to Hospitality and Tourism Management (HFT1000)
International Travel and Culture (HFT2716)
Honors Thesis (HFT4970)
Hospitality Managerial Accounting (HFT 3431)
Research in Hospitality (MAN5907)
Advanced Lodging Operations (HFT 5270)
Lodging and Resort Management (HMG5270)
Customer Engagement Strategies (HFT4905)
Managing Service Organizations (HFT 3240)
Special Topics: European Lodging and Luxury Hotels (HFT 4930)
Lodging and Luxury Hotel Management (HFT4253)
Hospitality Services Marketing and Research (HFT4502)

Doctoral Committee Member

Lanfranco, K., doctoral student. *An Examination of Multi-Brand Loyalty Among Hotel Loyalty Program Members.*
Kelley, C., doctoral student. *Organizational Frontline Factors in Shopper Behavior: Socially-Induced Interactions and Atmospheric Interfaces.*

Bachelor's Committee Chair

Gates, M., graduate. (2018). *The effects of individual differences on Airbnb consumer behavior.*

Research and Original Creative Work

Publications

Invited Journal Articles

Dogru, T., Line, N., Mody, M., & Hanks, L. (2023). Generative artificial intelligence in the

hospitality and tourism industry: Developing a framework for future research. *Journal of Hospitality and Tourism Research*, 25.

Mody, M., Hanks, L., & Cheng, M. (2021). Sharing economy research in hospitality and tourism: a critical review using bibliometric analysis, content analysis and quantitative systematic literature review. *International Journal of Contemporary Hospitality Management*, 33(5), 1711-1745. Retrieved from https://www.emerald.com/insight/content/doi/10.1108/IJCHM-12-2020-1457/full/pdf?casa_token=dLGrMBLCNzQAAAAA:qsYI4x10XUAgD1ziaxoF50IoR9Y5ayNmQ7BZdt2vTrhaqLyGiq1EK-L852XGrzcOSser-kXrUaG2tSygnp3QidG2Vrx doi:<https://doi.org/10.1108/IJCHM-12-2020-1457>

Refereed Journal Articles

Hanks, L., Dogru, T., Line, N., Mody, M., & Suess, C. (submitted). From Service to Virtue: How Organizations Can Harness Hospitality to Foster Transformative Social Change. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication, 25 pages.

Mody, M., Njeri, M., Hanks, L., & Line, N. (submitted). From Virtue to Flourishing: Mapping the Self and Social Pathways of Hospitality. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication, 25 pages.

Dogru, T., Hanks, L., Line, N., & Turk, E. (submitted). Is hospitality industry an engine for creating jobs? Theory and empirical evidence from the United States. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication.

Hanks, L., Line, N., Dogru, T., & Lu, L. (submitted). Positive versus negative EWOM communication: An assessment of form and content. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication, 25 pages.

Hanks, L., Suess, C., Youseff, A., Dogru, T., & Mody, M. (submitted). Understanding the influence of accommodations and 3rd party social support on medical travelers' loneliness and perceived healing. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication, 25 pages.

Line, N., Hanks, L., Njeri, M., & Mody, M. (2025). Expanding the domain of hospitality research: The hospitality virtue scale. *International Journal of Contemporary Hospitality Management*.

Suess, C., Hanks, L., Dogru, T., Mody, M., & Youssef, O. (2025). Third-party social support and the sense of not feeling alone, coping and healing: Healthcare traveler experiences in hotels and Airbnbs. *International Journal of Contemporary Hospitality Management*.

- Suess, C., Legendre, T., & Hanks, L. (2024). Biophilic Urban Hotel Design and Restorative Experiencescapes. *Journal of Hospitality and Tourism Research*.
- Bilgihan, A., Hanks, L., Line, N., & Mody, M. (2024). Hospitality Marketing Research: Bridging the Practical Gap. *Inter*.
- Njeri, M., Line, N., & Hanks, L. (2024). Modeling multidimensionality in hospitality and tourism research: Exploratory higher-order factor analysis. *Journal*.
- Bilgihan, A., Dogru, T., Hanks, L., Line, N., & Mody, M. (2024). The GAI marketing model: A conceptual framework. and future research directions. *International Journal of Hospitality Management*, 25.
- Line, N., Hanks, L., Dogru, T., & Lu, L. (2023). Assigning credit and blame in restaurant delivery EWOM: The role of delivery providers. *International Journal of Contemporary Hospitality Management*, 25.
- Dogru, T., McGinley, S., Sharma, A., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 7.
- Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Assaf, A., George, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., & Erkmén, E. (2023). Generative artificial intelligence in the hospitality and tourism industry: Developing a framework for future research. *Journal of Hospitality and Tourism Research*, 25.
- Bilgihan, A., Hanks, L., Line, N., & Mody, M. (2023). Hospitality Marketing Research: Bridging the Practical Gap. *International Journal of Contemporary Hospitality Management*, 25.
- Hanks, L., Mody, M., & Dogru, T. (2023). Is authenticity the new luxury? Examining the components and dynamics of the luxury accommodation experience. *Journal of Hospitality and Tourism Research*, 25.
- Bilgihan, A., Hanks, L., Line, N., & Mody, M. (2023). Rethinking the Role of Hospitality in Society: The HOST Model. *International Journal of Contemporary Hospitality Management*, 30.
- Dogru, T., Hanks, L., Mody, M., Suess, C., Isik, C., & Sozen, E. (2023). The impact of business models and state regulations on the accommodation sector: Theory and empirical evidence from the recent pandemic. *International Journal of Contemporary Hospitality Management*, 25.
- Dogru, T., Line, N., & Hanks, L. (2023). The implications of generative artificial intelligence in academic research and higher education in tourism and hospitality. *Tourism Economics*.

- Dogru, T., Hanks, L., Mody, M., & Suess, C. (2022). How does COVID-19 impact the accommodation industry? The role of business models and state-level restrictions on property performance. *Cornell Hospitality Quarterly*, 25.
- Wu, L., Liu, S., Ma, Shihan (David), & Hanks, L. (2022). Platform-centric vs. multi-party service failure: an examination of consumers' negative word of mouth about sharing economy platforms. *International Journal of Contemporary Hospitality Management*.
- Hanks, L., Line, N., Dogru, T., & Lu, L. (2022). Saving Local Restaurants: The Impact of Altruism, Self-enhancement, and Affiliation on Restaurant Customers' EWOM Behavior. *Journal of Hospitality and Tourism Research*, 1-26. Retrieved from https://journals.sagepub.com/doi/pdf/10.1177/10963480221092704?casa_token=2ODo-2KKVRQAAAAA:mynJ1nTp6TE6gwzOlb2rIwwb51p-EUMaObcLQ0e020jK9nLK2haj-SkH5BxBPQIK3FtkTzLjVf0w doi:<https://doi.org/10.1177/10963480221092704>
- Dogru, T., Hanks, L., Suess, C., Line, N., & Mody, M. (2022). The Resilience of the Lodging Industry during the Pandemic: Hotels vs. Airbnb. *International Journal of Hospitality Management*, 20.
- Mody, M., & Hanks, L. (2021). Beyond Empty Branding: Creating Meaningful Brands in a Post-Covid World: Insights for Hospitality Practitioners. *Boston Hospitality Review*, October, 1-11. Retrieved from <https://eclass.hmu.gr/modules/document/file.php/BAT116/Beyond%20Empty%20branding.pdf>
- Hanks, L., Line, N., & Zhang, L. (2021). Expanding the methodological approach to the social servicescape: Moving from measurement to manipulation. *Cornell Hospitality Quarterly*, 62(1), 157-168. Retrieved from <https://journals.sagepub.com/doi/10.1177/1938965520949213> doi:<https://doi.org/10.1177/1938965520949213>
- Dogru, T., Mody, M., Line, N., Hanks, L., Suess, C., & Bonn, M. (2021). The effect of Airbnb on hotel performance: Comparing single- and multi-unit host listings in the United States. *Cornell Hospitality Quarterly*, 63(3), 297-312. Retrieved from https://journals.sagepub.com/doi/pdf/10.1177/1938965521993083?casa_token=i1bbYSP5vDYAAAAA:QV4BLTIgOWaLp23p47_ua0HVnLo5YFU7hx7oQ2wxXXA3dLGchSDxYRLdD1A6W72CK-kgPPOHBgH doi:<https://doi.org/10.1177/1938965521993083>
- Basgoze, P., Atay, Y., Camgoz, S. M., & Hanks, L. (2021). The mediating effects of program loyalty in loyalty rewards programs: An experimental design in coffee shops. *International Journal of Contemporary Hospitality Management*, 31(6), 932-949. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/JSTP-01-2021-0020/full/pdf?>

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nRVz6vTVGVjjIK3jq_IKJRMV0IcbfmlEhlydHjtzhwHbhezAfEd01gW doi:https://
doi.org/10.1108/JSTP-01-2021-0020

Hanks, L., Mody, M., & Katcher, N. (2021). The Restaurant of the Future: Blending the Tech and Touch in a Post-Covid World. *Boston Hospitality Review, October*, 1-11. Retrieved from https://www.bu.edu/bhr/files/2021/10/BHR_Hanks-et-al_Restaurant-of-the-Future_OCT.21.docx.pdf

Mody, M., Lu, L., & Hanks, L. (2020). "It's not worth the effort"! Examining service recovery in Airbnb and other homesharing platforms. *International Journal of Contemporary Hospitality Management*, 32(9), 2991-3014. Retrieved from [https://www.emerald.com/insight/content/doi/10.1108/IJCHM-03-2020-0184/full/pdf?](https://www.emerald.com/insight/content/doi/10.1108/IJCHM-03-2020-0184/full/pdf?casa_token=FVUkWAnoNEwAAAAA:eAeQRsmzqEBJjpkYm0MAgPnISd_yqpcYv4_oZH4HyNIV3pLwS1quN0KI40P1p115Mvbm0oVkiqGgosdjBkloq6JDAIQA)
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Line, N., Hanks, L., & Dogru, T. (2020). A reconsideration of the EWOM construct: What are we really measuring? *International Journal of Contemporary Hospitality Management*, 32(11), 3479-3500. Retrieved from [https://www.emerald.com/insight/content/doi/10.1108/IJCHM-06-2020-0561/full/pdf?](https://www.emerald.com/insight/content/doi/10.1108/IJCHM-06-2020-0561/full/pdf?casa_token=s11dRvcHhfEAAAAA:nhl6rrypWNKzjzDt-_rM23dWvcqjAMa4PxWuIGlpnlBx8n5Wq1se2goaxMLNCh2biT1MLoKjkGzVxi07Edl0yR3rT-1Q)
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Dogru, T., Hanks, L., Ozdemir, O., Kizildag, M., Ampountolas, A., & Demirer, I. (2020). Does Airbnb have a homogenous impact? Examining Airbnb's effect on hotels with different organizational structures. *International Journal of Hospitality Management*, 86, 104094. Retrieved from <https://pdf.sciencedirectassets.com/271702/1-s2.0-S0278431919X00080/1-s2.0-S0278431920300037/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFUaCXVzLWVhc3QtMSJIMEYCIQCIDf7N%2FgGkAz9VILchFKdPonIvG7CNnPx> doi:https://doi.org/10.1016/j.ijhm.2020.102451

Kabadayi, S., Hu, K., Lee, Y., Hanks, L., Walsman, M., & Dobrzykowski, D. (2020). Fostering Older Adult Care Experiences to Maximize Well-Being Outcomes: A Conceptual Framework. *Journal of Service Management*, 31(5), 953-977. Retrieved from [https://www.emerald.com/insight/content/doi/10.1108/JOSM-11-2019-0346/full/pdf?](https://www.emerald.com/insight/content/doi/10.1108/JOSM-11-2019-0346/full/pdf?casa_token=aZtLQ9LYAGwAAAAA:YODatkQM7MsEhhYCPn8RIfJ4aRbD5qRzec5399T9nqsLN64vR0sDX2Vu-XyTszMBuqTO0Sx9c1hZCd7Q1VhCf1GrQQZIw)
[casa_token=aZtLQ9LYAGwAAAAA:YODatkQM7MsEhhYCPn8RIfJ4aRbD5qRzec5399T9nqsLN64vR0sDX2Vu-XyTszMBuqTO0Sx9c1hZCd7Q1VhCf1GrQQZIw](https://www.emerald.com/insight/content/doi/10.1108/JOSM-11-2019-0346/full/pdf?casa_token=aZtLQ9LYAGwAAAAA:YODatkQM7MsEhhYCPn8RIfJ4aRbD5qRzec5399T9nqsLN64vR0sDX2Vu-XyTszMBuqTO0Sx9c1hZCd7Q1VhCf1GrQQZIw) doi:10.1108/JOSM-11-2019-0346

Dogru, T., Mody, M., Line, N., Suess, C., Hanks, L., & Bonn, M. (2020). Investigating the Whole Picture: Comparing the Effects of Airbnb supply and hotel supply on hotel performance across the United States. *Tourism Management*, 79, 104094. Retrieved from

- <https://pdf.sciencedirectassets.com/271716/1-s2.0-S0261517720X00021/1-s2.0-S0261517720300200/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFYhCXVzLWVhc3QtMSJHMEUCIF9RIwnUJLOnO%2BAbGD3HbBFqmHqRwCIQ%2B> doi:<https://doi.org/10.1016/j.tourman.2020.104094>
- Hanks, L., Zhang, L., & Line, N. (2020). Perceived similarity in third places: Understanding the effect of place attachment. *International Journal of Hospitality Management*, 86, 102455. Retrieved from <https://pdf.sciencedirectassets.com/271702/1-s2.0-S0278431919X00080/1-s2.0-S0278431920300074/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFYhCXVzLWVhc3QtMSJGMEQCIGklBBTHeE9ikUyym5FcOf0emcRFadIHvE3jk> doi:<https://doi.org/10.1016/j.ijhm.2020.102455>
- Dogru, T., Hanks, L., Mody, M., & Suess, C. (2020). The effects of Airbnb on hotel performance: Evidence from cities beyond the United States. *Tourism Management*, 79, 104090. Retrieved from <https://pdf.sciencedirectassets.com/271716/1-s2.0-S0261517720X00021/1-s2.0-S0261517720300169/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFUaCXVzLWVhc3QtMSJGMEQCIB64P2ReLOiFMo6clj%2FGQ3az1JomGZxoi7e> doi:<https://doi.org/10.1016/j.tourman.2020.104090>
- Line, N., & Hanks, L. (2019). A holistic model of the servicescape in fast casual dining. *International Journal of Contemporary Hospitality Management*, 32(1), 288-306. doi:<https://doi.org/10.1108/IJCHM-04-2019-0360>
- Mody, M., Hanks, L., & Dogru, T. (2019). Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb. *Tourism Management*, 74, 65-80. Retrieved from <https://pdf.sciencedirectassets.com/271716/1-s2.0-S0261517719X00035/1-s2.0-S0261517719300421/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEFUaCXVzLWVhc3QtMSJHMEUCIBVQRCq49vJhXOPSTGeXDIeZXkI5sZ5iu9g%2> doi:<https://doi.org/10.1016/j.tourman.2019.02.013>
- Line, N., & Hanks, L. (2019). The Social Servicescape: A Multidimensional Operationalization. *International Journal of Hospitality Management*, 43(2), 167-187. Retrieved from https://journals.sagepub.com/doi/pdf/10.1177/1096348018767948?casa_token=5NhpvsNPmacAAAAA:7JUFBz8XrcrGa-RwSD0whQfyXfhhXZoHI27rXX50rvGZh8eeH10_RxvZiyYMIImMKXOI27F99S505 doi:<https://doi.org/10.1177/1096348018767948>
- Line, N., & Hanks, L. (2019). The social servicescape: Understanding the effects in the full-service hotel industry. *International Journal of Contemporary Hospitality Management*, 31(2), 753-770. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/IJCHM-11-2017-0722/full/pdf?title=the-social-servicescape-understanding-the-effects-in-the-full-service-hotel-industry> doi:<https://doi.org/10.1108/IJCHM-11-2017-0722>
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- relationship between the social servicescape and CSR participation. *International Journal of Hospitality Management*, 71, 102-110. Retrieved from <https://reader.elsevier.com/reader/sd/pii/S0278431917303195?token=B9EA955312193C2BE16F451EC0BC6D042B0675905D362EBDD131978322FB6FD7DB32DDDC57708ECADE647CE4B0C61FBB&originRegion=us-east-1&originCreation doi:https://doi.org/10.1016/j.ijhm.2017.11.012>
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Line, N., Hanks, L., & McGinley, S. (2018). When birds flock together: An identification of the destination social servicescape. *International Journal of Contemporary Hospitality Management*, 35(7), 882-894. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/10548408.2018.1445065> doi:<https://doi.org/10.1080/10548408.2018.1445065>

McGinley, S., Hanks, L., & Line, N. (2017). Constraints to attracting new hotel workers: A study on industrial recruitment. *International Journal of Hospitality Management*, 60, 114-122. Retrieved from https://www.sciencedirect.com/science/article/pii/S0278431916303395?casa_token=EqWomKmRAOcAAAAA:FNbbrhe54utz5hZyeasMmDPzs4Fo4cDyCqNuvvw3AMgsjRP4bo3JNJPFhXK5dS7L2G9r1S0Gmz7J doi:<https://doi.org/10.1016/j.ijhm.2016.10.010>

Zhang, L., Hanks, L., & Line, N. (2017). Consumer skepticism towards CSR messages: The joint effects of processing fluency, individuals' need for cognition and mood. *International Journal of Contemporary Hospitality Management*, 29(8), 2070-2084. Retrieved from <https://doi.org/10.1108/IJCHM-11-2015-0666> doi:<https://doi.org/10.1108/IJCHM-11-2015-0666>

Hanks, L., Line, N., & Yang, W. (2017). Status seeking and perceived similarity: A consideration of homophily in the social servicescape. *International Journal of Hospitality Management*, 60, 123-132. Retrieved from <https://pdf.sciencedirectassets.com/271702/1-s2.0-S0278431916X00084/1-s2.0-S0278431916303164/main.pdf?X-Amz-Security-Token=IQoJb3JpZ2luX2VjEGlhcXVzLWVhc3QtMSJHMEUCIQDx1juxI9uVxaYyTVHOaPAHDHFIYA%2FQaj4> doi:<https://doi.org/10.1016/j.ijhm.2016.10.007>

Hanks, L., Zhang, L., & McGinley, S. (2017). The Impact of Temporal Distance and Need for Status on Employee Evaluations of Corporate Social Responsibility Campaigns. *International Journal of Hospitality and Tourism Administration*, 21(2), 188-204. Retrieved from https://www.tandfonline.com/doi/pdf/10.1080/15256480.2018.1464419?casa_token=8HNO8NBv6wUAAAAA:AYimpj1kDGsdQDLxUQ0s5arLhubc3FAR8CPBVab8STBhHUrfxeVUX8889ydd0_fPxP2r7gX1XVddag0 doi:DOI:10.1080/15256480.2018.1464419

Hanks, L., Line, N., & Kim, W. G. (2017). The impact of the social servicescape, density, and restaurant type on perceptions of interpersonal service quality. *International Journal of Hospitality Management*, 61, 35-44. Retrieved from https://www.tandfonline.com/doi/pdf/10.1080/15256480.2018.1464419?casa_token=8HNO8NBv6wUAAAAA:AYimpj1kDGsdQDLxUQ0s5arLhubc3FAR8CPBVab8STBhHUrfxeVUX8889ydd0_fPxP2r7gX1XVddag0

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- Harris, K., Hanks, L., Line, N., & McGinley, S. (2017). Understanding responses to posted restaurant food safety scores: An information processing and regulatory focus perspective. *International Journal of Hospitality Management*, 60, 67-76. doi:<https://doi.org/10.1016/j.ijhm.2016.09.002>
- Hanks, L., & Mattila, A. S. (2016). Consumer Response to Organic Food in Restaurants: A Serial Mediation Analysis. *Journal of Foodservice Business Research*, 19(1), 109-121. doi:DOI: 10.1080/15378020.2016.1129228
- Zhang, L., & Hanks, L. (2016). Consumer skepticism towards CSR messages: The joint effects of processing fluency, individuals' need for cognition and mood. *International Journal of Contemporary Hospitality Management*, 29(8), 22. doi:DOI 10.1108/IJCHM-11-2015-0666
- Line, N., Hanks, L., & Kim, W. (2016). Hedonic adaptation and satiation: Understanding switching behavior in the restaurant industry. *International Journal of Hospitality Management*, 52, 143-153. doi:<https://doi.org/10.1016/j.ijhm.2015.10.005>
- Yang, W., & Hanks, L. (2016). Pre-Consumption Mood, Causal Explanations, and Post-Recovery Reactions. *Journal of Hospitality Marketing and Management*, 25, 69-90. doi:<https://doi.org/10.1080/19368623.2014.994155>
- Line, N., Hanks, L., & Zhang, L. (2016). Sustainability communication: The effect of message construals on consumers' attitudes towards green restaurants. *International Journal of Hospitality Management*, 57, 143-151. doi:<https://doi.org/10.1016/j.ijhm.2016.07.001>
- Line, N., & Hanks, L. (2016). The effects of environmental and luxury beliefs on intention to patronize green hotels: The moderating effect of destination image. *Journal of Sustainable Tourism*, 24(6), 904-925. doi:<https://doi.org/10.1080/09669582.2015.1091467>
- Wu, L., Mattila, A. S., Wang, C. Y., & Hanks, L. (2016). The Impact of Power on Service Customers' Willingness to Post Online Reviews. *Journal of Service Research*, 19(2), 224-238. doi:DOI: 10.1177/1094670516630623
- Hanks, L., Line, N., & Mattila, A. S. (2016). The Impact of Self-Service Technology and the Presence of Others on Cause-Related Marketing Programs In Restaurants. *Journal of Hospitality Marketing and Management*, 25, 547-562. doi:DOI: 10.1080/19368623.2015.1046536
- Line, N., & Hanks, L. (2016). The Other Customer: The Impact of Self-Image in Restaurant Patronage. *Journal of Foodservice Business Research*, 30(3), 268-285. doi:<https://doi.org/>

10.1080/15378020.2016.1206773

- Line, N., Hanks, L., Miao, L., & Daniell, R. (2016). Understanding Perceptions of E-cigarette Use in Shared Consumption Spaces: A Schema Congruity Perspective. *Cornell Hospitality Quarterly*, 57(3), 297-313. doi:DOI: 10.1177/1938965515621619
- Hanks, L., Zhang, L., Line, N., & McGinley, S. (2016). When less is more: Sustainability messaging, destination image, and processing fluency. *International Journal of Hospitality Management*, 58, 34-43. doi:https://doi.org/10.1016/j.ijhm.2016.07.002
- Line, N., Hanks, L., & Kim, W. (2015). An expanded servicescape framework as the driver of place attachment and word of mouth. *Journal of Hospitality and Tourism Research*, 42(3), 476-499.
- Wu, L., Mattila, A. S., & Hanks, L. (2015). Investigating the impact of surprise rewards on consumer responses. *International Journal of Hospitality Management*, 50, 27-35. doi:https://doi.org/10.1016/j.ijhm.2015.07.004
- McGinley, S., Zhang, L., Hanks, L., & O'Neill, J. (2015). Reducing longitudinal attrition through Facebook. *Journal of Hospitality Marketing and Management*, 24(8), 894-900. doi:DOI: 10.1080/19368623.2015.982337
- Zhang, L., & Hanks, L. (2015). Unearned preferential treatment: The moderating role of power. *Cornell Hospitality Quarterly*, 56(3), 309-319. doi:DOI: 10.1177/1938965515575422
- Yang, W., Hanks, L., Smith, S. J., & Parsa, H. G. (2014). FDA Ruling and Nutritionally Focused Menus - Part II: Recommendations for Presenting Calorie Information on Restaurant Menus. *Journal of Foodservice Business Research*, 18(2), 93-110. doi:https://doi.org/10.1080/15378020.2015.1029383
- Mattila, A. S., Hanks, L., & Wang, C. Y. (2014). Others' Service Experiences: Emotions, Perceived Justice, and Behavior. *The European Journal of Marketing*, 48(3/4), 552-571. doi:https://doi.org/10.1108/EJM-04-2012-0201
- Hanks, L., & Mattila, A. S. (2014). The Impact of Gender and Pre-purchase Mood on Consumer Guilt After a Travel Purchase. *The Journal of Travel Research*, 53(5), 625-637. doi:DOI: 10.1177/0047287513506296
- Hanks, L., Zhang, L., & McGinley, S. (2014). Unconditioned Superstition and Sports Bar Fans. *Journal of Hospitality Marketing and Management*, 25(1), 113-131. doi:DOI: 10.1080/19368623.2014.987417
- Mattila, A. S., & Hanks, L. (2013). Corporate Volunteering Programs and Consumer Perceptions. *The Journal of Services Marketing*, 27(7), 572-578. doi:https://doi.org/10.1108/

- Mattila, A. S., Hanks, L., & Zhang, L. (2013). Existential Guilt and Preferential Treatment: The Case of an Airline Upgrade. *The Journal of Travel Research*, 52(2), 591-599. doi:DOI: 10.1177/0047287513478504
- Mattila, A. S., Andreu, L., Hanks, L., & Kim, E. K. (2013). The impact of cyberostracism on online complaint handling: Is "automatic reply" any better than "no reply"? *The International Journal of Retail and Distribution Management*, 41(1), 45-60. doi:https://doi.org/10.1108/09590551311288166
- Mattila, A. S., & Hanks, L. (2012). Antecedents to Participation in Corporate Social Responsibility Programs. *Journal of Service Management*, 23(5), 664-676. doi:https://doi.org/10.1108/09564231211269829
- Mattila, A. S., & Hanks, L. (2012). Time Styles and Waiting in Crowded Service Environments. *The Journal of Travel and Tourism Marketing*, 29(4), 327-334. doi:DOI: 10.1080/10548408.2012.674870
- Hanks, L., & Mattila, A. S. (2012). Verifying the hedonic vs. utilitarian consumer attitudes categorization: The case of spas and salons. *Managing Leisure*, 17(1), 47-53. doi:DOI: 10.1080/13606719.2011.638201
- Hanks, L., & Mattila, A. S. (2011). Women's Conceptualizations of Spa Visits: Something Just for Me. *The Journal of Travel and Tourism Research*, Spring, 1-10.
- Mattila, A. S., Hanks, L., & Kim, E. K. (2010). The Impact of Company Type and Corporate Social Responsibility Messaging on Consumer Perceptions. *Journal of Financial Services Marketing*, 15(2), 126-136. doi:https://doi.org/10.1057/fsm.2010.10

Presentations

Refereed Papers at Conferences

- Hanks, L., Line, N., Miao, L., & Liu, X. (accepted). *The Cultural Servicescape: Creating a Research Framework*. Paper to be presented at EuroChrie2020, EuroChrie, Aalborg, Denmark. (International). (Cancelled due to COVID-19)
- Dogru, T., Hanks, L., Line, N., & Sirakaya-Turk, E. (presented 2025). *Does the hospitality and tourism industry have a competitive edge?* Paper presented at 6th Conference on Managing Tourism across Continents – Tourism for a Better World, Tourism Scholars, Istanbul, Turkey. (International)

- Suess, C., Hanks, L., Dogru, T., Mody, M., & Youssef, O. (presented 2023). *Understanding the influence of third-party social support in accommodations on loneliness and perceived healing of guests undergoing medical procedures*. Paper presented at EuroCHRIE 2023, EuroCHRIE, Vienna, Austria. (International)
- Dogru, T., Suess, C., Mody, M., Hanks, L., & Line, N. (presented 2022). *The Implications of the COVID-19 Pandemic for the US Accommodation Sector*. Paper presented at 2022 International CHRIE Conference, ICHRIE, Washington, D.C. (International)
- Hanks, L., Line, N., Dogru, T., & Lu, L. (presented 2021). *A Holistic Understanding of EWOM*. Paper presented at EuroCHRIE 2021, EuroCHRIE. (International)
- Mody, M., Hanks, L., & Dogru, T. (presented 2018, July). *Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb*. Paper presented at ICHRIE 2018, International Council on Hotel, Restaurant, and Institutional Education, Palm Springs, CA. (International) Retrieved from <https://www.chrie.org/i4a/pages/index.cfm?pageid=3590>
- Hanks, L., Line, N., Miao, L., Yang, W., & Liu, X. (presented 2018). *Destination tourism and the cultural servicescape*. Paper presented at World Research Summit for Tourism and Hospitality, World Research Summit for Tourism and Hospitality, Orlando, FL. (International)
- Mody, M., & Hanks, L. (presented 2017, October). *Consumption authenticity in the age of the sharing economy: The key to creating loyal customers who love your brand*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management, Boston, MA. (National)
- Zhang, L., Hanks, L., & Line, N. (presented 2017, October). *The joint effect of power, relationship type, and CSR type on customers' intent to donate*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management, Boston, MA. (National)
- Line, N., & Hanks, L. (presented 2017, October). *The social servicescape: A multidimensional operationalization*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management. (National)
- Hanks, L., & Line, N. (presented 2017, October). *The social servicescape: Establishing a nomological framework*. Paper presented at Boston University Hospitality Research Symposium, Boston University School of Hospitality Management, Boston, MA. (National)
- McGinley, S., Zhang, L., Hanks, L., & Line, N. (presented 2017). *Increasing Diversity: How to Avoid Implicit Bias during Selection*. Paper presented at International Council on Hotel

and Restaurant Education, ICHRIE, Baltimore, MD. (International)

Moon, H., Miao, L., Hanks, L., & Line, N. (presented 2017). *Peer-to-Peer Interactions and Consumption Experience: The Case of Airbnb Guest and Host*. Paper presented at Asia Pacific Council on Hotel and Restaurant Education, APacCHRIE, Bali. (International)

Hanks, L., Yang, W., & Line, N. (presented 2015, August). *Status seeking and the social servicescape: Implications for luxury restaurant promotions*. Paper presented at 3rd World Research Summit for Tourism and Hospitality, 3rd World Research Summit for Tourism and Hospitality, Orlando, FL. (International)

Wu, L., Mattila, A. S., Wang, C., & Hanks, L. (presented 2014, January). *"To stand-out or to conform: The impact of power and self-enhancement motivation on consumers' eWOM behavior"*. Paper presented at The 19th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, The 19th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX. (International)

Hanks, L., & Mattila, A. S. (presented 2013, July). *"Consumer Guilt Over Impulse Purchases in the Travel Industry"*. Paper presented at ICHRIE, ICHRIE, St. Louis, MO. (International)

Wu, L., Mattila, A. S., Wang, C., & Hanks, L. (presented 2013, July). *"Power perspectives in online hotel review postings"*. Paper presented at 2013 Annual ICHRIE Conference, ICHRIE, St. Louis, MO. (International)

Wu, L., Mattila, A. S., Hanks, L., & Wang, C. (presented 2013, July). *"To post or not to post: The role of power on consumer's propensity to post online reviews"*. Paper presented at 2013 Frontiers in Service Conference, 2013 Frontiers in Service Conference, Taipei, Taiwan. (International)

Yang, W., & Hanks, L. (presented 2013, July). *The Impact of Regulatory Focus on Consumer Motivations, Emotions, and Behaviors at the Farmers Market*. Paper presented at ICHRIE, ICHRIE, St. Louis, MO. (International)

Wu, L., Mattila, A. S., & Hanks, L. (presented 2013, January). *"Surprise! Loyalty Rewards Re-examined"*. Paper presented at Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Seattle, WA. (International)

Yang, W., Hanks, L., Smith, S., Parsa, H. G., & Mattila, A. S. (presented 2012, January). *"The Impact of Posted Calorie Information on Consumers' Menu Evaluations and Decision-Making Processes"*. Paper presented at The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, Auburn, AL. (International)

- Hanks, L., Mattila, A. S., & Wang, C. Y. (presented 2012, January). *"The Next Table Over: The Impact of Others' Service Experiences on Emotions, Perceived Justice, and Satisfaction"*. Paper presented at The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, The 17th Annual Graduate Student Research Conference in Hospitality and Tourism, Auburn, AL. (International)
- Yang, W., Hanks, L., & Mattila, A. S. (presented 2011, July). *"Cross-Cultural Perspectives on Luxury Hotel Consumption."* Paper presented at The International I-CHRIE Conference, CHRIE, Denver, CO. (National)
- Hanks, L., & Mattila, A. S. (presented 2011, July). *"The Impact of Culture and Server Interpersonal Engagement on Dining Satisfaction."* Paper presented at The International I-CHRIE Conference, CHRIE, San Juan, PR. (International)
- Hanks, L., Yang, W., & Mattila, A. S. (presented 2011, July). *"The Impact of Number and Strength of Other Consumers on Levels of Guilt and Purchase Decisions."* Paper presented at The International I-CHRIE Conference, CHRIE, Denver, CO. (National)
- Mattila, A. S., Hanks, L., & Wang, Chen-Ya. (presented 2011, June). *Mattila, Anna S., Hanks, Lydia and Wang, Chen-Ya. "The Next Table Over: The Impact of Others' Service Experiences on Emotions, Perceived Justice, and Satisfaction."* Paper presented at The 20th Annual Frontiers in Service Conference, Frontiers in Service, Columbus, OH. (National)
- Mattila, A. S., Hanks, L., & Wang, Chen-Ya. (presented 2011, January). *"The Next Table Over: The Impact of Others' Service Experiences on Emotions, Perceived Justice, and Satisfaction."* Paper presented at The 16th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research in Hospitality and Tourism, Houston, TX. (National)
- Hanks, L., & Mattila, A. S. (presented 2010, July). *"The Impact of Service Utility and Servicescape on Wait Time Perception and Consumption Enjoyment."* Paper presented at The International I-CHRIE Conference, CHRIE, San Juan, PR. (International)
- Hanks, L., & Mattila, A. S. (presented 2010, July). *Women's Conceptualizations of Spa Visits: Something Just for Me.* Paper presented at The International I-CHRIE Conference, I-CHRIE, San Juan, Puerto Rico. (International)
- Hanks, L., & Mattila, A. S. (presented 2010, January). *"The Effect of Corporate Social Responsibility Messaging on Guilt and Purchase Intention."* Paper presented at The 15th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research in Hospitality and Tourism, Chantilly, VA. (National)

Hanks, L., & Mattila, A. S. (presented 2010, January). *"The Impact of Explicit Guilt Messaging on Consumer Emotions, Attitudes, and Behavioral Intentions."* Paper presented at The 15th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research in Hospitality and Tourism, Chantilly, VA. (National)

Hanks, L., Mattila, A. S., & Kim, E. E. K. (presented 2009, August). *"The Impact of Gender Schema and Message Appeal on the Perception of Spa Advertisements."* Paper presented at The International I-CHRIE Conference, CHRIE, San Francisco, CA. (National)

Invited Lectures and Readings of Original Work

Hanks, L. (2018, September). *Parallel pathways to brand loyalty: Mapping the consequences of authentic consumption experiences for hotels and Airbnb.* Delivered at Virginia Tech School of Hospitality Management, Virginia Tech University. (National)

Contracts and Grants

Contracts and Grants Funded

Hanks, Lydia (PI). (May 2014–Aug 2014). *FYAP: The Impact of The Presence of Others on Consumer Attitudes and Donation Behavior in Restaurants.* Funded by FSU CRC. Total award \$20,000.

Thought Leadership Conferences (Invitational)

Hanks, L. (2020). *Florida Atlantic University Thought Leadership Forum: Redefining Hospitality for the 21st Century: Service, Technology and People (Virtual, 2020).*

Hanks, L. (2019). *Cornell Thought Leadership Forum: Service Imperative for Health, Hospitality, and Design (May, 2019).*

Hanks, L. (2017). *Boston University Consumer Behavior in Hospitality Research Conference (Sept., 2017).*

Service

Florida State University

FSU University Service

Member, University Teaching and Advising Awards Committee (2021–present).

Alternate, Faculty Senate (2017–present).

Member, University Undergraduate Policy Committee (2017–present).

Program Sponsor, Garnet and Gold Scholar Society (2014–present).

Faculty Advisor, Garnet and Gold Scholar Society (2014–present).

Member, University Faculty Grievance Committee (2017–2021).

FSU College Service

Chair, Event Management Certificate (2022–present).

Program Director, The Food and Wine in Tuscany Program (2020–present).

Chair, Dedman College Curriculum Committee (2019–present).

Chair, Specialized Faculty Evaluation Committee (2019–present).

Member, Dedman College Distance Learning Committee (2017–present).

Member, Dedman College Graduate Program Committee (2017–present).

Member, Dedman College Marketing Committee (2017–present).

Chair, Dedman College Strategic Planning Committee (2016–present).

Member, College of Business Strategic Planning Committee (2015–present).

Member, Dedman College Scholarship Committee (2015–present).

Chair, Dedman College Curriculum Committee (2016–2019).

Chair, Dedman College Facilities Committee (2015–2018).

Member, College of Business Diversity Committee (2014–2015).

FSU Department Service

Faculty Advisor, Florida Restaurant and Lodging Association (2012–2016).

The Profession

Guest Editing for Refereed Journals

Hanks, L. (Ed.). (2021). Consumer Behavior [Special Issue]. *Boston Hospitality Review*.

Editorial Board Membership(s)

International Journal of Contemporary Hospitality Management (2020–present).

Journal of Hospitality and Tourism Insights (2017–present).

Tourism Analysis (2015–present).

International Journal of Hospitality Management (2020–2022).

Guest Reviewer for Refereed Journals

Journal of Service Research (Dec 2015–present).

International Journal of Hospitality Management (Sep 2015–present).

Journal of Hospitality Marketing and Management (Apr 2015–present).

Graduate Research in Hospitality Conference (2014–present).

ICHRIE Research Conference (2014–present).

International Journal of Contemporary Hospitality Management (2014–present).

Cornell Hospitality Quarterly (2012–present).

Journal of Hospitality and Tourism Research (2012–present).

Service to Professional Associations

Faculty Intern, JW Marriott (2016).

Service to Other Universities

Alumni in the Classroom, *Penn State University* (2018–present).

Alumni in the Classroom, *Penn State University* (2017–present).

Alumni in the Classroom, *Penn State University* (2016–present).

The Community

Marketing Consultant, Domi Station Entrepreneurship Incubator (2016–present).

Educational Speaker - Domestic Violence Awareness, Alpha Chi Omega (2016–2020).

Big Sister/Youth Mentor, Big Brothers, Big Sisters (2016–2018).

Fundraising Volunteer Coordinator, The Red Cross (2016–2017).

Curriculum Vitae

Woody G. Kim

March 08, 2025

General Information

University address: Dedman College of Hospitality
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Tallahassee, Florida 32306-2541
Phone: 850-644-8242; Fax: 850-6445565

E-mail address: wkim@cob.fsu.edu
wkim@fsu.edu

Web site: <https://dedman.fsu.edu/>

Professional Preparation

1995	Ph.D., Purdue University. Major: Hospitality and Tourism Management.
1990	Master, University of Massachusetts, Amherst, Massachusetts. Major: Hotel, Restaurant, and Travel Administration.
1988	MBA, University of Houston, Houston, Texas. Major: Business Administration.
1986	Bachelor of Arts, Seoul National University, Seoul, South Korea. Major: Linguistics.

Professional Experience

2010–present	Professor, Hospitality Administration, Florida State University.
2007–2010	Associate Professor, Hospitality Administration, Florida State University.
2006–2007	Associate Professor, School of Hotel and Restaurant Administration, Oklahoma State University.
2001–2006	Assistant Professor, School of Hotel and Restaurant Administration, Oklahoma State University.
1995–2000	Assistant Professor, School of Hospitality and Tourism Management, Sejong University.

Visiting Professorship(s)

2024	School of Hospitality and Tourism, Auckland University of Technology - AUT, Auckland, New Zealand.
2024	Faculty of Hospitality and Tourism, Prince of Songkla University, Phuket Campus Phuket, Thailand.
2013–2014	College of Human Ecology, Seoul National University, South Korea.

Honors, Awards, and Prizes

Michael D. Olsen Research Achievement Award, Annual Graduate Education and Graduate Student Research Conference (2024).
 Fulbright Research Scholarship Award, U.S. Department of State (2021). (\$23,370).

John Wiley and Sons Lifetime Research Achievement Award, 2017 International CHRIE Conference (2017).
Best Paper Award, 2017 Academy of Global Hospitality & Tourism Conference (2017).
Best Paper Award, 5th International Interdisciplinary Business-Economics Advancement Conference (2015).
Shortlisted for the Best Paper Award, EuroCHRIE Conference (2015).
Best Paper Award, International CHRIE (2010).
Outstanding Paper Award at the Literati Network Awards for Excellence, International Journal of Contemporary Hospitality Management (2009).
The Institute of Hospitality Education Research Award, EuroCHRIE (2009). (\$700).
Best Article of the Year Award, Sage Publication (JHTR) (2004).
Best paper award, HITA (Hospitality Information Technology Association) (2004).
Best Paper Award, 9th Annual Graduate Education and Graduate Student Research Conference (2004).

Teaching

Courses Taught

Managing Revenues and Expenses (HFT4471)
Hospitality Financial Management (HMG5465)
Managing Service Organizations (HFT3240)
European Hotel Operations (HFT4930)
Hospitality Revenue Management (HMG5466)
Introduction to hospitality and tourism management (HFT1000)
Directed Individual Study (HFT4905)
Honors Thesis (HFT4907)
European Travel and Tourism (HFT4930)
Honors Thesis (HFT4970)
Studies in Hospitality and Tourism (HFT5908)
Hospitality Services Marketing and Research (HFT4502)
Financial Management Control Systems (HFT4471)

Master's Committee Member

Li, Q., graduate. (2011).

Bachelor's Committee Chair

Finley, H., student. *An Examination of Temporary and Permanent Modifications Made to The Walt Disney Company's Amusement Park Operations in Response to The Covid-19*

Pandemic.

Eric L., student. *Exploring Room Rate Dispersion Practices in Hotels across Channels.*

Jabbour, P., student. *Factors Influencing Consumers' Tipping Habits in The Restaurant Industry.*

Stoneseifer, W., student. *An Exploratory Analysis of the Hotel Needs of the Disabled Community.*

Research and Original Creative Work

Publications

Refereed Journal Articles

Lee, J., Lim, H., & Kim, W. G. (2025). Gestalt food presentation: Its influence on visual appeal and engagement in the Instagram context. *Tourism Management*, 107, 105080.

Sun, B. R., & Kim, W. G. (2024). Exploring the influence of cultural values on green purchasing and its consequence. *Journal of Vacation Marketing*, 13567667241270790.

Kong, Y., Kim, W. G., Zhou, X., & Yang, Y. (2024). Customer value co-destruction behaviors in smart service encounters: Scale development and cross-cultural validation. *International Journal of Hospitality Management*, 122, 103854.

Haldorai, K., Kim, W. G., Mussina, K., & Li, J. J. (2024). From personal convictions to collective action: Predicting employees' pro-environmental behaviors in public and private spheres. *International Journal of Hospitality Management*, 122, 103864.

Majeed, S., Kim, W. G., & Ryu, K. (2024). Medical tourism and cognitive dissonance: exploring tourist choice behavior, post-choice pre-outcome regret, and visit intention. *Journal of Quality Assurance in Hospitality & Tourism*, 25(3), 514-544.

Majeed, S., & Kim, W. G. (2024). Antecedents and consequences of conceptualizing online hyperconnected brand selection. *Journal of Consumer Marketing*, 41(3), 328-339.

Majeed, S., Zhou, Z., & Kim, W. G. (2024). Destination brand image and destination brand choice in the context of health crisis: Scale development. *Tourism and Hospitality Research*, 24(1), 134-151.

Cho, B. K., Lee, D., Kim, W. G., Kim, E. J., & Lee, Y. K. (2024). Integrating green image with relationship marketing: A moderating role of green image. *Tourism and Hospitality Research*, 14673584241299735.

Haldorai, K., Kim, W. G., & Phetvaroon, K. (2024). Job insecurity and survivor workplace behavior following COVID-19 layoff. *International Journal of Contemporary Hospitality*

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Edited Books

- Majeed, S., & Kim, W. G. (Eds.). (2024). *Investigating the Role of Destination-Based Brand Authenticity and Brand Love on Tourist–Brand Interaction, Tourist-brand interaction, online social media-based destination brand communities, and tourist behavior* [Book Chapter]. Springer Nature.
- Berezina, K., Kim, W. G., & Ling, A. (Eds.). (2023). *Channel Management* [Book Chapter]. Co-star Share Center: STR.
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Refereed Proceedings

Camillo, A. A., Wei, Cheng-i, & Kim, W. G. (2005). CHEFS' ATTITUDE TOWARD FOOD IRRADIATION. In *2005 International CHRIE Annual Conference* (pp. 39). ICHRIE.

Presentations

Refereed Papers at Conferences

Chang, H., & Kim, W. G. (presented 2025, February). *An Assessment of Respiratory Health and Well-being during a Cruise Ship Vacation: A Case Study of Indoor Air Quality in a Cruise Ship in the U.S.* Paper presented at 2025 ICHRIE-SECSA Conference, Auburn University, Auburn, AL, USA. (International)

Parvez, O., & Kim, W. G. (presented 2025, February). *Measuring the Impact of CSR on the Green Performance of SME Hotels: A Comparative Study of Turkey and Greece.* Paper presented at 2025 ICHRIE-SECSA Conference, Auburn University, Auburn, AL, USA. (International)

Parvez, O., Rahman, I., & Kim, W. G. (presented 2025, February). *The Significance of Corporate Green Strategy in Hotels.* Paper presented at 2025 ICHRIE-SECSA Conference, Auburn University, Auburn, AL, USA. (International)

Kim, W. G., Haldorai, K., & Mussina, K. (presented 2024, July). *Unveiling the Shadows: Exploring the Dark Side of Organizational Citizenship Behavior.* Paper presented at 2024 ICHRIE Conference, ICHRIE, Montreal, Quebec, Canada. (International)

Kong, Y., Kim, W. G., Zhou, X., & Yang, Y. (presented 2024, January). *Development of Customer Co-Destruction Behavior Scale in Smart Service Encounters.* Paper presented at the 29th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Florida International University, Miami, FL. (International)

Kim, W. G. (presented 2023, October). *Investigating Predictors of Employees' Environmental Activist and Non-activist Behaviors.* Paper presented at 2023 Euro CHRIE Conference, CHRIE, Vienna, Austria. (International)

Selenger, I., Chang, H. S., & Kim, W. G. (presented 2023, January). *Chefs' Exposure to Indoor Air Pollution from Commercial Cooking in A Full-Service Upscale Restaurant as a Case Study.* Paper presented at the 28th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, California Polytechnic State University, Anaheim, CA, USA. (International)

- Kim, W. G., & Camillo, A. (presented 2022, February). *To Buy or Not to Buy? Consumers Purchase Intention of Irradiated Food Products in Us Food Market*. Paper presented at 2022 WF CHRIE Conference, CHRIE, Sacramento, CA, USA. (National)
- Camillo, A. A., & Kim, W. G. (presented 2021, September). *Price Dispersion of Wine in U.S. Michelin Starred Restaurants*. Paper presented at EuroCHRIE Conference, 2021 EuroCHRIE, Aalborg, Denmark. (International)
- Gopalakrishna, S. P., Kim, W. G., & Haldorai, K. (presented 2020, February). *Ostracism as an Antecedent of Service Employee Engagement: A Second Stage Moderated-mediation Model*. Paper presented at CHRIE-SECSA Conference, CHRIE-SECSA Conference, Auburn, AL. (National)
- Zhou, Y., Cobanoglu, C., & Kim, W. G. (presented 2020, February). *Travel-related Online Communities Research in the Field of Hospitality and Tourism*. Paper presented at CHRIE-SECSA Conference, CHRIE-SECSA Conference, Auburn, AL. (National)
- Kim, W. G. (presented 2019, October). *Kitchen Environment and Chefs' Performance*. Paper presented at Global Food and Beverage Expo and Global "G" Conference, Global Food and Beverage Expo, Las Vegas, Nevada. (International)
- Touni, R., Kim, W. G., Abdelgawad, A. R., & Choi, H. M. (presented 2019). *Do Customer Engagement with Social Media and Perceived Value Influence Relationship Strength and Hotel Booking Intentions?* Paper presented at the 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, University of Houston, Houston, Texas, USA. (International)
- Kim, W. G., & Haldorai, K. (presented 2019). *Spirituality Centered Workplace – a Myth or Reality in Indian Hospitality industry*. Paper presented at 2019 APacCHRIE & EuroCHRIE Joint Conference, APacCHRIE & EuroCHRIE, Hong Kong SAR, China. (International)
- Touni, R., Kim, W. G., Choi, H., & Ali, M. A. (presented 2018). *Antecedents and an Outcome of Customer Engagement with Hotel Brand Community on Facebook*. Paper presented at 2018 Global Marketing Conference, Gamma, Tokyo, Japan. (International)
- Kim, K., Kim, W. G., & Choi, H. (presented 2018). *Scarcity Messages: Does It Impact on Customers' Purchase Intention in Restaurant Setting?* Paper presented at 2018 SE CHRIE Conference, SE CHRIE, Knoxville, TN, USA. (International)
- Chamberlane, L., Kim, W. G., & Lee, H. Y. (presented 2017). *Caribbean Cruise Passengers' Responsible Tourism Behavior and the Moderating Effect of Trust toward Responsible Cruise Claims*. Paper presented at 15th APacCHRIE Conference, APacCHRIE, Bali,

Indonesia. (International)

Li, J., & Kim, W. G. (presented 2017). *Determinants of Online Overall Rating and Hotel Performance*. Paper presented at 2017 Academy of Global Hospitality & Tourism Conference, The Korea America Hospitality & Tourism Educators Association, Cheongju, South Korea. (International)

Kim, W. G., Kim, Y. J., & Choi, H. (presented 2017). *Hotel's Environmental Management Practice: Scale Development and Validation*. Paper presented at 2017 SE CHRIE Conference, SE CHRIE, Miami, Florida, USA. (International)

Kim, W. G., & Kim, Y. J. (presented 2017). *How to Enhance Hotel Employees' Eco-Friendly Behavior and Environmental Performance via Green Human Resource Management?* Paper presented at 2017 Academy of Global Hospitality & Tourism Conference, The Korea America Hospitality & Tourism Educators Association, Cheongju, South Korea. (International)

Li, J., & Kim, W. G. (presented 2017). *Leader-Member Exchange as a Moderator of the Relationship between Psychological Contract Breach and Work Outcomes*. Paper presented at the 22nd Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, University of Houston, Houston, Texas, USA. (International)

Kim, W. G., Kim, Y. J., & Choi, H. (presented 2017). *The Impact of Green Human Resources Management on Hotel Employees' Eco-friendly Behavior and Environmental Performance*. Paper presented at 2017 7th International Interdisciplinary Business-Economics Advancement Conference, Global Conference on Business and Economics, Miami, Florida, USA. (International)

Kim, W. G., & LI, J. J. (presented 2016). *Measuring the effectiveness of social media campaign in the restaurant industry*. Paper presented at The 21st Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Temple University, Philadelphia, Pennsylvania, USA. (International)

Kim, W. G., Zhao, X. R., & Li, J. (presented 2016). *The Effects of Management Support on Turnover Intention in the Gaming Industry: A Multilevel Analysis*. Paper presented at 14th APacCHRIE Conference, APacCHRIE, Bangkok, Thailand. (International)

Kim, W. G., & Li, J. (presented 2016). *The Gaming Destination Image, Satisfaction and Loyalty: A Model and Test of Differences between Male and Female Travelers*. Paper presented at 2016 Annual KAHTEA Conference, KAHTEA, Las Vegas, Nevada, USA. (International)

Li, J. J., & Kim, W. G. (presented 2016). *The impact of social media on restaurant performance: Investigating the moderating effect of excellence certificate*. Paper presented at The 21st

Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Temple University, Philadelphia, Pennsylvania, USA. (International)

Kim, W. G., Wong, I. A., Li, J., & Moon, Y. J. (presented 2016). *The Role of Mindfulness in Emotional Labour and Emotional Exhaustion among Casino Employees*. Paper presented at 2016 EuroCHRIE Conference, EuroCHRIE, Budapest, Hungary. (International)

Ali, F., & Kim, W. G. (presented 2015). *A Comparative Study of CB-Sem and Pls-Sem for Theory Development in Hospitality Research*. Paper presented at 3rd World Research Summit for Tourism and Hospitality and 1st USA-China Tourism Research Summit, Elsevier, Orlando, Florida, USA. (International)

Ali, F., & Kim, W. G. (presented 2015). *Creative Tourists' Experience: Does It Predict Satisfaction, Nostalgia Intensity and Behavioral Intentions*. Paper presented at 5th International Interdisciplinary Business-Economics Advancement Conference, University of South Florida, Ft. Lauderdale, Florida, USA. (International)

Kim, W. G. (presented 2015). *Do Hotels' Recently Emerged Amenities and Sustainability Practices Lead to Guests' Price Premium and Loyalty?* Paper presented at EuroCHRIE Conference, EuroCHRIE, Manchester, UK. (International)

Kim, W. G., Han, S., & Panvisavas, V. (presented 2015). *The Effect of Restaurant Manager's Emotional Intelligence and Manager's Support on Employees' Job Satisfaction: Examining Moderating Role of Service under Pressure*. Paper presented at 13th APacCHRIE Conference, APacCHRIE, Auckland, New Zealand. (International)

Kim, W. G. (presented 2015). *The Influence of Social Media Reviews and Operating Efficiency Metrics on Restaurant Performance: The Effect of Excellence Award as a Moderator*. Paper presented at 3rd World Research Summit for Tourism and Hospitality and 1st USA-China Tourism Research Summit, Elsevier, Orlando, Florida, USA. (International)

Kim, W. G., Han, S., Kang, S., & Panvisavas, V. (presented 2014). *Antecedents and Consequences of Emotional Labour of Restaurant Employees*. Paper presented at 12th APacCHRIE Conference, APacCHRIE, Kuala Lumpur, Malaysia. (International)

Kim, W. G., Lee, S., & Qu, H. (presented 2014). *Do Companies' Corporate Social Responsibility (CSR) Activities Matter to Hotel Customers?* Paper presented at 12th APacCHRIE Conference, APacCHRIE, Kuala Lumpur, Malaysia. (International)

Lee, H. Y., Reid, E., & Kim, W. G. (presented 2014). *Restaurant Daily Deal Consumers' Complaint Behaviours: Determinants and The Moderating Effect of Value Consciousness*. Paper presented at 12th APacCHRIE Conference, APacCHRIE, Kuala Lumpur, Malaysia. (International)

- Cho, M., & Kim, W. G. (presented 2013). *Examining the Relationship between Price Gap and Hotel Performance within and across Online/Offline Channels*. Paper presented at 18th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Seattle, Washington, USA. (International)
- Lee, H. Y., Bonn, M. A., Reid, E., & Kim, W. G. (presented 2013). *Responsible Tourism Behavior: A Comparison of Expert Tourists and Novice Tourists*. Paper presented at International Conference on Innovation in Tourism and Hospitality, CIT, Valencia-Benidorm, Spain. (International)
- Kim, W. G. (presented 2013). *The Influence of Tangible and Intangible Elements of Hotel Websites on Consumer Satisfaction and Loyalty*. Paper presented at 2013 APacCHRIE Conference, APacCHRIE, Macau, China. (International)
- Cho, M., Kim, W. G., & Brymer, R. A. (presented 2012). *Determinants of Comprehensive Hotel Performance Metrics: The Moderating Role of Hotel Type*. Paper presented at 17th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Auburn, Alabama, USA. (International)
- Kim, W. G., Cho, M., & Kim, D. (presented 2012). *The Effect of Price Dispersion on Hotel Performance*. Paper presented at 2012 International CHRIE Conference, CHRIE, San Juan, Providence, Rhode Island. (International)
- Jang, Y. J., Kim, W. G., & Bonn, M. (presented 2010). *Consumers' Attitudes and Behavioral Intentions in Green Restaurants: Focused on food-related lifestyle segments of Generation Y*. Paper presented at 2010 International CHRIE Conference, CHRIE, San Juan, Puerto Rico. (International)
- Chang, H., & Kim, W. G. (presented 2009). *Counterfactual Reasoning and Customer Responses to Restaurant Service Failure*. Paper presented at 14th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Las Vegas, NV. (National)
- Chang, H., & Kim, W. G. (presented 2009). *Customer Counterfactual Responses to Restaurant Service Failure and Its Recovery, 2009 International CHRIE Conference*. Paper presented at International CHRIE Conference, CHRIE, San Francisco, CA. (International)
- Lee, S., & Kim, W. G. (presented 2009). *Developing a New Performance Measurement Metric in the Hotel Industry: Application of the Balanced Scorecard and the Fuzzy-Analytic Hierarchy Process Model, 2009 International CHRIE Conference*. Paper presented at 2009 International CHRIE Conference, CHRIE, San Francisco, CA. (International)
- Kim, W. G. (presented 2009). *Examining the Relationship among Tangible, Intangible e-SERVQUAL, Online Customer Satisfaction, and Loyalty*. Paper presented at International

CHRIE Conference, CHRIE, San Francisco, CA. (International)

Jang, Y. J., Kim, W. G., & Yang, I. S. (presented 2009). *Food-Related Lifestyle Segments and Mature Consumers' Attitudes to Home Meal Replacement*. Paper presented at International CHRIE Conference, CHRIE, San Francisco, CA. (International)

Kim, W. G. (presented 2009). *The Determinants of Executive Compensation in the Restaurant Industry: A Quantile Regression Approach*. Paper presented at 2009 APACHRIE Conference, APACHRIE, Singapore. (International)

Kim, W. G., & Brymer, R. A. (presented 2009). *The Effects of Ethical Leadership on Manager Job Satisfaction, Commitment, Behavioral Outcomes and Firm Performance*. Paper presented at 2009 EuroCHRIE Conference, EuroCHRIE, Helsinki, Finland. (International)

Kim, W. G., Gazzoli, G., & Park, Y. (presented 2008). *Benefit Segmentation of International Travelers to Macau, China*. Paper presented at 2008 APACHRIE Conference, APACHRIE, Perth, Australia. (International)

Moon, Y., & Kim, W. G. (presented 2008). *Customers' cognitive, emotional, and actionable responses to the servicescape: A test of moderating effect of the restaurant type*. Paper presented at 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Orlando, FL. (National)

Moon, Y., & Kim, W. G. (presented 2008). *E-loyalty in the B2C context: The effects of websites via e-satisfaction/trust and the moderating role of switching costs*. Paper presented at 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing. (National)

Kim, S., Hancer, M., & Kim, W. G. (presented 2008). *Evaluating Beta Values of Capital Assets Pricing Model in the Hotel and Restaurant Industry*. Paper presented at 13th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Emerald Publishing, Orlando, FL. (National)

Phetvaroon, K., & Kim, W. G. (presented 2008). *Factors Affecting Tourists' Revisit Intentions: A case study of Krabi, Thailand*. Paper presented at 2008 APACHRIE Conference, APACHRIE, Perth, Australia. (International)

Kim, W. G., Gazzoli, G., Kim, T., Park, Y., & Brymer, R. A. (presented 2008). *Factors Affecting Travel Expenditure of Visitors to Macau*. Paper presented at 2008 Euro CHRIE Conference, CHRIE, Dubai, United Arab Emirates. (International)

Ozturk, A., Ng, Y. C., & Kim, W. G. (presented 2008). *Institutional DINESERV Dimensions and Loyalty Relationship*. Paper presented at 13th Annual Graduate Education and Graduate

Student Research Conference in Hospitality and Tourism, Emerald Publishing, Orlando, FL. (National)

Kim, W. G., & Phetvaroon, K. (presented 2008). *Predicting Revisit Intentions of Tourists Who Visited Phuket after Tsunami*. Paper presented at 2008 International CHRIE Conference, CHRIE, Atlanta, Georgia. (International)

Kim, W. G., Moon, Y. J., & Rachjaibun, N. (presented 2008). *The Effects of Website Factors on E-Loyalty via E-Satisfaction/Trust: Switching Costs as a Moderator*. Paper presented at 2008 APACHRIE Conference, APACHRIE, Perth, Australia. (International)

Kim, D. J., Kim, W. G., & Kim, S. H. (presented 2008). *The Post-Acquisition Performance in The Hospitality Industry*. Paper presented at 2008 International CHRIE Conference, CHRIE, Atlanta, GA. (International)

Ham, S., Kim, W. G., & Forsythe, H. (presented 2007). *Empirical Examination of an Extended Modified Technology Acceptance Model for Restaurant Operations*. Paper presented at 2007 International CHRIE Conference, CHRIE, Dallas, TX. (International)

Invited Keynote and Plenary Presentations at Conferences

Kim, W. G. (presented 2022, August). *The Role of Robots, AI, and Digital Technologies in Enhancing Hospitality Operation During Post-Pandemic Era*. Keynote presentation at the 2022 International Conference on Tourism and Business (ICTB), Lucern University of Applied Sciences and Arts, Lucern, Switzerland. (International)

Kim, W. G. (presented 2017). *Which Comes First: Employees or Customers in the Service Industry?* Keynote presentation at the 2017 Academy of Global Hospitality & Tourism Conference, The Korea-America Hospitality & Tourism Educators Association (KAHTEA), Cheongju, South Korea. (International)

Kim, W. G. (presented 2017). *Who Comes First: Employees or Customers?* Keynote presentation at the 2017 International Interdisciplinary Business-Economics Advancement Conference, International Interdisciplinary Business-Economics Advancement, Ft. Lauderdale, Florida, USA. (International)

Invited Keynote and Plenary Presentations at Symposia

Kim, W. G. (presented 2013). Revenue Management Applications in Restaurant Business. Plenary presentation in *the 1st Hospitality/Tourism Colloquium*. Symposium conducted at the meeting of Heilbronn University, Hochschule Heilbronn, Germany. (International)

Kim, W. G. (presented 2012). Directions for Hospitality Management Research. Plenary presentation in *the 3rd Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism and 1st HTM Young Scholar Conference*. Symposium conducted at the meeting of Sejong University, Seoul, South Korea. (International)

Kim, W. G. (presented 2011). Directions for Improving Faculty Research Productivity. Plenary presentation in *the 2nd Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism*. Symposium conducted at the meeting of Sejong University, Seoul, South Korea. (International)

Kim, W. G. (presented 2010). Strategy Discussion Session: Global Standards of Research and Education. Plenary presentation in *the 1st Colloquium for Overseas and Domestic Korean Scholars in Hospitality and Tourism*. Symposium conducted at the meeting of Sejong University, Seoul, South Korea. (International)

Kim, W. G. (presented 2008). Successful Strategies of American Hospitality Business. Keynote presentation in *Annual Research Symposium*. Symposium conducted at the meeting of Korean Academic Society of Hospitality Administration (KASHA), South Korea. (International)

Kim, W. G. (presented 2007). Current Trend in Hospitality and Tourism Research. Keynote presentation in *Annual Research Symposium*. Symposium conducted at the meeting of Korean Academic Society of Hospitality Administration (KASHA), Seoul, South Korea. (International)

Invited Presentations at Conferences

Kim, W. G. (presented 2016). *Leading Indicators of RevPAR*. Presentation at the 8th Annual Hotel Data Conference, STR Inc, Nashville, Tennessee, USA. (National)

Invited Workshops

Kim, W. G. (2017). *PLS-SEM Technique and Big Data Analytics in the Graduate School of Tourism Management (GSTM) Workshop*. Workshop delivered at National Institute of Development Administration, Bangkok, Thailand. (International)

Kim, W. G. (2016). *Hierarchical Linear Modeling (HLM) Technique in the Innovative Research Methods Workshop*. Workshop delivered at the 2016 EuroCHRIE Conference, Budapest, Hungary. (International)

Invited Lectures and Readings of Original Work

- Kim, W. G. (2019). *Pecking Order of a Hospitality Firm*. Delivered at School of Tourism Management, South China Normal University, Guangzhou, Guangdong, China. (International)
- Kim, W. G. (2017). *PLS-SEM and Big Data Analytics*. Delivered at National Institute of Development Administration (NIDA), Bangkok, Thailand. (International)
- Kim, W. G. (2016). *Current Trends in Revenue Management Practices*. Delivered at Kyungsoong University, Busan, South Korea. (International)
- Kim, W. G. (2013). *American Graduate Hospitality Program and Its Development*. Delivered at Seoul National University, Seoul, South Korea. (International)
- Kim, W. G. (2013). *Current Trends in Hotel Management Contract*. Delivered at Kyungsoong University, Busan, South Korea. (International)
- Kim, W. G. (2013). *Environmental Changes and Current Foodservice Industry Trends, the CEO Summit*. Delivered at Shinhan University, Seoul, South Korea. (International)
- Kim, W. G. (2013). *Hospitality Major and Future Career Opportunities*. Delivered at Dankook University, Seoul, South Korea. (International)
- Kim, W. G. (2013). *Introduction of American Hospitality and Tourism Programs*. Delivered at Chungju University, Chungju, South Korea. (International)
- Kim, W. G. (2013). *Research Trends in Food-away-from-Home*. Delivered at Daegu Catholic University, Daegu, South Korea. (International)
- Kim, W. G. (2013). *Research Trends in Foodservice Industry*. Delivered at Youngnam University, Yangsan, South Korea. (International)
- Kim, W. G. (2009). *Brand Equity Management and Hospitality Firms' Performance*. Delivered at Temple University, Philadelphia, Pennsylvania, USA. (State)
- Kim, W. G. (2009). *Determinants of Executive Compensation in the Restaurant Industry: A Quantile Regression Approach (for the Annual Lecture Series for Graduate Education)*. Delivered at Department of Hospitality and Tourism Management, Virginia Tech, Blacksburg, Virginia, USA. (Local)
- Kim, W. G. (2009). *Restaurant Brand Equity Management*. Delivered at Kyunggi University, Seoul, South Korea. (International)
- Kim, W. G. (2008). *Globalization and Culture-Impact of Globalization on Your Career*.

Delivered at Sunchunhyang University, Seoul, South Korea. (International)

Kim, W. G. (2008). *Revenue Optimization Strategies of Hospitality Industry*. Delivered at Ehwa Women's University, Seoul, South Korea. (International)

Kim, W. G. (2007). *Hospitality Financial Management: Advancement by the Numbers*. Delivered at Institute For Tourism Studies, Macau, China. (International)

Kim, W. G. (2007). *Revenue Management for Hospitality Business*. Delivered at Mahidol University of International College, Bangkok, Thailand. (International)

Contracts and Grants

Contracts and Grants Funded

Phetvaroon, K., & Kim, W. G. (Oct 2023–Oct 2024). *Drivers of Green Supply Chain Management for Sustainable Performance in the Hospitality*. Funded by The Prince of Songkla University, Phuket, Thailand. (FHT 6600001). Total award \$34,000.

Kim, S. S., & Kim, W. G. (Jan 2023–Dec 2024). *Strategic Approaches to Measure and Enhance the Mental Health of Hotel Employees by Developing A Validated Measurement Scale and Analyzing Its Antecedents and Consequences*. Funded by The Hong Kong Polytechnic University. (RCG-GRF 2022/2023). Total award \$42,878.

Kim, W. G. (Jul 2019–Jun 2020). *A Study on the Revitalization of Food Tourism from the Big Data of Emotional Information*. Funded by Korea National Research Foundation. (NRF-2019S1A5A2A03049170). Total award \$80,000.

Kim, W. G. (Jan 2017–Dec 2018). *Development of the Optimized Food Tourism Model using Big Data Analytics*. Funded by Korea National Research Foundation. (NRF-2016S1A5A2A03928029). Total award \$150,000.

Kim, W. G. (2015–2016). *College of Business Summer Research Grant*. Funded by Florida State University. Total award \$13,000.

Kim, W. G. (2010–2011). *College of Business Summer Research Grant*. Funded by Florida State University. Total award \$12,000.

Kim, W. G. (2008–2008). *College of Business Summer Research Grant*. Funded by Florida State University. Total award \$12,000.

Kim, W. G. (Aug 2007–Jul 2009). *A Study of the Strategy for Fostering UCC (User Created Contents) Service*. Funded by Korea National Research Foundation. Total award

\$250,000.

Kim, W. G. (Nov 2006–Nov 2006). *The economic impact of casino gambling in Macao*. Funded by Macau SAR, China. Total award \$20,000.

Kim, W. G. (May 2006–May 2006). *A Study of the Potential for Meetings, Lodging and Restaurant Sectors*. Funded by Claremore City Research. Total award \$25,000.

Kim, W. G. (May 2006–May 2006). *Internal Audit for the three units (Atherton Hotel, Taylor's Dining and West Side Café) operated by School of Hotel & Restaurant Administration*. Funded by Oklahoma State University. Total award \$2,000.

Kim, W. G. (Jan 2003–Jun 2003). *Developed a contract proposal for Okemah Economic Development Authority*. Funded by Hotel Feasibility study for Okemah Economic Development Authority. Total award \$2,500.

Kim, W. G. (Jul 2002–Aug 2002). *Developing Four-Week Hospitality Study Program at Oklahoma State University*. Funded by Sejong University. Total award \$17,500.

Kim, W. G. (Jan 2000–May 2000). *Study on Minimizing Local Residents' Side Effects Due to a Newly Opened Casino*. Funded by Kangwon Land Casino. Total award \$30,000.

Kim, W. G. (Aug 1998–Jul 1999). *Study on Maximizing the Satisfaction Level of Students and their Parents in the School Foodservice Industry*. Funded by Korea Ministry of Education. Total award \$10,000.

Kim, W. G. (May 1998–Mar 1999). *Environmentally Sound Tourism Development in the Tumen Region: Realizing the Potential of Mt. Paekdusan/Changbaishan Area (Potentially the No. 1 tourist destination in Northeast Asia)*. Funded by United Nations Development Program. Total award \$400,000.

Kim, W. G. (Jan 1998–Feb 1998). *Evaluation of the Lease Fee Structure of Lotte Hotel, a Luxury Hotel Chain in Korea*. Funded by Korea National Science Foundation. Total award \$10,000.

Kim, W. G. (Jul 1997–Dec 1997). *A leading institutional foodservice firm in Korea) titled "Enhancing Customer Satisfaction*. Funded by LG Our Home. Total award \$3,000.

Kim, W. G. (Jan 1997–Dec 1997). *Technological and Strategic Suggestions for Korean Sport Information Infrastructure*. Funded by Korea National Science Foundation. Total award \$25,000.

Kim, W. G. (Jan 1996–Jul 1996). *Market Study and Concept Development of a Convention Hotel at Cheju Island (The most popular resort destination in Korea)*. Funded by Korean

Teachers' Pension. Total award \$30,000.

Service

Florida State University

FSU University Service

Committee Member, University Graduate Policy Committee (2017–present).

Committee Member, University Promotion & Tenure Committee (2017–present).

FSU College Service

Committee Member, College of Business Awards Committee (2015–2016).

Committee Member, Master Policy Committee (2014–2016).

Committee Member, Promotion and Tenure Committee (2010–2016).

Committee Member, Diversity Committee (2007–2016).

Committee Member, Undergraduate Policy Committee (2008–2010).

FSU Department Service

Chair, Promotion and Tenure (2016–present).

Committee Member, Finance Committee (2007–2014).

Chair, Scholarship Committee (2007–2014).

Advisor, Florida Restaurant & Lodging Association (2008–2009).

FSU Institute or Center Service

Director, International Center for Hospitality Research & Development (2007–present).

FSU Program Service

Director, MBA-HTM (2015–2017).

The Profession

Editor for Refereed Journals

Associate Editor, *Journal of Quality Assurance in Hospitality & Tourism* (2015–present).

Editorial Board Membership(s)

Asia-Pacific Journal of Innovation in Hospitality and Tourism (2013–present).

Tourism Economics (2011–present).

International Journal of Hospitality Management (2009–present).

Journal of Hospitality and Tourism Research (2009–present).

Journal of Hospitality and Tourism Technology (2009–present).

International Journal of Contemporary Hospitality Management (2007–present).

Journal of Human Resources in Hospitality and Tourism (2002–present).

Guest Reviewer for Refereed Journals

Cornell Hospitality Quarterly (2008–present).

Annals of Tourism Research (2003–present).

Tourism Management (2002–present).

Service to Professional Associations

Member, International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) (2001–present).

Service to Other Universities

- External Reviewer for Promotion and Tenure Candidates, *Temple University* (2024).
- External Reviewer for Promotion and Tenure Candidates, *University of Delaware* (2023).
- External Reviewer for Promotion and Tenure Candidates, *University of Hawaii* (2021).
- External Reviewer for Promotion and Tenure Candidates, *University of West Florida* (2021).
- External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2021).
- External Reviewer for Promotion and Tenure Candidates, *Macau University of Science and Technology* (2020).
- External Reviewer for Promotion and Tenure Candidates, *Northern Arizona University* (2020).
- External Reviewer for Promotion and Tenure Candidates, *University of Macau* (2020).
- External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2020).
- External Reviewer for Promotion and Tenure Candidates, *Hong Kong Polytechnic University* (2020).
- External Reviewer for Promotion and Tenure Candidates, *Indiana University – Purdue University* (2020).
- External Reviewer for Promotion and Tenure Candidates, *Texas Tech University* (2020).
- External Reviewer for Promotion and Tenure Candidates, *Kansas State University* (2019).
- External Reviewer for Promotion and Tenure Candidates, *University of Missouri* (2019).
- External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2019).
- External Reviewer for Promotion and Tenure Candidates, *Macau University of Science and Technology* (2019).
- External Reviewer for Promotion and Tenure Candidates, *University of Mississippi* (2018).
- External Reviewer for Promotion and Tenure Candidates, *University of Macau* (2018).
- External Reviewer for Promotion and Tenure Candidates, *Florida Atlantic University* (2018).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2018).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2018).

External Reviewer for Promotion and Tenure Candidates, *University of North Texas* (2018).

External Reviewer for Promotion and Tenure Candidates, *Macau University of Science and Technology* (2017).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2017).

External Reviewer for Promotion and Tenure Candidates, *Michigan State University* (2017).

External Reviewer for Promotion and Tenure Candidates, *University of Macau* (2016).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2016).

External Reviewer for Promotion and Tenure Candidates, *Oklahoma State University* (2016).

External Reviewer for Promotion and Tenure Candidates, *University of Hawaii* (2016).

External Reviewer for Promotion and Tenure Candidates, *Coastal Carolina University* (2015).

External Reviewer for Promotion and Tenure Candidates, *University of Nebraska* (2015).

External Reviewer for Promotion and Tenure Candidates, *Cornell University* (2015).

External Reviewer for Promotion and Tenure Candidates, *University of Central Florida* (2015).

External Reviewer for Promotion and Tenure Candidates, *Arizona State University* (2013).

External Reviewer for Promotion and Tenure Candidates, *Michigan State University* (2013).

External Reviewer for Promotion and Tenure Candidates, *University of Nevada at Las Vegas* (2013).

External Reviewer for Promotion and Tenure Candidates, *Virginia Tech* (2013).

External Reviewer for Promotion and Tenure Candidates, *University of Houston* (2013).

External Reviewer for Promotion and Tenure Candidates, *Indiana University* (2013).

External Reviewer for Promotion and Tenure Candidates, *Seoul National University* (2012).

External Reviewer for Promotion and Tenure Candidates, *Florida International University* (2012).

External Reviewer for Promotion and Tenure Candidates, *Auburn University* (2012).

External Reviewer for Promotion and Tenure Candidates, *George Washington University* (2011).

External Reviewer for Promotion and Tenure Candidates, *University of Nevada at Las Vegas* (2011).

External Reviewer for Promotion and Tenure Candidates, *State University of New York at Oneonta* (2010).

External Reviewer for Promotion and Tenure Candidates, *Pennsylvania State University* (2010).

External Reviewer for Promotion and Tenure Candidates, *University of Nevada at Las Vegas* (2009).

External Reviewer for Promotion and Tenure Candidates, *Robert Morris University* (2008).

U.S. Fulbright Peer Review Committee

Kim, W. G. (2024). *Served as a Fulbright Peer Review Committee under Business, Marketing, Hospitality, Tourism*. U.S. Department of State.

Kim, W. G. (2023). *Served as a Fulbright Peer Review Committee under Business, Marketing, Hospitality, Tourism*. U.S. Department of State.

Curriculum Vitae Nathaniel Discepoli Line

October 03, 2024

General Information

University address: Hospitality and Tourism Management
Dedman College of Hospitality
University Center Building B4113
Florida State University
Tallahassee, Florida 32306-2541
Phone: 850-645-2710; Fax: 850-644-5565

E-mail address: nline@dedman.fsu.edu

Web site: <https://dedman.fsu.edu/person/nathaniel-line>

Professional Preparation

- 2013 Ph.D., University of Tennessee, Knoxville. Major: Retail, Hospitality, and Tourism Management. Marketing.
- Line, N. D. (2013). *Multiple stakeholder market orientation: A conceptualization and application in the field of destination marketing*. Unpublished doctoral dissertation, University of Tennessee, Knoxville.
- 2006 B.S., University of Tennessee at Chattanooga. Major: Economics. Highest Honors.

Professional Credential(s)

- 2020–present Endowed Professorship: Cecil B. Day Distinguished Professor.
- 2011–present Collaborative Institutional Training Initiative (CITI) certification.

Professional Experience

- 2013–present Professor, Cecil B. Day Distinguished Professor, Dedman College of Hospitality, Florida State University.
- 2009–2012 Teaching Assistant, Retail, Hospitality, and Tourism Management, University of Tennessee. HRT 425: Employment Law (Spring, 2012) HRT 423: Hospitality/Tourism Marketing (Spring, 2012) RCS 411: Entrepreneurship and Small Business Planning (Fall, 2011) HRT 224: Tourism Management (Spring, 2011).

Honors, Awards, and Prizes

Course Enhancement Grant, Florida State University (2023). (\$1,500).
University Undergraduate Teaching Award, Florida State University (2023). (\$2,000).
Course Enhancement Grant, Florida State University (2021). (\$1,000).
Course Enhancement Grant, Florida State University (2020). (\$1,000).

Reviewer of the Year, Journal of Hospitality and Tourism Research (2020).
University Undergraduate Teaching Award, Florida State University (2016). (\$2,000).
Provost Travel Award, Florida State University (2015). (\$1,500).
First Year Assistant Professor Grant, Florida State University (2013). (\$20,000).

Current Membership in Professional Organizations

International Council of Hotel, Restaurant, and Institutional Educators

Teaching

Courses Taught

Marketing Strategy (HMG 5501)
Integrated Marketing for Hospitality (HFT 4502)
Managing Service Organizations (Online) (HFT 3240)
Directed Individual Study (HFT4905)
Business Strategy for the Hospitality Industry (Online) (HMG 5296)
European Lodging and Luxury Hotels (HFT4930)
European Lodging Management (HFT 4390)
Managing Service Organizations (HFT 3240)
Introduction to Hospitality (HFT 1000)

New Course Development

Marketing Strategy (2021)
Integrated Marketing for Hospitality (Online) (2020)
Managing Service Organizations (Online) (2017)
Introduction to Hospitality (Online) (2017)
Business Strategy for the Hospitality Industry (Online) (2017)
Managing Service Organizations (Online) (2016)
Integrated Marketing for Hospitality (2013)

Doctoral Committee Member

Jake Quilliams, graduate. (2019). *Factors related to teacher adoption rates and the diffusion of a one to one laptop initiative in one rural public school district.*

Supervision of Student Research Not Related to Thesis or Dissertation

Megan Gates (Aug 2017–Apr 2018).

Research and Original Creative Work

Publications

Refereed Journal Articles

Njeri, M., McGinley, S., Hanks, L., & Line, N. (submitted). "It's not just the money": A Measurement of Internal Employer Attractiveness Among Millennials and Generation Z. *Journal of Hospitality Tourism Research*. Manuscript submitted for publication.

Sharma, A., & Line, N. (submitted). Assessing the effect of promotional framing in firm valuation in the restaurant industry. *International Journal of Hospitality Management*. Manuscript submitted for publication.

Line, N., Hanks, L., Njeri, M., & Mody, M. (submitted). Expanding the domain of hospitality research: The hospitality virtue scale. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

Njeri, M., & Line, N. (submitted). Measuring the relational benefits of private club membership: A factor analytic evaluation. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication.

Hanks, L., Line, N., Dogru, T., & Lu, L. (submitted). Positive versus negative EWOM communication: An assessment of form and content. *International Journal of Contemporary Hospitality Management*. Manuscript submitted for publication.

Line, N., Njeri, M., Park, D., & Min, J. (submitted). The enduring effects of information overload in the travel process. *Journal of Hospitality and Tourism Research*. Manuscript submitted for publication.

Line, N., Hanks, L., Dogru, T., & Lu, L. (2024). Assigning credit and blame in restaurant delivery EWOM: The role of delivery providers. *International Journal of Hospitality Management*, 117.

Line, N., Hanks, L., Bilgihan, A., & Mody, M. (2024). Hospitality Marketing Research: Bridging the Practical Gap. *International Journal of Contemporary Hospitality Management*.

Njeri, M., Line, N., & Hanks, L. (2024). Modeling multidimensionality in tourism research: Exploratory higher-order factor analysis. *Journal of Hospitality and Tourism Research*.

- Line, N., Bilgihan, A., Hanks, L., & Mody, M. (2024). Rethinking the Role of Hospitality in Society: the HOST model. *International Journal of Contemporary Hospitality Management*, 36(7), 2256-2272.
- Njeri, M., Khader, M., Ali, F., & Line, N. (2024). Revisiting internal consistency in hospitality research: towards a more comprehensive assessment of scale quality. *International Journal of Contemporary Hospitality Management*.
- Bilgihan, A., Dogru, T., Hanks, L., Line, N., & Mody, M. (2024). The GAI marketing model: A conceptual framework and future directions. *International Journal of Hospitality Management*, 123.
- Dogru, T., Line, N., Mody, M., & Hanks, L. (2023). Generative artificial intelligence in the hospitality and tourism industry: Developing a framework for future research. *Journal of Hospitality and Tourism Research*.
- Zheng, X., Zhang, L., Line, N., & Wei, W. (2023). The Effects of Unfulfilled Preferential Treatment and Review Dispersion on Airbnb Guests' Attitudes and Behavior. *Journal of Hospitality and Tourism Research*, 47(7), 1244-1269.
- Dogru, T., Line, N., & Hanks, L. (2023). The implications of generative artificial intelligence in academic research and higher education. *Tourism Economics*.
- Dogru, T., Hanks, L., Suess, C., Line, N., & Mody, M. (2023). The Resilience of the Lodging Industry during the Pandemic: Hotels vs. Airbnb. *International Journal of Hospitality Management*, 109.
- Lu, L., Neale, N., Line, N., & Bonn, M. (2022). Improving Data Quality using Amazon Mechanical Turk through Platform Setup. *Cornell Hospitality Quarterly*, 63(2), 231-246.
- Wei, W., Zheng, Y., Zhang, L., & Line, N. (2022). Leveraging customer-to-customer interactions to create immersive and memorable theme park experiences. *Journal of Hospitality and Tourism Insights*, 5(3), 647-662.
- Hanks, L., Line, N., Dogru, T., & Lu, L. (2022). Saving Local Restaurants: The Impact of Altruism, Self-Enhancement, and Affiliation on Restaurant Customers' EWOM Behavior. *Journal of Hospitality and Tourism Research*, 48(2), 301-326.
- Hanks, L., Line, N., & Zhang, L. (2021). Expanding the methodological approach to the social servicescape: Moving from measurement to manipulation. *Cornell Hospitality Quarterly*, 62(1), 157-168.
- Zheng, Y., Wei, W., Line, N., & Zhang, L. (2021). Integrating the tourist gaze with the social servicescape: Implications for creating memorable theme park experiences. *International*

Journal of Hospitality Management, 93.

- El-Manstrly, D., Ali, F., & Line, N. (2021). Severe service failures and online vindictive word of mouth: The effect of coping strategies. *International Journal of Hospitality Management*, 95.
- Zhang, L., Wei, W., Line, N., & McGinley, S. (2021). Social distancing: The effect of density and power on restaurant consumers. *International Journal of Hospitality Management*, 96.
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- Jin, N., Line, N., & Goh, B. (2013). Experiential value, relationship quality, and customer loyalty in full-service restaurants: The moderating role of gender. *Journal of Hospitality Marketing and Management*, 22, 679-700.
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- Line, N., & Runyan, R. C. (2012). Hospitality marketing research: Recent trends and future directions. *International Journal of Hospitality Management*, 477-488.
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Refereed Proceedings

Dogru, T., Mody, M., Hanks, L., Line, N., & Suess, C. (2022). The Implications of the COVID-19 Pandemic for the US Accommodation Sector. In *Proceedings of the 2022 International CHRIE Conference*. International Council on Restaurant, Hotel, and Institutional Education.

Hanks, L., Line, N., & Dogru, T. (2021). A holistic understanding of EWOM. In *Proceedings of the 2021 EuroCHRIE Conference*. Aalborg, Denmark.

Hanks, L., Line, N., Miao, L., & Liu, X. (2020). The cultural servicescape: Creating a research framework. In *Proceedings of the 2020 EuroCHRIE Conference*. Aalborg, Denmark.

McGinley, S., Line, N., Wei, W., & Peyton, T. (2020). The role of job threats: Studying idiosyncratic traits and professional mobility. In *Proceedings of the 30th Annual Council for Australasian Tourism and Hospitality Education Conference*. Auckland, New Zealand.

Dogru, T., Mody, M., Suess, C., McGinley, S., & Line, N. (2019). Airbnb and employment in the hospitality sector. In *Proceedings of the 2019 International CHRIE Conference*. New Orleans, LA.

Hanks, L., Line, N., Miao, L., Yang, W., & Liu, Z. (2018). Destination tourism and the cultural servicescape. In *Proceedings of World Research Summit for Tourism and Hospitality*. Orlando, FL.

Moon, H., Miao, L., Hanks, L., & Line, N. D. (2017). Peer-to-peer interactions and Consumption Experience: The case of Airbnb guest and host. In *Proceedings of the 2017 APacCHRIE/APF Conference*. Bali, Indonesia.

Hanks, L., Yang, W., & Line, N. (2015). Status seeking and the social servicescape: Implications for luxury restaurant promotions. In *World Research Summit for Tourism and Hospitality*. Orlando, FL.

Bonn, M., Line, N., & Cho, M. (2015). The effect of fluctuating energy prices on tourism expenditures and behavior: Evidence from the State of Florida. In *APacCHRIE/APF Conference*. Auckland, NZ.

- Line, N., Runyan, R. C., Swinney, J., & Sneed, C. (2014). Business owners' and consumers' perceptions of the downtown brand: An investigation of brand congruency across stakeholder groups. In *American Marketing Association Pricing and Retailing Conference*. Stockholm, Sweden.
- Line, N. (2014). Market-oriented destination marketing: A process model for implementing the marketing concept in a multi-stakeholder environment. In *International CHRIE Conference*. San Diego, CA.
- Line, N., Malone, S., & Runyan, R. C. (2014). The role of emotion in place attachment. In *The European Marketing Academy Conference*. Valencia, Spain.
- Line, N., & Runyan, R. C. (2013). Multiple stakeholder market orientation: A service dominant logic perspective of the market orientation paradigm. In *American Collegiate Retailing Conference*. Nashville, TN.
- Jin, N., Ann, S. H., Line, N., & Goh, B. (2013). The full-service dining experience: An assessment of the generation-specific determinants of customer loyalty. In *18th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*. Seattle, WA.
- Line, N., Daniell, R. B., & Costen, W. (2012). Assessing the affective image of nature-based tourism destinations: The natural area vs. the gateway city. In *17th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*. Auburn, AL.
- Gonzalez-Padron, T., Runyan, R. C., Hyun, J., Line, N., Kim, Y-H., & Finnegan, C. (2011). "Tried and true" or "cutting edge": Use of data analytical techniques in marketing research. In *Academy of Marketing Science Annual Conference*. Coral Gables, FL.
- Line, N., & Costen, W. (2011). Environmental attitudes, motivation, and attachment: Toward a model of nature-based tourism. In *International CHRIE Conference*. Denver, CO.
- Campbell, J. M., Line, N., Runyan, R. C., & Swinney, J. L. (2011). The moderating effect of family-ownership on firm performance: An examination of entrepreneurial orientation and social capital. In *United States Association for Small Business and Entrepreneurship Conference*. Hilton Head, SC.
- Line, N., & Costen, W. (2010). Nature-based tourism: The effects of a gateway city. In *Southeast Council on Hotel, Restaurant, and Institutional Education*. Beaufort, SC.

Service

Florida State University

FSU University Service

College Representative, ASPIRE Committee (2023–present).

College Representative, Business of Health Care Summit Planning Committee (2023–present).

College Representative, University Library Committee (2022–present).

Hospitality and Tourism Expert, University Media Push (2020–present).

Participant, Leadership Development Program (2022–2023).

FSU College Service

Departmental Representative, College of Business Online Technology Committee (2016–2017).

Departmental Representative, College of Business Scholarship Committee (2014–2016).

Departmental Representative, College of Business Assessment Committee (2013–2016).

FSU Department Service

Chair, Cecil B. Day Award Committee (2019–present).

Member, DCH Distance Learning Committee (2017–present).

Member, DCH Faculty Search Committee (2017–present).

Member, DCH Finance Committee (2017–present).

Chair, DCH Marketing Committee (2016–present).

Member, DCH Strategic Planning Committee (2016–present).

Member, DCH Bylaws Committee (2014).

The Profession

Guest Editing for Refereed Journals

Line, N., Cho, M., & Hair, J. (Eds.). (2021). [Special Issue]. *Cornell Hospitality Quarterly*.

Editorial Board Membership(s)

Cornell Hospitality Quarterly (2021–present).

International Journal of Contemporary Hospitality Management (2021–present).

International Journal of Hospitality Management (2020–present).

Journal of Hospitality & Tourism Research (2018–present).

Journal of Hospitality and Tourism Insights (2018–2021).

Guest Reviewer for Refereed Journals

Journal of Service Research (2018–present).

Journal of Sustainable Tourism (2017–present).

Journal of Foodservice Business Research (2016–present).

Journal of Hospitality Marketing & Management (2015–present).

Tourism Management (2014–present).

International Journal of Contemporary Hospitality Management (2015–21).

Cornell Hospitality Quarterly (2014–21).

Reviewer for Textbooks

Strategic Marketing in Tourism Services (2011–2012).

Service to Professional Associations

Reviewer, Asia Pacific Tourism Association (2015–present).

Reviewer, Graduate Student Research Conference in Hospitality and Tourism (2013–present).

Reviewer, ICHRIE Annual Conference (2013–present).

Academic Scholarship Reviewer, Tourism Cares (2013–2017).

Invited Presenter, Tennessee Association of Convention and Visitors Bureaus (2010).

The Community

Big Brother, Big Brothers Big Sisters (2017–present).

Volunteer Judge, Entrepreneurship Bootcamp for Veterans' Families (2014).

Curriculum Vitae

Bingjie "Becky" Liu-Lastres

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Professional Preparation

2016 Ph.D., University of Florida. Major: Health and Human Performance. Park, Recreation, and Tourism. Supervisor: Lori Pennington-Gray.

2012 M.S., Clemson University. Major: Parks, Recreation, and Tourism

Management. Supervisor: William C. Norman.

2010 B.S., Sun Yat-sen University. Major: Tourism Management.

Professional Credential(s)

2019–present Certification in Hotel Industry Analytics.

2019–present Quality Matters Credential.

2019–present The Association of College and University Educators (ACUE) Credential.

Professional Experience

2025–present Associate Professor, Dedman College of Hospitality, Florida State University.

2024–2025 Associate Professor, Department of Tourism, Event, and Sport Management,
Indiana University Indianapolis.

2018–2024 Assistant Professor, Department of Tourism, Event, and Sport Management,
Indiana University-Purdue University Indianapolis.

2016–2017 Instructor, Tourism, Leisure and Event Planning Program, Bowling Green
State University.

Honors, Awards, and Prizes

Research Award, International Council on Hotel, Restaurant, and Institutional Education (2023).
Outstanding Researcher, Central Federation of Hotel, Restaurant and Institutional Education
(2022).

Best Paper, the 6th World Summit for Tourism and Hospitality (2021).

Emerging Excellence in Research Award, School of Health and Human Sciences, IUPUI (2021).

Translate-Research-Into-Practice (TRIP) Scholar of the Month, Indiana University-Purdue
University at Indianapolis (2021).

Best Research Report, International Council on Hotel, Restaurant and Institutional Education
(2017).

Current Membership in Professional Organizations

International Council on Hotel, Restaurant, and Institutional Education

Tourism and Travel Research Association

Teaching

Courses Taught

Tourism Economics (TESM-G315)
Tourism Marketing and Sales (TESM-T 307)
Tourism Management Principles (TESM-G 412)
Tourism Planning & Development (TCEM-T 107)
Economics of Event Tourism (TESM-T 562)
Applied Sport Event Research (TESM-T 582)
Special Topic: Crisis Management in Tourism (TESM-G299)
Convention, Meeting, and Resort Administration (TLEP 3250)
Field Experience (TLEP 3870/)
Internship (TLEP 4880)
Program Design and Strategies of Recreation and Leisure Services (HLSM 6240)
Strategic and Planning in Tourism and Hospitality (HLSM 6560)
Event and Program Planning in Tourism (TLEP 3150)
Hospitality Management (LEI 3360)

Doctoral Committee Member

Li, J., graduate. (2024). *Tourism and Psychological Well-being of Chinese Intangible Cultural Heritage Practitioners.*

Master's Committee Chair

Bao, H., graduate. (2023). *Exploring Sustainable Travel Behavior For Generation Y And Z.*
Burfkin, A., graduate. (2022). *Adrenaline, fear or curiosity? Exploring individuals' motivations to engage in adventure tourism.*
Jain, N., graduate. (2021). *Examining the Impacts of Robot Service on Hospitality Customer Experience.*

Master's Committee Member

Burke Michael, graduate. (2023). *Assessing The Importance and Value Of Events For Indianapolis Using Willingness To Pay.*
Krammer, S., graduate. (2021). *Post Pandemic reflection: The changing role of event planners.*
Blumenthal, J., graduate. (2017). *A study on the motivations and attractions of visiting bowling*

- green's city park.*
- Bowes, S., graduate. (2017). *Facilitating Leisure Continuity amongst Long-Term Care Residents over 85: The Secret to Successful Aging for the Oldest-Old?*
- Reid, C., graduate. (2017). *A global epidemiology: An analysis of tourists-related fatality incidents.*

Supervision of Student Research Not Related to Thesis or Dissertation

- Bao, H. (2020–21).
- Burfkin, A. (2020).
- Balos, S. (2019).

Research and Original Creative Work

Publications

Refereed Journal Articles

- Bingjie Liu-Lastres, & Stephen Pratt. (2025). Examining the Influence of Perceived Crowding on Mega-Cruise Experiences. *Journal of Hospitality & Tourism Research*. doi:10.1177/10963480251382921
- Lijuan Su, Ruixin Liang, Qiuju Luo, & Bingjie Liu-Lastres. (2025). A social media analysis of quarantined passengers' social-supported coping and resilience-building experiences. *Journal of Vacation Marketing*. doi:10.1177/13567667231223552
- Yaqi Gong, Bingjie Liu-Lastres, & Bing Pan. (2025). Examining the Dual Function of In-Flight Safety Videos in Safety Management and Destination Marketing. *Journal of Travel Research*. doi:10.1177/00472875251341307
- Bingjie Liu-Lastres, Huilin Bao, & Amanda Cecil. (2025). Exploring gaps in young generations' sustainable travel behavior: a mixed-methods study. *Journal of Sustainable Tourism*. doi:10.1080/09669582.2025.2453693
- Bingjie Liu-Lastres, & Wei-Jue Huang. (2024). Impact of social movements and employer responses on tourism employees: a reactive attitude framework perspective. *Current Issues in Tourism*. doi:10.1080/13683500.2024.2436064
- Bingjie Liu-Lastres, Yang Yang, & Carol X. Zhang. (2024). Optimal-fit model of risk perception and travel-related behaviors during a global pandemic. *Journal of Destination Marketing*

& Management. doi:10.1016/j.jdmm.2024.100958

Bingjie Liu-Lastres, Ignatius Cahyanto, & Chase Edwards. (2024). Tourist confidence: a scale development, testing and application. *Consumer Behavior in Tourism and Hospitality*. doi:10.1108/cbth-06-2023-0070

Dan Jin, & Bingjie Liu-Lastres. (2024). Critical reflection on the impact of the gig economy on the hospitality workforce. *International Journal of Contemporary Hospitality Management*. doi:10.1108/ijchm-08-2023-1297

Liu-Lastres, B., Wen, H., & Okumus, F. (2024). Exploring the impacts of internal crisis communication on tourism employees insights from a mixed-methods study. *Tourism Management*, 100, 104796. Retrieved from <http://dx.doi.org/10.1016/j.tourman.2023.104796> doi:10.1016/j.tourman.2023.104796

Bingjie Liu-Lastres, Osman M. Karatepe, & Fevzi Okumus. (2024). Combating quiet quitting: implications for future research and practices for talent management. *International Journal of Contemporary Hospitality Management*. doi:10.1108/ijchm-08-2023-1317

Bingjie Liu-Lastres, Yueying Guo, & Hongbo Liu. (2024). Hotel crisis communication on social media: effects of message appeal. *Anatolia*. doi:10.1080/13032917.2022.2119590

Han Wen, Bingjie Liu-Lastres, & Le Bich Ngoc Vo. (2023). Evaluating food safety education in hospitality management programs through the lenses of situated learning theory: Insights from industry leaders and educators. *Food Control*. doi:10.1016/j.foodcont.2023.109893

Mechelin, K. J., & Liu-Lastres, B. (2023). Exploring esports players' motivation, experiences, and well-being. *Leisure Studies*, 1–15. Retrieved from <http://dx.doi.org/10.1080/02614367.2023.2280043> doi:10.1080/02614367.2023.2280043

Zheng, Y., Su, L., Luo, Q., & Liu-Lastres, B. (2023). Public risk perception of cruise travel on social media: A collective sensemaking perspective. *Journal of Hospitality and Tourism Management*, 56, 473–481. Retrieved from <http://dx.doi.org/10.1016/j.jhtm.2023.08.013> doi:10.1016/j.jhtm.2023.08.013

Savannah Kay Kramer, Bingjie Liu-Lastres, Amanda Cecil, & Erica Shonkwiler. (2023). A post-pandemic reflection of the changing role of contemporary event professionals: Implications for event professionals and higher education. *Journal of Convention & Event Tourism*. doi:10.1080/15470148.2023.2224595

Winkle, C. M. V., Sánchez-Aguirre, D., & Liu-Lastres, B. (2023). Navigating uncertainty: exploring festival and community events' crisis management in three North American countries. *Tourism Recreation Research*, 1-18. Retrieved from <https://doi.org/10.1080/02508281.2023.2243769> doi:10.1080/02508281.2023.2243769

- Liu-Lastres, B., & Wilks, J. (2023). Re-examining tourist health, safety, and well-being in a global pandemic context. *Tourism Geographies*, 25(5), 1509-1512. Retrieved from <https://doi.org/10.1080/14616688.2023.2239803>
doi:10.1080/14616688.2023.2239803
- Liu-Lastres, B., Huang, Wei-jue, & Bao, H. (2023). Exploring Hospitality Workers' Career Choices in the Wake of COVID-19: Insights from A Phenomenological Inquiry. *International Journal of Hospitality Management*, 103485. Retrieved from <https://doi.org/10.1016/j.ijhm.2023.103485> doi:10.1016/j.ijhm.2023.103485
- Bingjie Liu-Lastres, & Han Wen. (2023). Using the extended parallel process model (EPPM) to explore US consumers' dining behaviors during COVID-19. *British Food Journal*. doi:10.1108/BFJ-02-2022-0145
- Namrata Rajendra Kumar Jain, Bingjie Liu-Lastres, & Han Wen. (2023). Does robotic service improve restaurant consumer experiences? An application of the value-co-creation framework. *Journal of Foodservice Business Research*. doi:10.1080/15378020.2021.1991682
- Liu-Lastres, B., & Cahyanto, I. P. (2023). Are we always ready? Examining event professionals' approaches to risk and crisis management and resilience. *Tourism Management Perspectives*. doi:10.1016/J.TMP.2023.101073
- Cahyanto, I., Liu-Lastres, B., & Gallagher, W. (2023). Diaspora engagement in tourism crisis recovery: the case of Indonesia. *Tourism Review*. doi:10.1108/TR-06-2022-0291
- Liu-Lastres, B., Wen, H., & Okumus, F. (2023). Examining employees' affective and behavioral responses to internal crisis communication in times of COVID-19. *International Journal of Hospitality Management*. doi:10.1016/J.IJHM.2023.103494
- Liu-Lastres, B., Huang, Wei-jue, & Bao, H. (2023). Exploring hospitality workers' career choices in the wake of COVID-19: Insights from a phenomenological inquiry. *International Journal of Hospitality Management*. doi:10.1016/J.IJHM.2023.103485
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Liu-Lastres, B., Wen, H., & Huang, Wei-Jue. (2022). A reflection on the Great Resignation in the hospitality and tourism industry. *International Journal of Contemporary Hospitality Management*. Retrieved from <https://doi.org/10.1108%2Fijchm-05-2022-0551> doi:10.1108/ijchm-05-2022-0551

Wen, H., & Liu-Lastres, B. (2022). Consumers' dining behaviors during the COVID-19 pandemic: An Application of the Protection Motivation Theory and the Safety Signal Framework. *Journal of Hospitality and Tourism Management*, 51, 187-195. Retrieved from <https://doi.org/10.1016%2Fj.jhtm.2022.03.009> doi:10.1016/j.jhtm.2022.03.009

Liu-Lastres, B. (2022). Beyond simple messaging: a review of crisis communication research in hospitality and tourism. *International Journal of Contemporary Hospitality Management*. doi:10.1108/IJCHM-11-2021-1404

Liu, H., Liu-Lastres, B., Zeng, L., & Donohoe, H. (2022). Travel despite the COVID-19 pandemic: Implications for tourism recovery. *Frontiers in Psychology*. doi:10.3389/FPSYG.2022.1015421

Weaver, K., & Liu-Lastres, Bingjie Liu-Lastres. (2021). Applying Crowd Risk Mitigation Technologies in Urban Sport Events. *Events and Tourism Review*, 4(2). Retrieved from <https://doi.org/10.18060%2F25839> doi:10.18060/25839

Bingjie Liu-Lastres, Mona Mirehie, & Amanda Cecil. (2021). Are female business travelers willing to travel during COVID-19? An exploratory study. *Journal of Vacation Marketing*. doi:10.1177/1356766720987873

Liu-Lastres, B., & Wen, H. (2021). Are we missing the boat? Examining managers' perspectives on employee wellbeing in the foodservice industry. *Journal of Qualitative Research in Tourism*, 2(1), 60-67. Retrieved from <https://doi.org/10.4337%2Fjqrt.2021.01.04> doi:10.4337/jqrt.2021.01.04

Liu-Lastres, B., & Wen, H. (2021). How do Ethnic Minority Foodservice Workers Perceive Employee Well-Being? An Exploratory Study. *Journal of Hospitality and Tourism Management*. doi:10.1016/j.jhtm.2021.01.013

Bingjie Liu-Lastres, Alexa Bufkin, & Hany Kim. (2021). 13 Crisis communication and organizational learning: A case study of the 2010 New York city bed bug crisis. *Organizational Learning in Tourism and Hospitality Crisis Management*. doi:10.1515/9783110679120-013

Wen, H., & Liu-Lastres, B. (2021). Examining the impact of psychological capital on workplace

- outcomes of ethnic minority foodservice employees. *International Journal of Hospitality Management*. doi:10.1016/J.IJHM.2021.102881
- Bingjie Liu-Lastres, Hany Kim, & Tianyu Ying. (2020). Learning from past crises: Evaluating hotels' online crisis responses to health crises. *Tourism and Hospitality Research*. doi:10.1177/1467358419857779
- Cahyanto, I. P., Liu-Lastres, B., & Edwards, C. (2020). Developing a resilience-based adaptive co-management framework: public sectors' insights on the role of tourism. *Journal of Policy Research in Tourism, Leisure and Events*, 1-18. Retrieved from <https://doi.org/10.1080/19407963.2020.1759611> doi:10.1080/19407963.2020.1759611
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- Liu-Lastres, B., & Cahyanto, I. P. (2020). Exploring the host-Guest interaction in tourism crisis communication. *Current Issues in Tourism*. doi:10.1080/13683500.2020.1817876
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- Liu, Y., Liu-Lastres, B., Wang, Q., & Fu, Yao-Yi. (2019). Exploring inbound tourists experience in Beijing, China: an online deductive approach. *International Journal of Tourism Cities*, 5(3), 443-450. Retrieved from <https://doi.org/10.1108/ijtc-04-2018-0026> doi:10.1108/ijtc-04-2018-0026
- Bingjie Liu-Lastres, Ashley Schroeder, & Lori Pennington-Gray. (2019). Cruise Line Customers' Responses to Risk and Crisis Communication Messages: An Application of the Risk Perception Attitude Framework. *Journal of Travel Research*. doi:10.1177/0047287518778148
- Bingjie Liu-Lastres, & Amy M Johnson. (2019). Managing the reputation of cruise lines in times of crisis A review of current practices. *Reputation and Image Recovery for the Tourism Industry*. doi:10.23912/9781911396673-4102
- Wang, J., Liu-Lastres, B., Ritchie, B. W., & Pan, D.-Z. (2019). Risk reduction and adventure tourism safety: An extension of the risk perception attitude framework (RPAF). *Tourism Management*, 74, 247-257.

- Wang, J., Liu-Lastres, B., Shi, Y., & Li, T. (2019). Thirty Years of Research on Tourism Safety and Security: A Comparative Automated Content Analysis Approach,????????????????????????????????? *Journal of China Tourism Research*.
- Wang, J., Liu-Lastres, B., Ritchie, B. W., & Mills, D. J. (2019). Travellers' self-protections against health risks: An application of the full Protection Motivation Theory. *Annals of Tourism Research*. doi:10.1016/J.ANNALS.2019.102743
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- Shen, W., Liu-Lastres, B., Pennington-Gray, L., Hu, X., & Liu, J. (2018). Industry convergence in rural tourism development: a China-featured term or a new initiative? *Current Issues in Tourism*.
- Liu, B., & Pennington-Gray, L. (2017). Managing Health-related Crises in the Cruise Industry. *Cruise Ship Tourism, Edition*.
- Liu, B., Schroeder, A., Pennington-Gray, L., & Farajat, S. A. D. (2016). Source market perceptions: How risky is Jordan to travel to? *Journal of Destination Marketing & Management*, 5(4), 294-304. Retrieved from <https://doi.org/10.1016%2Fj.jdmm.2016.08.005> doi:10.1016/j.jdmm.2016.08.005
- Farajat, S. A. D., Liu, B., & Pennington-Gray, L. (2016). Addressing travel writers' role as risk brokers: the case of Jordan. *Journal of Policy Research in Tourism, Leisure and Events*, 9(1), 23-39. Retrieved from <https://doi.org/10.1080%2F19407963.2016.1231194> doi:10.1080/19407963.2016.1231194
- Liu, B., Pennington-Gray, L., & Krieger, J. (2016). Tourism crisis management: Can the Extended Parallel Process Model be used to understand crisis responses in the cruise industry? *Tourism Management*, 55, 310-321. Retrieved from <http://dx.doi.org/10.1016/j.tourman.2016.02.021> doi:10.1016/j.tourman.2016.02.021
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- Liu, B., & Pennington-Gray, L. (2015). Bed bugs bite the hospitality industry? A framing analysis of bed bug news coverage. *Tourism Management*. doi:10.1016/j.tourman.2014.10.020

- Liu, B., Pennington-Gray, L., Donohoe, H., & Omodior, O. (2015). New York City Bed Bug Crisis as Framed by Tourists on Tripadvisor. *Tourism Analysis*, 20(2), 243-250. Retrieved from <http://dx.doi.org/10.3727/108354215x14265319207597>
doi:10.3727/108354215x14265319207597
- Bingjie Liu, Hany Kim, & Lori Pennington-Gray. (2015). Responding to the bed bug crisis in social media. *International Journal of Hospitality Management*. doi:10.1016/j.ijhm.2015.03.005
- Liu, B., & Norman, W. C. (2015). Developing a conceptual framework to understand local residents' contribution in online travel communities. *IJTA*, 4(4), 367. Retrieved from <http://dx.doi.org/10.1504/ijta.2015.074016> doi:10.1504/ijta.2015.074016
- Liu, B., Pennington-Gray, L., & Schroeder, Ashley,. (2013). Images of safe tourism destinations in the United States held by African Americans. *PASOS. Revista de Turismo y Patrimonio Cultural*. doi:10.25145/j.pasos.2013.11.043
- Liu, I., Norman, W. C., & Pennington-Gray, L. (2013). A Flash of Culinary Tourism: Understanding The Influences of Online Food Photography on People's Travel Planning Process on Flickr. *Tourism Culture & Communication*, 13(1), 5-18. Retrieved from <https://doi.org/10.3727/109830413x13769180530567>
doi:10.3727/109830413x13769180530567
- Liu, B., Norman, W. C., Backman, S., Cuneo, K., & Condrasky, M,. (2012). Shoot, taste and post: an exploratory study of food and tourism experiences in an online image-share community. *e-Review of Tourism Research*.

Refereed Book Chapters

- Liu-Lastres, B., Bufkin, A., & Cecil, A. (2023). Developing a Risk Profile of Female Business Travellers In Pandemic Times. In *Routledge Handbook on Gender in Tourism* (pp. 178–192). Routledge. Retrieved from <https://doi.org/10.4324/9781003286721-18>

Contracts and Grants

Contracts and Grants Funded

- Liu-Lastres, B., & Cecil, A. (Dec 2024–Dec 2025). *Testing the Resident Sentiment and Reaction of a Community-wide Initiative*. Funded by Franklin County CVB. Total award \$10,000.
- Liu-Lastres, B., & Cecil, A. (Dec 2024–Jul 2025). *Developing a signature event for Boone County*. Funded by Discover Boone County, IN. Total award \$12,500.

Liu-Lastres, B. (Jun 2024–Dec 2024). *Mapping the Future: Skill Trends and Shifts for Meeting Professionals*. Funded by Meeting Professional International Foundation. Total award \$5,000.

Cecil, A., & Liu-Lastres, B. (Jan 2024–Aug 2025). *MPI/IMEX Workforce Development*. Funded by Meeting Professional International and IMEX Group. Total award \$52,000.

Cecil, A., & Liu-Lastres, B. (Jul 2023–Dec 2023). *Community Engagement Associates Program*. Funded by Indiana University. Total award \$3,000.

Liu-Lastres, B., Cecil, A., & Cook, N. (Jan 2023–Aug 2024). *Examining the Connection between Community-Based Tourism (CBT) and the United Nation's Sustainable Development Goals (SDG)*. Funded by Indiana University. Total award \$25,000.

Huang, S., & Liu-Lastres, B. (2023–2026). *Work from Home in the Hospitality Industry?: Flexible Work Arrangement and Job Choice Decisions among Hospitality Employees*. Funded by Hong Kong Research Grant Council. (15505123). Total award \$51,000.

Liu-Lastres, B., & Weaver, K. (2022–2022). *Are all U.S. destinations sustainable?: An empirical evaluation of U.S. destinations' sustainable tourism development performance*. Funded by Indiana University. Total award \$2,500.

Liu-Lastres, B. (2021–2022). *Building A Resilient Workforce in Tourism and Hospitality*. Funded by Tourism and Travel Research Association. Total award \$5,000.

Wen, H., & Liu-Lastres, B. (2020–2022). *Redesigning and Customizing Food Safety Education for Hospitality Management Students in the U.S.* Funded by USDA/NIFA. Total award \$30,000.

Liu-Lastres, B. (2020–2020). *Developing a Resilience-Based Framework to Respond to COVID-19 in Tourism and Hospitality*. Funded by Indiana University. Total award \$5,000.

Liu-Lastres, B., & Han, W. (2019–2020). *Does happiness matter? Examining Ethnic Minority workers' workplace happiness in the U.S. Foodservice Industry*. Funded by Society of Foodservice and Hospitality Foundation. Total award \$15,000.

Liu-Lastres, B., & Fu, Yao-yi. (2018–2019). *Examining the Host-Guest Relations in the New Era of Collaborative Consumption*. Funded by Indiana University. Total award \$4,000.

Liu-Lastres, B. (2018–2019). *Exploring Organizational Resilience in Tourism and Hospitality*. Funded by Indiana University. Total award \$21,286.

Service

Florida State University

FSU College Service

Member, Undergraduate Curriculum Committee (2026–present).

The Profession

Editorial Board Membership(s)

Journal of Convention, Event and Tourism (2025–present).

International Journal of Contemporary Hospitality Management (2023–present).

Tourism Management Perspective (2023–present).

Journal of Hospitality and Tourism Insights (2021–present).

Guest Reviewer for Refereed Journals

Cities (2025–present).

International journal of culture, tourism and hospitality research (2025–present).

Journal of hospitality and tourism horizons (2025–present).

Tourism geographies (2025–present).

Anatolia: An International Journal of Tourism and Hospitality Research (2024–present).

Asia Pacific journal of tourism research (2024–present).

British food journal (2024–present).

Human resource management journal (2024–present).

International journal of occupational safety and ergonomics (2024–present).

International journal of productivity and performance management (2024–present).

International journal of tourism research (2024–present).

Journal of environmental management (2024–present).

Journal of hospitality & tourism education (2024–present).

Journal of quality assurance in hospitality & tourism (2024–present).

Journal of sustainable tourism (2024–present).

Journal of teaching in travel & tourism (2024–present).

Public performance & management review (2024–present).

Tourism and hospitality research (2024–present).

Cogent social sciences (2023–present).

European journal of management and business economics (2023–present).

Journal of destination marketing & management (2023–present).

Journal of health communication (2023–present).

Journal of humanities and applied social sciences (2023–present).

Sustainable cities and society (2023–present).

Tourism planning & development (2023–present).

International journal of environmental research and public health (2022–present).

International social science journal (2022–present).

Journal of sport tourism (2022–present).

Leisure (2022–present).

PloS one (2022–present).

Sustainable and resilient infrastructure (2022–present).

Tourism Review (2022–present).

Current issues in tourism (2021–present).

Health promotion journal of Australia (2021–present).

International journal of tourism cities (2021–present).

Journal of consumer behaviour (2021–present).

Journal of hospitality marketing & management (2021–present).

Journal of marketing communications (2021–present).

Journal of policy research in tourism, leisure and events (2021–present).

Leisure sciences (2021–present).

Tourism Management (2021–present).

Annals of tourism research (2020–present).

Journal of hospitality and tourism management (2020–present).

Journal of hospitality and tourism technology (2020–present).

Journal of vacation marketing (2020–present).

International journal of hospitality management (2019–present).

Tourism analysis (2019–present).

Service to Professional Associations

Board of Director, Tourism and Travel Research Association, CenStates Chapter (2022–2025).

Service to Other Universities

Committee member, Faculty Affairs, Member, School of Health and Human Sciences, *Indiana University* (2022–2025).

Committee member, Undergraduate Curriculum, Academic Policies, and Student Affairs Committee, School of Health and Human Sciences, *Indiana University* (2022–2023).

Task Force Member, School of Health and Human Sciences, International Development and Community Engagement Track. School of Health and Human Sciences, *Indiana University* (2021–2022).

Curriculum Vitae

Sean McGinley

December 11, 2025

General Information

University address: Hospitality Administration
Dedman College of Hospitality
University Center Building B4100
Florida State University
Tallahassee, Florida 32306-2541

E-mail address: smcginley@fsu.edu
smcginley@dedman.fsu.edu

Professional Preparation

- 2015 Ph. D., Pennsylvania State University. Major: Hotel, Restaurant and Institutional Management. Organizational Behavior. Supervisor: Hubert Van Hoof.
- Sean McGinley. (2015). *How Career Variety Influences Career Trajectories: A Study in the U.S. Hotel Industry*. Unpublished doctoral dissertation, Pennsylvania State University.
- 2012 M.S., Pennsylvania State University. Major: Hotel, Restaurant & Institutional Management. Supervisor: John O'Neil.
- Unspecified Name. (2012). *Toward the Development of a Career Change Process Model: A Grounded Theory Approach*. Unpublished master's thesis, Pennsylvania State University.
- 2005 B.S., Pennsylvania State University. Major: Hotel, Restaurant & Institutional Management.

Professional Credential(s)

- 2025–present Connect First: Brains Over Brawn Certification.
- 2024–present Quality Matters.
- 2013–present Certification in Hotel Industry Analytics (CHIA).

Professional Experience

- 2021–present Associate Professor, Florida State University.
- 2015–2020 Assistant Professor, HOSPITALITY ADMINISTRATION, Florida State University.
- 2010–2011 Assistant Front Office Manager, Front Office, Fairmont Hotels and Resorts.
- 2008–2010 Duty Manager, Front Office, Crowne Plaza Auckland.
- 2005–2008 Rooms Division Manager, Housekeeping, Guest Services, and Front Office, Waldorf=Astoria New York.

Honors, Awards, and Prizes

Pennsylvania State Hotel & Restaurant Society Emerging Graduate Professional Award, Pennsylvania State School of Hospitality Management (2018).
First Place ICHRIE Penn State Research Reports Competition, International Council on Hotel, Restaurant, and institutional Educators (2015). (\$1,500).

Fellowship(s)

Health and Human Development Endowed Graduate Fellowship (2014–2015).

Current Membership in Professional Organizations

Academy of Management, International Council on Hotel, Restaurant, and Institutional Education

Teaching

Lodging Management, Leadership, Ethics, Organizational Behavior, and Sustainability in Service Organizations.

Courses Taught

Hospitality Leadership and Ethics (HFT 4224)
Human Resources Management (HFT 3221)
Tourism Management and the Environment (HFT3700)
International Wine and Culture (HFT2062)
Wine and Culture (HFT4866)
Hospitality Management Ethics (HMG5229)
Ales, Lagers and International Culture (HFT2061)
Global Impacts and Sustainability (HFT 4104)
International Food and Culture (HFT2890)
Lodging and Luxury Hotel Management (HFT - 4253)
Directed Individual Study (HFT4905)
EUROPEAN LODGING & LUX HOTELS (HFT4930)
Managing Service Organizations (HFT3240)
Introduction to Hospitality and Tourism Management (HFT1000)
Special Topics (HMG 5937)

Curriculum Development

Developed HFT 3221 This course offers an analysis of human-resource issues in the hospitality industry such as staffing, training, appraisal, wage and hour administration, discrimination, harassment, and other governmental issues (2024)
Developed HFT 2704 This course develops the skills needed for analyzing issues pertaining to the development and participation in eco-tourism. Special emphasis will be placed on the particular conditions in Costa Rica and how they are similar and dissimilar from conditions in the United States from both an environmental and social perspective (2022)
Developed HMG – 5229 This course develops the skills needed for the analysis and development of interpersonal management skills, focusing on: leadership, ethics, employee and guest relations, and team building. Students are required to participate in an online community as well as, complete online assignments (2020)
Developed HMG 5937 Special Topics in Fall of 2016 and Spring of 2017 (2016)

Bachelor's Committee Member

Eric Luberto, student.

Research and Original Creative Work

Publications

Invited Journal Articles

McGinley, S. (2019). Why Hoteliers Stay and Go: Future Oriented Thinking. *Boston Hospitality Review*, 7(1), 1-8. Retrieved from <https://www.bu.edu/bhr/2019/03/20/why-hoteliers-stay-and-go-future-oriented-thinking/>

Refereed Journal Articles

Njeri, M., Line, N., Hanks, L., & McGinley, S. (in press). "It's not just the money": A measurement of internal employer attractiveness among Millennials and Generation Z. *Journal of Hospitality and Tourism Research*, 35 pages.

Kwon, E., McGinley, S., & Baek, J. (in press). Sustaining Retention in The Lodging Industry: The Role of Organizational Support and Self-Esteem in a Post-Crisis Landscape. *Tourism and Hospitality Management*, 25 pages.

McGinley, S. (in press). Job mobility in the time of recovery: An examination of how job threats influence turnover intentions. *Cornell Hospitality Quarterly*, 30 pages.

Sharma, A., McGinley, S., Tarik, D., & Nicolau, J. (2025). The Effect of Job Availability on Hospitality and Tourism Industry Performance. *International Journal of Hospitality Management*, 131, 5. doi:<https://doi.org/10.1016/j.ijhm.2025.104316>

Romanova, A., & McGinley, S. (2025). Tourism as a Tool of Recovery of Ukrainian Communities: Economic and Mental Healing. *Socio-Cultural Management Journal*, 8(1), 18. Retrieved from <https://doi.org/10.31866/2709-846X.1.2025.336350>

Park, D., McGinley, S., & Wei, W. (2025). Navigating the digital hospitality frontier: Unraveling the intricacies between technology adoption level and tech-induced role ambiguity. *Journal of Hospitality and Tourism Research*, 49(8), 20. doi:<https://doi.org/10.1177/10963480251324559>

Zhang, L., McGinley, S., Mao, E., & Xin, L. (2024). Attributes of pet-friendly hotels: what matters to consumers? *International Journal of Contemporary Hospitality Management*, 123, 20. doi:<https://doi.org/10.1016/j.ijhm.2024.103944>

Chan, J., & McGinley, S. (2024). How Position Level, Hotel Classification, and Brand Category

Affect Attitudes Towards Disabled Colleagues. *International Journal of Contemporary Hospitality Management*, 36(12), 19. doi:<https://doi.org/10.1108/IJCHM-02-2024-0204>

McGinley, S., Dogru, T., & Sharma, A. (2024). The effect of job abundance on tourism employee turnover. *International Journal of Hospitality Management*, 119, 5. Retrieved from <https://doi.org/10.1016/j.ijhm.2024.103718>

Wang, P., Wu, L., & McGinley, S. (2024). How and why commitment-focused hospitality employee recognitions attract growth-minded job seekers: An inspiration theory perspective. *Journal of Hospitality & Tourism Research*, 49(3), 15. doi:<https://doi.org/10.1177/10963480231223152>

Dongru, T., McGinley, S., & Self, T. (2024). Hospitality Industry Attraction: The Effect of Job Openings and Employee Wages in the United States. *Tourism Management*, 103, 1-8. doi:<https://doi.org/10.1016/j.tourman.2024.104888>

McGinley, S., & Shi, Xiaolin (Crystal). (2024). Loyalty as a Guide to Organizational Retention: Applying Moral Foundation Theory to Hospitality. *Journal of Hospitality and Tourism Research*, 48(2), 225-248. doi:<https://doi.org/10.1177/109634802210855>

Shi, X., Wang, X., & McGinley, S. (2024). What happens to abusive actors? A study of managers' emotional responses and impression management tactics subsequent to enacted abusive supervision. *International Journal of Contemporary Hospitality Management*, 36(1), 218-238. doi:<https://doi.org/10.1108/IJCHM-06-2022-0716>

Dogru, T., McGinley, S., & Sharma, A. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 99, 1-7. doi:<https://doi.org/10.1016/j.tourman.2023.104783>

Dogru, T., Line, N., Hanks, L., Acikgoz, F., Abbott, J., Bakir, S., Berbekova, A., Bilgihan, A., Iskender, A., Kizildag, M., Lee, M., Lee, W., McGinley, S., Mody, M., Onder, I., Ozdemir, O., & Suess, C. (2023). The implications of generative artificial intelligence in academic research and higher education in tourism and hospitality. *Tourism Economics*, 30(5), 11. doi:<https://doi.org/10.1177/13548166231204065>

Tarik, D., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Assaf, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmen, E., Geronasso, M., Gomez, D., Graves, S., Iskender, A., Ivanov, S., Kizildag, M., Lee, M., & McGinley, S. (2023). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality and Tourism Research*, 49(2), 17. doi:<https://doi.org/10.1177/10963480231188663>

McGinley, S., & Ramani, R. (2023). Promoting Racial Inclusivity Through Gamified Systems: Perspectives for Hospitality Practitioners and Researchers. *Boston Hospitality Review*,

1-13. Retrieved from <https://www.bu.edu/bhr/2023/04/26/promoting-racial-inclusivity-through-gamified-systems-perspectives-for-hospitality-practitioners-and-researchers/>

- Dogru, T., McGinley, S., Sharma, A., Isik, C., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 99, 1-7. doi:<https://doi.org/10.1016/j.tourman.2023.104783>
- Wei, W., Zhang, L., Rathjens, B., & McGinley, S. (2022). Electronic consumer-to-consumer interaction (eCCI) post a service failure: The psychological power of need for approval. *Journal of Hospitality and Tourism Research*, 48(7), 13. doi:<https://doi.org/10.1177/1096348022114164>
- Chan, J., Gao, L., & McGinley, S. (2021). Updates in Service Standards in Hotels: How COVID-19 Changed Operations. *International Journal of Hospitality Management*, 35(5), 1668-1687. doi:<https://doi.org/10.1108/IJCHM-09-2020-1013>
- Zhang, L., Wei, W., Line, N., & McGinley, S. (2021). Social distancing: The effect of density and power on restaurant consumers. *International Journal of Hospitality Management*, 96, 102964. doi:<https://doi.org/10.1016/j.ijhm.2021.102964>
- McGinley, S., Matilla, A., & Self, T. (2020). Deciding to stay: A study in hospitality managerial grit. *Journal of Hospitality and Tourism Research*, 44(5), 858-869. doi:DOI:01gdr/.o/i/p:stht0.1177/1096348020909537
- McGinley, S., Wei, W., Zhang, L., & Zheng, Y. (2020). The state of qualitative research in hospitality: A five-year review 2014 - 2019. *Cornell Hospitality Quarterly*, 62(1), 8-20.
- McGinley, S., & Wei, W. (2020). Emotional labor and sleep: The moderating role of life satisfaction. *Journal of Hospitality and Tourism Management*, 43, 278-282.
- Kim, W., McGinley, S., Choi, H., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management*, 87, 32. doi:<https://doi.org/10.1016/j.ijhm.2019.102375>
- Hanks, L., Zhang, L., & McGinley, S. (2020). The impact of temporal distance and need for status on employee evaluations of corporate social responsibility campaigns. *International Journal of Hospitality & Tourism Administration*, 21(2), 188-204. doi:<https://doi.org/10.1080/15256480.2018.1464419>
- Dogru, T., McGinley, S., Moody, M., Suess, C., & Line, N. (2020). The Airbnb paradox: Positive employment effects in the hospitality industry. *Tourism Management*, 77, 1-12. doi:<https://doi.org/10.1016/j.tourman.2019.104001>
- Choi, H., Luberto, E., McGinley, S., & Kim, W. (2020). How does room rate and rate dispersion

- in U.S. hotels fluctuate? *Journal of Hospitality and Tourism Management*, 44, 227-237. doi:<https://doi.org/10.1016/j.jhtm.2020.06.014>
- McGinley, S., & Matilla, A. (2020). Overcoming job insecurity: Examining grit as a predictor. *Cornell Hospitality Quarterly*, 61(2), 199-212. doi:1938965519877805
- McGinley, S., Line, N., Wei, W., & Taylor, P. (2020). Studying the effects of future-oriented factors and turnover when threatened. *International Journal of Contemporary Hospitality Management*, 32(8), 2737-2755. doi:<https://doi.org/10.1108/IJCHM-12-2019-1002>
- McGinley, S., Wei, W., & Gao, L. (2019). The effect of anticipated emotional labor on hotel employees' professional mobility. *Journal of Hospitality Marketing and Management*, 28(4), 491-512. doi:<https://doi.org/10.1080/19368623.2019.15>
- Dogru, T., McGinley, S., & Kim, W. (2019). The effects of hotel investments on employment in tourism, leisure, and hospitality. *International Journal of Contemporary Hospitality Management*, 74, 1-11. doi:<https://doi.org/10.1016/j.tourman.2019.02.008>
- Dogru, T., McGinley, S., Line, N., & Szende, P. (2019). Employee earnings growth in the leisure and hospitality industry. *Tourism Management*, 74(5), 1-11. doi:<https://doi.org/10.1016/j.tourman.2019.0>
- McGinley, S., & Wei, W. (2018). Emotional labor's impact on hoteliers outside the workplace. *International Journal of Contemporary Hospitality Management*, 30(9), 2965-2983. doi:<https://doi.org/10.1108/IJCHM-07-2017-04>
- McGinley, S. (2018). Shifting patterns: How satisfaction alters career change intentions. *International Journal of Hospitality Management*, 74(7), 202-213. doi:<https://doi.org/10.1016/j.ijhm.2018.05.0>
- McGinley, S., Wang, W., & Zhang, L. (2018). Snob appeal? A study on status as a tool for organizational recruitment. *Journal of Hospitality and Tourism Research*, 27(1), 85-105. doi:<https://doi.org/10.1080/19368623.2017.13>
- Line, N., Hanks, L., & McGinley, S. (2017). When birds flock together: an identification of the destination social servicescape. *Journal of Travel & Tourism Marketing*, 35(7), 882-894. doi:<https://doi.org/10.1080/10548408.2018.14>
- Kim, W. G., Choi, H., & McGinley, S. (2017). The extension of the theory of person-organization fit toward hospitality migrant workers. *International Journal of Hospitality Management*, 62(3), 53-66. doi:<https://doi.org/10.1016/j.ijhm.2016.12.0>
- McGinley, S., Hanks, L., & Line, N. (2017). Constraints to attracting new hotel workers: A study on industrial recruitment. *International Journal of Hospitality Management*, 60(1),

114-122. doi:<https://doi.org/10.1016/j.ijhm.2016.10.0>

Lee, S., O'Neill, J. W., & McGinley, S. (2016). Effects of economic conditions and other factors on hotel sale prices. *International Journal of Contemporary Hospitality Management*, 28(10), 2267-2284. doi:<https://doi.org/10.1108/IJCHM-07-2014-03>

McGinley, S., & Martinez, L. (2016). The moderating role of career progression on job mobility: A study on work-life-conflict. *Journal of Hospitality and Tourism Research*, 42(7), 1106-1129. doi:<https://doi.org/10.1177/1096348016678449>

Harris, K., Line, N., Hanks, L., & McGinley, S. (2016). Understanding responses to posted restaurant food safety scores: An information processing and regulatory focus perspective. *International Journal of Hospitality Management*, 60(1), 67-76. doi:<https://doi.org/10.1016/j.ijhm.2016.09.0>

Hanks, L., Line, N., Zhang, L., & McGinley, S. (2016). When less is more: Sustainability messaging, destination image, and processing fluency. *International Journal of Hospitality management*, 58(7), 34-43. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0278431916300858> doi:<http://dx.doi.org/10.1016/j.ijhm>

Hanks, L., Zhang, L., & McGinley, S. (2015). Unconditioned superstition and sports bar fans. *Journal of Hospitality Management and Marketing*, 25(1), 113-131. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/19368623.2014.987417> doi:10.1080/19368623.2014.987417

McGinley, S., Zhang, L., Hanks, L., & O'Neill, J. (2015). Reducing longitudinal attrition through Facebook. *Journal of Hospitality Management and Marketing*, 24(8), 894-900. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/19368623.2015.982337> doi:10.1080/19368623.2015.982337

O'Neill, J., & McGinley, S. (2015). Extreme minimum wages: Effects on the U.S. hotel industry. *ICHRIE Penn State Research Reports*, N/A, N/A. Retrieved from <http://www.chrie.org/publications/ichrie-research-reports/download-reports/index.aspx> doi:N/A

McGinley, S., Zhang, L., Mattila, A., & O'Neill, J. (2014). Attraction to hospitality companies: How processing fluency moderates value fit. *Journal of Human Resources in Hospitality and Tourism*, 14(1), 25-44. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/15332845.2014.904171> doi:10.1080/15332845.2014.904171

McGinley, S., & O'Neill, J. (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. Retrieved from <http://www.emeraldinsight.com/doi/full/10.1108/IJCHM-08-2013-0331> doi:<http://dx.doi.org/10.1108/IJCHM-08-2>

McGinley, S., O'Neill, J., Damaske, S., & Mattila, A. (2014). A grounded theory approach to developing a career change model in hospitality. *International Journal of Hospitality Management*, 38(3), 89-98. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0278431914000115> doi:10.1016/j.ijhm.2014.01.003

Presentations

Invited Papers at Conferences

McGinley, S., & Anna Romanova. (presented 2024, May). *Hospitality and recovery: A discussion for a rising Ukraine*. Paper presented at International Scientific Conference on Tourism and Hospitality, Kyiv University of Culture, Kyiv, Ukraine. (International)

Refereed Papers at Conferences

Park, D., McGinley, S., & Wei, W. (presented 2024, May). *Exploring the impact of technology adoption level and technology-induced role ambiguity on front line employees' technology coping behaviors and job outcomes*. Paper presented at APAC CHRIE, Council on Hotel, Restaurant, and Institutional Education, Seoul, South Korea. (International)

Gao, L., Chan, J., & McGinley, S. (presented 2021, May). *Updates in Service Standards in Hotels: How COVID-19 Changed Operations*. Paper presented at Asia Pacific Council on Hotel, Restaurant, and Institutional Education, International Council on Hotel, Restaurant, and Institutional Education, Singapore. (International) Retrieved from <https://www.apacchrie.org/>

Chan, J., Gao, L., & McGinley, S. (presented 2021). *From SARS to COVID-19: How Hong Kong Hotel Operations and Service Standards Have Been Changed*". Paper presented at International Tourism Summit: Shifting gears in tourism and hospitality in a time of crisis, International Tourism Summit, Virtual. (International)

Kwon, E., McGinley, S., & Baek, J. (presented 2021). *Hospitality Employees' Retention after COVID-19: Based on the Theory of Conservation of Resources*. Paper presented at International Council on Hotel, Restaurant, and Institutional Education Annual Conference, International Council on Hotel, Restaurant, and Institutional Education, Virtual. (International)

McGinley, S., Line, N., Wei, W., & Taylor, P. (presented 2020, February). *Studying idiosyncratic traits and turnover when threatened*. Paper presented at CAUTHE 2020, Council of Australasian Tourism and Hospitality Educators, Auckland, New Zealand. (International) Retrieved from <https://www.cauthe2020.org/>

- McGinley, S., Wei, W., & Gao, L. (presented 2018, July). *The effect of anticipated emotional labor on hotel employees' professional mobility*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, Palm Springs, CA. (International)
- Kwon, E., & McGinley, S. (presented 2017, July). *Why consumers like AirBNB: A grounded theory approach*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, Baltimore, MD. (International)
- McGinley, S., Yang, W., & Zhang, L. (presented 2016, July). *Who's looking at me? A study on status as a tool for organizational recruitment*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, Dallas, TX. (International)
- McGinley, S., O'Neill, J., Mattila, A., & Zhang, L. (presented 2015, January). *The role of gender in disparate pre-entry career expectations*. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, at the graduate education and graduate student research conference in hospitality and tourism, Tampa, FL. (International)
- McGinley, S., Van Hoof, H., Mattila, A., O'Neill, J., & Wu, L. (presented 2015, January). *The role of uncertainty avoidance in pre-entry career expectations*. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Tampa, FL. (International)
- McGinley, S., O'Neill, J., & Martinez, L. (presented 2014, August). *The moderating role of career progression on job mobility: A study on career change and turnover*. Paper presented at Academy of Management Conference, Academy of Management, Philadelphia, PA. (International) Retrieved from <http://proceedings.aom.org/content/2014/1/14265.short>
- McGinley, S., O'Neill, J., Mattila, A., & Van Hoof, H. (presented 2014, July). *Before orientation: Studying how new entrants to the hospitality industry form their pre-entry salary expectations*. Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, San Diego, CA. (International)
- McGinley, S., Zhang, L., Hanks, L., & O'Neill, J. (presented 2014, January). *Reducing attrition: Facebook as a new medium*. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Houston, TX. (International)
- McGinley, S., Wu, L., Mattila, A., O'Neill, J., & Van Hoof, B. (presented 2014, January).

Towards a career expectations model: An analytic induction approach. Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Houston, TX. (International)

McGinley, S., Zhang, L., Mattila, A., & O'Neill, J. (presented 2013, July). *A study of attraction: How value fit is moderated by processing fluency.* Paper presented at ICHRIE, International Council on Hotel, Restaurant, and Institutional Education, St. Louis, MO. (International)

Wu, L., McGinley, S., & Mattila, A. (presented 2013, January). *A cup of love for local! An interpretive perspective on consumer loyalty toward local independent coffee shops.* Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Seattle, WA. (International)

McGinley, S., O'Neill, J., & Mattila, A. (presented 2013, January). *Towards a career change model in hospitality: A grounded theory approach.* Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Seattle, WA. (International)

McGinley, S., O'Neill, J., Van Hoof, H., & Mattila, A. (presented 2013, January). *Understanding career change and turnover in a cross cultural context.* Paper presented at the graduate education and graduate student research conference in hospitality and tourism, the graduate education and graduate student research conference in hospitality and tourism, Seattle, WA. (International)

Invited Keynote and Plenary Presentations at Conferences

Kim, P., McGinley, S., Lee, J., Xiang, Zheng (Phil), Choi, S., & Wei, W. (presented 2024, May). *Sharing with Editors and Researchers.* Plenary presentation at APAC CHRIE, Council on Hotel, Restaurant, and Institutional Education, Seoul, South Korea. (International)

Invited Workshops

McGinley, S. (2018, October). *Alumni Education Sessions - What Attracts Individuals to Industries and Organizations.* Workshop delivered at Alumni in the Classroom, State College, PA. (National)

Invited Lectures and Readings of Original Work

McGinley, S. (2025, March). *Developing a Research Agenda and the Future of Management and Organization Research in Hospitality*. Delivered at Auckland University of Technology, Auckland University of Technology Campus. (International)

McGinley, S. (2024, September). *Global Convergence and Research Seminar*. Delivered at Kyung Hee University, Delivered online to Ph D students in Seoul, South Korea. (International)

McGinley, S. (2022, November). *Ph. D. Panel at the Virginia Polytechnic University*. Delivered at Pamplin College of Business, Delivered online to Ph D student in Blacksburg, VA. (National)

McGinley, S. (2018, October). *Ph. D. Panel at the Pennsylvania State School of Hospitality Management*. Delivered at The Pennsylvania State Hotel and Restaurant Society, State College, PA. (National)

McGinley, S. (2017, October). *New professor panel at the Pennsylvania State University School of Hospitality Management*. Delivered at The Pennsylvania State Hotel and Restaurant Society, State College, PA. (National)

Contracts and Grants

Contracts and Grants Pending

Chan, J., & McGinley, S. (Oct 2025). *Beyond the Surface: Exploring How Disability Visibility Shapes Employment and Service Perception Across Varied Service Tiers*. Submitted to Research Grants Council of Hong Kong. Total award \$80,000.

Razouk, R., & McGinley, S. (Aug 2025). *Higher Education Capacity Development Program in Lebanon*. Submitted to USAID. Total award \$40,000,000.

Contracts and Grants Denied

Angi Yoder Maina, McGinley, S., & V. Casey Dozier. (Jun 2025). *1 CONNECTING TO CONVERT: Analyzing Communication Training's Impact on Internship-to-Job Pipelines*. Submitted to Spencer Award. Unspecified award amount.

McGinley, S., Reynolds, J., & Yoder Maina, A. (Feb 2025). *Young Voices: Ancient Roots*. Submitted to V. Kann Rasmussen Foundation. Total award \$162,340.

McGinley, S., Tarik, D., & Sharma, A. (Mar 2022). *Developing a Middle Out Economic Model to*

Maximize Employment and Economic Activity Through a Hospitality Development Lens.
Submitted to Alfred P. Sloan Foundation. Unspecified award amount.

Additional Research or Original Creative Work Not Reported Elsewhere

McGinley, S., & Horowitz, M. (2021). *Reducing Food Waste in Catering Operations*. Social Catering.

McGinley, S., & Pineda, T. (2018). *Replacing Hotel Plastics*. Four Points by Sheraton Tallahassee.

Service

Florida State University

FSU University Service

Member, International Advisory Committee (2024–present).

Member, Ukraine Task Force (2023–present).

Member, Masters Sub-Committee (2018–present).

Faculty Liaison, Honors In The Major (2019–2023).

Member, Technology Committee for the Faculty Senate (2020–2023).

FSU College Service

Named professor in charge of grantsmanship for the Dedman College of Hospitality, Grantsmanship (2022–present).

Director of International Studies, International Studies (2022–present).

Member, Faculty Search Committee (2022–2023).

Member, Faculty Search Committee (2021–2022).

FSU Department Service

Member, Strategic Planning Committee (2016–present).

Faculty Adviser, Themed Entertainment Association (2021–2024).

Chair, Faculty Search Committee (2020–2021).

Faculty Adviser, Eta Sigma Delta (2017–2020).

FSU Institute or Center Service

Board Member, FSU RISE (2025–present).

Hospitality Liaison, UTF at the Learning Systems Institute (2024–present).

Center Faculty Member, FSU RISE (2025).

The Profession

Editor for Refereed Journals

Managing Editor, *Journal Of Hospitality and Tourism Research* (2025–present).

Associate Editor, *Journal of Smart Tourism* (2024–present).

Guest Editor for Special Issue, *Frontiers in Psychology* (2023–2024).

Special Issue Editor, *Cornell Hospitality Quarterly* (2020).

Editorial Board Membership(s)

Cornell Hospitality Quarterly (2024–present).

Journal of Hospitality and Tourism Research (2020–present).

International Journal of Hospitality & Tourism Management (2023–2025).

Guest Reviewer for Refereed Journals

Cornell Hospitality Quarterly (Jan 2020–present).

International Journal of Contemporary Hospitality Management (Jan 2018–present).

International Journal of Culture, Tourism, and Hospitality Research (Apr 2017–present).

Journal of Hospitality Marketing and Management (Dec 2016–present).

International Journal of Hospitality Management (May 2016–present).

Journal of Hospitality and Tourism Research (Jan 2013–present).

Service to Professional Associations

Subreviewer, Graduate Conference Hospitality & Tourism (2017–present).

Subreviewer, Sub-reviewer for the organizational behavior track to the International Council on Hotel, Restaurant, and Institutional Educators conference, International Council on Hotel, Restaurant, and Institutional Educators (2016–present).

Service to Other Universities

External Member of Dissertation Committee, *Univeristy of Wyoming* (2025–present).

Guest Lecturer, *The Pennsylvania State University* (2016–present).

Presented at their Global Convergence Research Seminar. The seminar is for hospitality graduate students at Kyung Hee University to interact with top international scholars in the field, *Kyung Hee University* (2024).

I served as a graduate student's dissertation examiner. I reviewed a student's dissertation and evaluated her finished work as a requirement of graduation, *Auckland University of Technology* (2024).

Hatch project evaluator, *Texas A&M University* (2024).

Grant proposal reviewer, *University of Leuven; Belgium* (2023).

Guest Lecturer, *Virgina Tech* (2022).

Consultation

Start Up Wars. Faculty advisory committee member (2023–present).

Curriculum Vitae

Njeri, Millicent

October 14, 2025

General Information

Professional Preparation

2023 Ph.D., University of North Texas, Denton, TX. Major: Information Science. Consumer Behavior and Experience Management.

Millicent Njeri. (2023). *A factor analytic evaluation of the private club members' benefits scale*. (Doctoral dissertation, University of North Texas, Denton, TX). Retrieved from ProQuest.

2018 M.S., University of North Texas, Denton, TX. Major: Hospitality Management.

2013 M.B.A., United States International University-Africa, Nairobi, Kenya. Major: Business Administration. International Business Administration.

2011 B.S., United States International University - Africa, Nairobi, Kenya. Major: Tourism Management. Travel Management.

Professional Experience

2023–present Assistant Professor, Dedman College of Hospitality, Florida State University.

Honors, Awards, and Prizes

2023-2024 First Year Assistant Professor (FYAP) Award, Florida State University (2024). (\$20,000).

Teaching

Courses Taught

Foundations of International Travel and Tourism (HFT2710)
Global Club Member Engagement & Events (HFT3104)
Special Topics in Hospitality Administration (HFT4930)

Research and Original Creative Work

Publications

Refereed Journal Articles

- Njeri, M., Line, N., Hanks, L., & McGinley, S. (in press). "It's not just the money": A measurement of internal employer attractiveness among Millennials and Generation Z. *Journal of Hospitality & Tourism Research*.
- Line, N. D., Hanks, L., Njeri, M., & Mody, M. A. (2025). Expanding the domain of hospitality research: the hospitality virtue scale. *International Journal of Contemporary Hospitality Management*, 37(6), 1944-1962. Retrieved from <https://doi.org/10.1108/IJCHM-05-2024-0806> doi:10.1108/IJCHM-05-2024-0806
- Njeri, M., Line, N. D., Uanhoru, J. O., Allen, J., & Williams, K. (2025). Measuring the relational benefits of private club membership: A factor analytic evaluation. *International Journal of Hospitality Management*. doi:10.1016/j.ijhm.2024.103971
- Njeri, M., Uanhoru, J. O., Line, N. D., & Hanks, L. (2025). Response style bias in tourism research: Using item response tree models to reduce measurement error. *Journal of Travel & Tourism Marketing [Special issue: Methodological innovations in tourist behavior studies]*, 42(7), 970–982. Retrieved from <https://doi.org/10.1080/10548408.2025.2498016> doi:10.1080/10548408.2025.2498016
- Njeri, M., Line, N. D., & Hanks, L. (2024). Modeling Multidimensionality in Hospitality and Tourism Research: Exploratory Higher-Order Factor Analysis. *Journal of Hospitality & Tourism Research*, 49(6). doi:10.1177/10963480241277102
- Kemp, E., Zhang, X., Njeri, M., & Williams, K. (2024). Sonic branding in hospitality marketing. *Tourism Review*. doi:10.1108/tr-04-2024-0317
- Njeri, M., Khader, M., Ali, F., & Line, N. D. (2024). Revisiting internal consistency in hospitality research: toward a more comprehensive assessment of scale quality. *International Journal of Contemporary Hospitality Management*, 36(9), 3072-3092. doi:10.1108/ijchm-05-2023-0624
- Njeri, M., Jennings, G., & Allen, J. (2023). Assessing the application of ??-weights and structure

coefficients in published hospitality and tourism research. *Journal of Global Hospitality and Tourism*, 2(1), 10-31. doi:10.5038/2771-5957.2.1.1018

Zimmerman, T., Njeri, M., Khader, M., & Allen, J. (2022). Default to truth in information behavior: a proposed framework for understanding vulnerability to deceptive information. *Information and Learning Sciences*, 123(1/2), 111-126. doi:10.1108/ils-08-2021-0067

Refereed Book Chapters

Allen, J., Khader, M., Rosellini, A., & Njeri, M. (2022). Leveraging Collective Wisdom to Impact Workplace Culture. In Tereza R. Merlo (Ed.), *Understanding, Implementing, and Evaluating Knowledge Management in Business Settings* (pp. 106-130). Hershey, PA. Retrieved from <http://dx.doi.org/10.4018/978-1-6684-4431-3.ch006>

Rosellini, A., Allen, J., Khader, M., & Njeri, M. (2022). Work Tribes Present an Opportunity for Firms in Knowledge Management Systems. In Tereza R. Merlo (Ed.), *Understanding, Implementing, and Evaluating Knowledge Management in Business Settings* (pp. 58-82). Hershey, PA. Retrieved from <http://dx.doi.org/10.4018/978-1-6684-4431-3.ch004>

Presentations

Refereed Papers at Conferences

Hanks, L., Line, N., Mody, M., & Njeri, M. (presented 2025, November). *Innovations in research theory: Reconceptualizing hospitality*. Paper presented at EuroCHRIE 2025 Conference, Hotelschool The Hague, The Hague, Netherlands. (International)

Hanks, L., Line, N., Dogru, T., Lu, L., & Njeri, M. (presented 2025, June). *Positive versus negative EWOM communication: An assessment of form and content*. Paper presented at 2025 ICHRIE Conference, ICHRIE, Indianapolis. (National)

Bakir, S., Dogru, T., Njeri, M., & Ayoun, B. (presented 2025, January). *Exploring the dynamics of hotel employee job insecurity in the era of ai and robotics: Can managers really improve retention?* Paper presented at The Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, University of Houston, University of Houston. (National)

Refereed Presentations at Conferences

Njeri, M., Line, N. D., & Min, J. (presented 2024, July). *Antecedents of revisit intention: The*

moderating role of gender. Poster presentation at The 2024 Annual International CHRIE Conference, International CHRIE, Montreal, Canada. (International)

Service

The Profession

Guest Reviewer for Refereed Journals

Journal of Hospitality & Tourism Research (2024–present).

The National Council on Measurement in Education (NCME) Annual Meeting (2024–present).

Tourism Review (2024–present).

International Journal of Contemporary Hospitality Management (Jun 2023–present).

ICHRIE Conference (Apr 2022–present).

Service to Professional Associations

Conference Session Moderator, Graduate Education and Graduate Student Research Conference in Hospitality and Tourism (2025–present).

Interviews

Low, Melissa & Jennings, Kyle (Hosts). (2025, April). Understanding Relational Member Benefits. *Let's Talk Club Management (Episode 134)* [Podcast]. Retrieved from <https://www.cmaa.org/podcast/podcast-episodes/episode-134/>

Curriculum Vitae

Hyekyung Park

March 28, 2024

General Information

University address: Hospitality Management
Dedman College of Hospitality
University Center Building B, Room 4100, 288 Champions Way

Florida State University
Tallahassee 32306-FL
Phone: 936-900-2885

E-mail address: dp23be@fsu.edu
dpark@dedman.fsu.edu

Professional Experience

- 2023–present Assistant Professor, Dedman College of Hospitality, Florida State University.
- 2018–present Instructor, Conrad N. Hilton College of Global Hospitality Leadership, University of Houston. All three classes in the 'Project Management & Analytics Track' are taught from Fall 2021 to Spring 2023. - GHL4462 Practical Project Management in the Hospitality Industry (Spring 2023) - GHL4370 Project Development and Management in the Hospitality Industry (Fall 2022) - GHL3353 Hospitality Metrics and Data Analytics (Fall 2021 & Spring 2022) Instructed undergraduate/graduate students on basic, intermediate, and advanced excel skills. - GHL1000 Hilton College Excel Bootcamp (Summer 2022 – Present).
- 2021–2023 Research Associate, Bali Group. - Provided knowledge and expertise to the hotel management company that aims to enhance customer satisfaction and experience and boost hotel performance. - Took part in a project to collect data/references to measure customer satisfaction and engagement.
- 2021–2023 Research Associate, Tourism, Hospitality, and Event Data Analytics and Service Innovation Lab. Involved in various projects that utilize big data and business analytics to solve business problems in the Tourism, Hospitality, and Event (THE) industry with Dr. Minwoo Lee.
- 2019 Research Assistant, Digital Research Common, University of Houston. - Research topic: Do hotels' technology-based services matter? Exploring user-generated content in social media through business analytics techniques (Funded by Digital Research Common, University of Houston). - Analyzed hotel reviews (TripAdvisor.com) to develop the technology term dictionary and the matrix of technology-based services and customer satisfaction using text analytics (XLMiner) with Dr. Minwoo Lee.
- 2015–2018 Assistant Manager, KT IS (Korea Telecom Innovative Solution). Corporate Revenue Manager (Jun. 2016 – Jun. 2018) - Analyzed monthly/annual business performance to establish business strategies, goals, and long-term business plans for different departments in the company.(e.g., automatic tax-

refund service, mobile/ICT product sales, customer service). Cost Innovations Manager (Jun. 2015 – Jun. 2016) - Implemented projects to save business costs while improving performance by reexamining operations and reviewing accounting standards. Sales Planning Assistant Manager (Jan. 2014 – Jun. 2015) - Interpreted daily sales and reported strategies to meet the performance goals.

Teaching

Courses Taught

Managing Revenues and Expenses (HFT4471)

Research and Original Creative Work

Publications

Refereed Journal Articles

Park, H., Bitaab, M., Lee, M., & Back, Ki-Joon. (2024). The two sides of hotel green practices in customer experience: An integrated approach of the Kano model and business analytics. *Journal of Travel & Tourism Marketing*. doi:<https://doi.org/10.1080/10548408.2024.2333411>

Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Acikgoz, F., Assaf, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmen, E., Geronasso, M., Gomez, D., Graves, S., Iskender, A., Ivanov, S., Kizildag, M., Lee, M., Lee, W., Luckett, J., McGinley, S., Okumus, F., Onder, I., Ozdemir, O., Park, H., Sharma, A., Suess, C., Uysal, M., & Zhang, T. (2023). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality & Tourism Research*. Retrieved from <https://doi.org/10.1177/10963480231188663> doi:10.1177/10963480231188663

Park, H., Lee, M., & Back, Ki-Joon. (2023). A critical review of technology-driven service innovation in hospitality and tourism: current discussions and future research agendas. *International Journal of Contemporary Hospitality Management*. Retrieved from <https://doi.org/10.1108/ijchm-07-2022-0875> doi:10.1108/ijchm-07-2022-0875

Park, H., Lee, M., Back, Ki-Joon, & DeFranco, A. (2022). Is Hotel Technology a Double-edged Sword on Customer Experience? A Mixed-method Approach using Big Data. *Journal of Hospitality & Tourism Research*, 109634802211327. Retrieved from <https://doi.org/10.1177/10963480221132758> doi:10.1177/10963480221132758

Kim, J., Lee, M., Kwon, W., Park, H., & Back, Ki-Joon. (2022). Why am I satisfied? See my reviews \textendash Price and location matter in the restaurant industry. *International Journal of Hospitality Management*, 101, 103111. Retrieved from <https://doi.org/10.1016%2Fj.ijhm.2021.103111> doi:10.1016/j.ijhm.2021.103111

Park, H., Lee, M., & Back, Ki-Joon. (2020). Exploring the roles of hotel wellness attributes in customer satisfaction and dissatisfaction: application of Kano model through mixed methods. *International Journal of Contemporary Hospitality Management*, 33(1), 263-285. Retrieved from <https://doi.org/10.1108%2Fijchm-05-2020-0442> doi:10.1108/ijchm-05-2020-0442

Presentations

Refereed Papers at Conferences

Park, H., Lee, M., & Back, Ki-Joon. (presented 2023, January). *"No time for technology": How older adults' future time perspectives affect technology coping*. Paper presented at The 28th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Anaheim, CA, USA. (International)

Park, H., Hao, F., Lee, M., & Back, Ki-Joon. (presented 2022, August). *Discovering the untold story of older adults' technology experience: An integrated approach of socioemotional selectivity and appraisal and coping theories*. Paper presented at The 2022 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, Washington D.C., USA. (International)

Lee, M., Kim, A., Park, H., & Kim, K. Y. (presented 2021, July). *Hospitality service managers' information technology competence for service innovation and business performance*. Paper presented at The 2021 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, Virtual. (International)

Park, H., Lee, M., & DeFranco, A. (presented 2021, July). *Is technology always good? Rethinking hotel guest technologies from Big Data*. Paper presented at The 2021 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, Virtual. (International)

Park, H., Lee, M., & Back, Ki-Joon. (presented 2021, January). *Is hotel technology a double-edged sword on customer experience? An integrated approach with business analytics and impact asymmetry analysis*. Paper presented at The 26th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, USA. (International)

Park, H. (presented 2020, January). *Exploring the asymmetric effects of wellness attributes on customer satisfaction in the lodging industry: Testing a two-factor theory through big data analytics*. Paper presented at The 25th Annual Graduate Student Research Conference in Hospitality and Tourism, Graduate Student Research Conference in Hospitality and Tourism, Las Vegas, NV, USA. (International)

Kim, J., Lee, M., Kwon, W., Park, H., & Back, Ki-Joon. (presented 2019, July). *Does price matter for customer service experience and satisfaction? Exploring online restaurant reviews through a multi-method approach*. Paper presented at The 2019 Annual International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), ICHRIE, New Orleans, LA, USA. (International)

Lee, M., Park, H., & DeFranco, A. (presented 2019, June). *Exploring technology-based hotel experience and customer satisfaction: A business analytics approach*. Paper presented at 2019 International Hospitality Information Technology Association Conference, IHITA, Minneapolis, MN, USA. (International)

Park, H., Lee, M., & Back, Ki-Joon. (presented 2019, May). *Effects of wellness attributes on customer satisfaction in the lodging industry*. Paper presented at 2019 APacCHRIE & EuroCHRIE Joint Conference, APacCHRIE & EuroCHRIE, Hong Kong, China. (International)

Service

The Profession

Guest Reviewer for Refereed Journals

International Journal of Hospitality Management (2023–present).

Tourism Economics (2023–present).

Graduate Student Research Conference in Hospitality and Tourism (2022–present).

Journal of Hospitality & Tourism Research (2022–present).

Journal of Hospitality and Tourism Technology (2021–present).

International Journal of Contemporary Hospitality Management (2020–present).

International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) Conference (2021–22).

Service to Other Universities

Lecturer for Project Management & Analytics Track at Hilton College Summer Camp - Introduced and promoted 'Project Management & Analytics Track' to high school students, *University of Houston* (2021–2023).

Treasurer of the Hilton Doctoral Student Association - Managed funding allocated to the student organization, *Hilton Doctoral Student Association* (2021–2022).

Conference Moderator Assistant - Assisted conference moderators in managing conference presentations at Graduate Education & Graduate Student Research Conferences, *Graduate Education & Graduate Student Research Conference* (2019–2022).

Translator for the Guest Lectures - Classes: GHL4397/6397 Global Hospitality Leadership: Asia Community - Translated lectures by Dr. Yeusun Kim (Jeju National University) from Korean to English, *University of Houston* (2019–2020).

Curriculum Vitae

Sharma, Abhinav

Last Revised: July 09, 2025

General Information

University address: Hospitality and Tourism Management
Dedman College of Hospitality
B, University Center, 288 Champions Way
Florida State University
Tallahassee, FL 32306
Phone: (850) 644-4787

E-mail address: asharma5@fsu.edu

Professional Preparation

2021 PhD, Virginia Tech. Major: Business. Hospitality and Tourism Management.
Supervisor: Juan Luis Nicolau.

2005 MA, Buffalo State University, State University of New York (Formerly

Buffalo State College). Major: Applied Economics.

2004 BS, Iowa State University. Major: Business. Management Information Systems.

Professional Experience

2021–present Assistant Professor, Dedman College of Hospitality, Florida State University.

Honors, Awards, and Prizes

Best Research Paper Award (1st Place) - 90th TOSOK International Tourism Conference, The Tourism Sciences Society of Korea (TOSOK) (2021).

Michael D. Olsen Memorial Research Fellow (2021).

Outstanding Doctoral Student in College of Business, Pamplin College of Business, Virginia Tech (2021).

Darden Foundation Research Award, Darden Foundation (2021).

Teaching

Courses Taught

Innovative Practices in Lodging Management (HFT 4448)

Human Resource Management in Hospitality Operations (HFT 3221)

Technology and Big Data Applications (HFT 4448)

Managing Revenues and Expenses (HFT4471)

Research and Original Creative Work

Publications

Refereed Journal Articles

Shin, H., Sharma, A., Nicolau, J., & Lee, J. (in press). Transformative Outcomes of Workcation: Satisfaction, Place Attachment, and Behavioral Intentions. *Journal of Travel Research*.

Sharma, A., Shin, S., Nicolau, J., & Park, S. (2025). The review sentiment garden: Blossoming loss aversion and diminishing sensitivity across time and crisis. *International Journal of Hospitality Management*, 129, 104170. doi:<https://doi.org/10.1016/j.ijhm.2025.104170>

- Dogru, T., Line, N., Mody, M., Hanks, L., Abbott, J., Fulya, A., Assaf, A., Bakir, S., Berbekova, A., Bilgihan, A., Dalton, A., Erkmen, E., Geronasso, M., Gomez, D., Graves, S., Iskender, A., Sharma, A., Kizildag, M., Lee, M., & Lee, W. (2025). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality & Tourism Research*, 49, 235-253.
- Campayo-Sanchez, F., Sharma, A., Mas-Ruiz, F. J., & Nicolau, J. L. (2025). Setting the Course: CEO Beliefs as the North Star in the Hotel-OTA Relationship. *International Journal of Hospitality Management*, 125.
- Sharma, A., McGinley, S., Dogru, T., & Nicolau, J. (2025). The effect of job availability on hospitality and tourism industry performance. *International Journal of Hospitality Management*, 131, 104316. doi:<https://doi.org/10.1016/j.ijhm.2025.104316>
- Sharma, A., Santa Maria, M., & Nicolau, J. (2025). The Effect of Tangible Promotions on an Intangible Environment. *Journal of Travel Research*, 64(3), 736-751.
- McGiney, S., Dogru, T., & Sharma, A. (2024). The effect of job abundance on tourism employee turnover. *International Journal of Hospitality Management*, 119, 103718. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0278431924000306>
- Campayo-Sanchez, F., Sharma, A., Mas-Ruiz, F. J., & Nicolau, J. L. (2024). If the wind blows, adjust your sail: Political ideology, social responsibility, and performance. *Annals of Tourism Research*, 108, 18.
- Dogru, T., McGinley, S., Sharma, A., Isik, C., & Hanks, L. (2023). Employee turnover dynamics in the hospitality industry vs. the overall economy. *Tourism Management*, 99, 104783. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0261517723000651> doi:<https://doi.org/10.1016/j.tourman.2023.104783>
- Shin, H., Kang, J., Sharma, A., & Nicolau, J. (2023). The Impact of COVID-19 Vaccine Passport on Air Travelers' Booking Decision and Companies' Financial Value. *Journal of Hospitality & Tourism Research*, 47, 10. Retrieved from <https://journals.sagepub.com/doi/full/10.1177/10963480211058475> doi:5
- Nicolau, J., Sharma, A., Shin, H., & Kang, J. (2023). Airbnb vs hotel? Customer selection behaviors in upward and downward COVID-19 trends. *International Journal of Contemporary Hospitality Management*, 35(12), 26.
- Raad, J., Sharma, A., & Nicolau, J. L. (2022). Performance effects of innovation in two-sided markets: The paradigmatic case of OTAs. *Tourism Management*, 94, 104637. doi:[j.tourman.2022.104637](https://doi.org/10.1016/j.tourman.2022.104637)
- Nicolau, J. L., & Sharma, A. (2022). A review of research into drivers of firm value through

event studies in tourism and hospitality: Launching the Annals of Tourism Research curated collection on drivers of firm value through event studies in tourism and hospitality. *Annals of Tourism Research*, 95, 103430. doi:j.annals.2022.103430

Dogru, T., Akyildirim, E., Oguzhan, C., Ozdemir, O., Sharma, A., & Yilmaz, M. (2022). The effect of environmental, social and governance risks. *Annals of Tourism Research*, 95, 103432. doi:<https://doi.org/10.1016/j.annals.2022.103432>

Sharma, A., Nicolau, J. L., & Mas, F. (2022). The effect of movie and television placements. *Tourism Management*, 91, 104517. doi:j.tourman.2022.104517

Shin, H., Kang, J., Sharma, A., & Nicolau, J. L. (2022). Travel fear and immunity certificates: a two-stakeholder perspective. *Journal of Sustainable Tourism*, 31(8), 20. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/09669582.2022.2085285>
doi:10.1080/09669582.2022.2085285

Sharma, A., Shin, H., Santa Maria, M., & Nicolau, J. (2021). Hotels' COVID-19 innovation and performance. *Annals of Tourism Research*, 88, 103180.

Shin, H., Sharma, A., Nicolau, J., & Kang, J. (2021). The impact of hotel CSR for strategic philanthropy on booking behavior and hotel performance during the COVID-19 pandemic. *Tourism Management*, 85, 104322.

Shin, H., Nicolau, J., Kang, J., Sharma, A., & Lee, H. (2021). Travel decision determinants during and after COVID-19: The role of tourist trust, travel constraints, and attitudinal factors. *Tourism Management*, 104428.

Raad, J., Sharma, A., & Nicolau, J. (2021). Will your majesty marry me? The effect of royal weddings on the tourism industry. *Tourism Economics*.

Sharma, A., & Nicolau, J. (2020). An open market valuation of the effects of COVID-19 on the travel and tourism industry. *Annals of Tourism Research*, 83, 102990.

Zach, F., Nicolau, J., & Sharma, A. (2020). Disruptive innovation, innovation adoption and incumbent market value: The case of Airbnb. *Annals of Tourism Research*, 80, 102818.

Sharma, A., Park, S., & Nicolau, J. (2020). Testing loss aversion and diminishing sensitivity in review sentiment. *Tourism Management*, 77, 104020.

Sharma, A., Perdue, R., & Nicolau, J. (2020). The Effect of Lodging Taxes on the Performance of US Hotels. *Journal of Travel Research*.

Sharma, A., & Nicolau, J. (2019). A runner-up on the field yet a winner on the floor. *Annals of Tourism Research*, 78, 1-1.

Sharma, A., & Nicolau, J. (2019). Hotels to OTAs: "Hands off my rates!" The economic consequences of the rate parity legislative actions in Europe and the US. *Tourism Management*, 75, 427-434.

Nicolau, J., Sharma, A., & Zarankin, T. (2019). The effect of the 2018 Giro d'Italia on Israel's tourism firm value. *Tourism Economics*, 25(7), 1070-1083.

Nicolau, J., & Sharma, A. (2019). To Ban or not to ban rate parity, that is the question... or not? *International Journal of Hospitality Management*, 77, 523-527.

Nicolau, J., & Sharma, A. (2018). A generalization of the FIFA World Cup effect. *Tourism Management*, 66, 315-317.

Refereed Book Chapters

Nicolau, J. L., & Sharma, A. (2022). The role of information and choice under uncertainty. In Robertico Croes, & Yang Yang (Eds.), *A Modern Guide to Tourism Economics* (pp. 116-133). Elgar.

Presentations

Refereed Papers at Conferences

Sharma, A., Maria Jesus, S. M., & Nicolau, J. (presented 2023). *The erosive effects of promotions on travel firm performance*. Paper presented at Travel and Tourism Research Association Annual Conference, Travel and Tourism Research Association, St. Louis, Missouri. (International)

Sharma, A., & Nicolau, J. (presented 2019). *Hands off my rates! The economic consequences of the rate parity legislative actions in Europe and the US*. Paper presented at Travel and Tourism Research Association Annual Conference, Travel and Tourism Research Association, Melbourne, Australia. (International)

Sharma, A. (presented 2018). *Is rate parity hurting hotels?* Paper presented at Hospitality Sales and Marketing Association International (HSMIAI) Annual Conference, Hospitality Sales and Marketing Association International, Houston, Texas. (International)

Service

Florida State University

FSU University Service

Dedman College of Hospitality Representative, Council of Associate Deans for Research (2023–present).

Dedman College of Hospitality Liaison, Honors in the Major Program (2023–present).

Dedman College of Hospitality Representative, Technology Committee (2023–present).

FSU College Service

Chair, Dedman College Technology Committee (2024–present).

FSU Department Service

Member, Assistant Professor Hiring Committee (2022–present).

The Profession

Guest Editing for Refereed Journals

Nicolau, J. L., Sharma, A., & Ruiz-Moreno, F. (Eds.). (2023). Marketing Science Applications in Tourism and Hospitality Research [Special Issue]. *Journal of Travel & Tourism Marketing, Ongoing*.

Editorial Board Membership(s)

Tourism Analysis (2025–present).

Tourism Economics (2025–present).

Annals of Tourism Research (2022–present).

Journal of Travel Research (2022–present).

Guest Reviewer for Refereed Journals

Tourism Review (2023–present).

International Journal of Hospitality Management (2021–present).

Journal of Hospitality and Tourism Management (2021–present).

Tourism Management (2021–present).

Judge for an Exhibition

Judge for Best Paper Award - TTRA Conference. Burlington, Vermont: Travel and Tourism Research Association Annual Conference (2024–present).

PART IV: OUTCOMES, ASSESSMENT PLANS, NUMERIC TARGETS:

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.

Educational program name: **MS in Hospitality Management**

Program type: **Masters Degree**

College: **Dedman College of Hospitality**

Department: **Hospitality**

Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐ Distance/Online

Modality: **Face-to-Face**

Start term: **Fall 2027**

Responsible individual(s): **Director of Graduate Programs, Tarik Dogru**

Program Outcome

PO Name	<i>PO – On-Time Master Program Completion.</i>
PO Statement	<i>Students in the MS in Hospitality Management program, in the Dedman College of Hospitality, will graduate within one academic year.</i>
Description of Assessment Plan	<i>We will track how many of our master students progress from matriculation to graduation within one year, which is the expected program duration. To calculate the completion rate, we will take the number of students who earn their master's degree in a given academic year (Fall, Spring, Summer) and divide it by the total number of students in the original cohort from matriculation (Summer, Fall, Spring). The Director of Graduate Programs will request the data for this PO at the end of each academic year from FSU Office of Institutional Research. The report will be presented and discussed at faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>Our goal for every year is that at least 90% of master's students in a cohort will graduate with their MS in Hospitality Management degree within 1 year from the matriculation point.</i>

Student Learning Outcome #1

SLO Name	<i>SLO – Critical Thinking and Analysis</i>
SLO Statement	<i>Upon completion of the program, students will critically analyze and evaluate a contemporary issue in hospitality management and form a judgment supported by evidence.</i>

Description of Assessment Plan	<i>MS in Hospitality Management students produce either a thesis (thesis track) or independent project (non-thesis track) at the completion of course work. For thesis track students, a committee of three faculty members will evaluate student's critical thinking and analysis skills using a rubric at thesis defense. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each thesis defense, committee members will fill out an evaluation form and email it to the Director of Graduate Programs. The non-thesis track students will demonstrate critical thinking and analysis skills through their graduate internship class, where they will be required to identify an organizational issue at their internship site and provide solutions via a written report recorded presentation, which serve as their independent project. Graduate internship class instructor will evaluate students' independent project using a rubric. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 80% of students will achieve level of 'Advanced' (4 points) or 'Proficient' (3 points) on Critical Thinking and Analysis rubric criteria from all committee members or from the graduate internship class instructor.</i>
Student Learning Outcome #2	
SLO Name	<i>SLO - Oral and Written Communication</i>
SLO Statement	<i>Upon completion of the program, students will effectively and clearly communicate their ideas and arguments through both oral and written forms of communication.</i>
Description of Assessment Plan	<i>MS in Hospitality Management students produce either a thesis (thesis track) or independent project (non-thesis track) at the completion of course work. For thesis track students, a committee of three faculty members will evaluate students' oral and written communication skills using a rubric at thesis defense. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each thesis defense, committee members will fill out an evaluation form and email it to the Director of Graduate Programs. The non-thesis track students will demonstrate oral and written communication skills through their graduate internship class, where they will be required to identify an organizational issue at their internship site and provide solutions via a written report recorded presentation, which serve as their independent project. Graduate internship class instructor will evaluate students' independent project using a rubric. This SLO is evaluated using X number of criteria in the rubric: "Criterion 1 Statement", "Criterion 2 Statement", etc. All criteria are evaluated based on a 4-point scale: 1-Emerging, 2-Developing, 3-Proficient, 4-Advanced. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 80% of students will achieve level of 'Advanced' (4 points) or 'Proficient' (3 points) on Oral and Written Communication rubric criterion from all committee members or from the graduate internship class instructor.</i>

PART IV: OUTCOMES, ASSESSMENT PLANS, NUMERIC TARGETS:

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.

Educational program name: **PhD in Hospitality Management**

Program type: **Doctorate Degree**

College: **Dedman College of Hospitality**

Department: **Hospitality**

Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐ Distance/Online

Modality: **Face-to-Face**

Start term: **Fall 2027**

Responsible individual(s): **Director of Graduate Programs, Tarik Dogru**

Program Outcome

PO Name	<i>PO – Doctoral Program Enrollment</i>
PO Statement	<i>The number of students enrolled in the Hospitality Management PhD program will be maintained at a high level.</i>
Description of Assessment Plan	<i>For this Program Outcome, we will track our doctoral student enrollment in the fall of every academic year. Enrollment data will be gathered from the student enrollment dashboard available at the Office of Institutional Research website at: https://ir.fsu.edu/enrollment.aspx. The graduate program director will report the enrollment data and will be responsible for arranging the department discussion about the observed enrollment trends.</i>
Numeric Target	<i>Our goal is to maintain program enrollment, with each cohort consisting of four students. Each year, up to year 4, enrollment should increase by 4 students.</i> <i>Fall 2026 = at least 4 students enrolled</i> <i>Fall 2027 = at least 8 students enrolled</i> <i>Fall 2028 = at least 12 students enrolled</i> <i>Fall 2029 = at least 16 students enrolled</i>

Student Learning Outcome #1

SLO Name	<i>SLO – Theory, Analysis, and Applications</i>

SLO Statement	<i>PhD students will propose original research question and conduct independent research, critically analyzing the research question by integrating theoretical concepts/models and applying various research methodologies.</i>
Description of Assessment Plan	<i>Doctoral students produce and defend a dissertation. A committee of four professors and one external member evaluate the student's theory, analysis, and applications skills according to a rubric. This is evaluated using the initial four criteria in the rubric: "Student demonstrates the ability to describe clearly a well conceptualized problem", "Student integrates and critiques relevant literature", "Student uses appropriate research approaches and methods", and "Student presents justified and defensible conclusions". These four criteria are evaluated based on a 4-point scale: High Pass (3 Points), Pass (2 Points), Low Pass (1 Point), Fail (0 Points). Shortly after each dissertation defense, committee members will receive a copy of dissertation evaluation form and will be asked to complete it. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 75% of students will achieve a level of 'High Pass' (3 points) or 'Pass' (2 points) on all four rubric criteria from most committee members.</i>
Student Learning Outcome #2	
SLO Name	<i>SLO - Oral and Written Communication</i>
SLO Statement	<i>PhD students will effectively and clearly organize, communicate, and defend their research through both oral and written forms of communication.</i>
Description of Assessment Plan	<i>Doctoral students produce and defend a dissertation. A committee of four professors and one external member evaluate student's oral and written communication skills according to a rubric. This is evaluated using the last two criteria in the rubric: "Student orally presents and defends problem, objectives, approach, and conclusions of dissertation" and "Student's writing is clear, organized and of professional quality". Both criteria are evaluated based on a 4-point scale: High Pass (3 Points), Pass (2 Points), Low Pass (1 Point), Fail (0 Points). Shortly after each dissertation defense, committee members will receive a copy of the dissertation evaluation form and will be asked to complete it. At the end of each academic year, the Director of Graduate Programs will aggregate the assessment data and will present the report at the faculty meeting in August for further analysis and consideration of appropriate changes to support student learning.</i>
Numeric Target	<i>At least 75% of students will achieve a level of 'High Pass' (3 points) or 'Pass' (2 points) on both rubric criteria from most committee members.</i>



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

ACTION ITEM VI



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VI

February 24, 2026

SUBJECT: Proposal to Implement Entrepreneurship PhD Degree

PROPOSED COMMITTEE ACTION

Request to approve the Entrepreneurship PhD Request to Offer a New Degree Program

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.011

BACKGROUND INFORMATION

The proposed research doctorate will be offered by the Jim Moran College of Entrepreneurship. The degree aims to advance scholarly research and education by establishing the nation's first interdisciplinary doctoral degree in entrepreneurship. Areas of study will include entrepreneurship innovation, textile and apparel innovation, and STEM entrepreneurship. The curriculum will integrate coursework in theoretical foundations, methodological rigor, and applied research to generate transformative insights that shape the future of entrepreneurship scholarship and practice.

The degree program's mission is to cultivate a new generation of scholars equipped with the analytical expertise, research acumen, and interdisciplinary perspective necessary to produce high-impact research. By fostering collaboration across disciplines, this program will position the university as a leader in entrepreneurship research and education, addressing critical challenges in an evolving global economy.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Request Form to Offer a New Degree Program – Entrepreneurship PhD

Submitted by: Office of Faculty Development and Advancement



Request to Offer a New Degree Program

In accordance with Board of Governors Regulation 8.011,
Academic Degree Program Coordination and Approval

Florida State University

Institution Submitting Proposal

Fall 2026

Proposed Implementation Term

Jim Moran College of Entrepreneurship

Name of College(s) or School(s)

Name of Department(s)/Division(s)

Entrepreneurship

Academic Specialty or Field

Entrepreneurship

Complete Name of Degree

52.0701

Proposed CIP Code (2020 CIP)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.

**Date Approved by the University
Board of Trustees**

President's Signature

Date

**Board of Trustees Chair's
Signature**

Date

Provost's Signature

Date

I. Overview

A. Briefly describe the proposed program in the following table.

Purpose	The proposed PhD in Entrepreneurship at Florida State University aims to advance scholarly research and education by establishing the nation's first interdisciplinary doctoral program focused on entrepreneurship innovation, textile and apparel innovation, and STEM entrepreneurship. This pioneering program will integrate theoretical foundations, methodological rigor, and applied research to generate transformative insights that shape the future of entrepreneurship scholarship and practice. The degree program's mission is to cultivate a new generation of scholars equipped with the analytical expertise, research acumen, and interdisciplinary perspective necessary to produce high-impact research. Graduates will contribute to the advancement of entrepreneurial theory, inform evidence-based policymaking, and drive innovation across diverse industries. By fostering collaboration across disciplines, this program will position FSU as a leader in entrepreneurship research and education, addressing critical challenges in an evolving global economy.
Degree Level(s):	Research Doctorate; PhD
Majors, Concentrations, Tracks, or Specializations	Entrepreneurship
Total Number of Credit Hours	
Program Type	☒ E&G Program ☐ Market Tuition Rate Program* ☐ Self-Supporting Program* *Refer to Board Regulation 8.002, Self Supporting and Market Tuition Rate Program and Course Offerings, for additional details.
Possible Career Outcomes	University Professor, Operations/Finance Managers



B. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan? [Programs of Strategic Emphasis List](#)

- ☐ Yes, it does qualify as a Program of Strategic Emphasis.
- ☒ No, it does not qualify as a Program of Strategic Emphasis.

- C. Does the program fall under one of the CIP codes listed below that qualifies for the Programs of Strategic Emphasis Waiver? *(for baccalaureate programs only)*

CIP CODE	CIP TITLE
11.0101	Computer and Information Sciences
11.0103	Information Technology
13.1001	Special Education and Teaching
13.1202	Elementary Education and Teaching
14.0801	Civil Engineering
14.0901	Computer Engineering
14.1001	Electrical and Electronics Engineering
14.1901	Mechanical Engineering
27.0101	Mathematics
52.0301	Accounting
52.0801	Finance
52.1201	Management Information Systems

☐ Yes. If yes, students in the program will be eligible for the Programs of Strategic Emphasis waiver. Refer to [Board Regulation 7.008](#) and the [Programs of Strategic Emphasis Waiver Guidance](#).

☐ No

☒ Not Applicable

II. Institutional and State-Level Accountability

A. Describe how the proposed program directly or indirectly supports the following.

1. The [State University System's Strategic Plan](#) goals.
2. The institution's strategic plan and goals the program will directly advance.
3. The university's mission.

1. The proposed program aligns with the State University System's strategic goals of Excellence, Productivity, and Strategic Priorities for a Knowledge Economy as follows:

Excellence

a) The PhD in Entrepreneurship establishes the nation's first interdisciplinary doctoral program in this field, ensuring rigorous academic standards and positioning Florida as a national leader in entrepreneurship education and research.

b) The program will attract and retain distinguished faculty and top-tier doctoral students, elevating FSU's reputation and producing high-impact scholarship with global relevance.

c) By embedding applied, interdisciplinary research into the curriculum, the program ensures graduates are equipped to generate knowledge that shapes entrepreneurial ecosystems, public policy, and economic development.

Productivity

a) The program leverages FSU's existing strengths in entrepreneurship education, research infrastructure, and the Jim Moran College of Entrepreneurship's community partnerships, minimizing the need for new resources while maximizing impact.

b) Students will benefit from robust mentoring and career development support, resulting in strong graduation outcomes and placement into faculty, policy, and industry leadership roles.

c) The program will catalyze competitive research grants, industry collaborations, and applied projects that contribute to both academic knowledge and Florida's economy.

Strategic Priorities for a Knowledge Economy

a) The program addresses the increasing demand for scholars capable of advancing entrepreneurship research and training future entrepreneurs, directly strengthening Florida's innovation workforce.

b) Interdisciplinary integration across business, technology, public policy, and social sciences prepares graduates to contribute solutions to complex societal and economic challenges.

c) The program contributes to Florida's economic prosperity by fostering entrepreneurial talent, supporting startup growth, and reinforcing the state's role as an innovation hub.

2. The proposed program will advance Florida State University's strategic plan goals across the five domains as follows:

Research and Academic Excellence

a) The PhD in Entrepreneurship will advance FSU's research portfolio by creating the nation's first interdisciplinary doctoral program in entrepreneurship, directly positioning FSU as a leader in a field central to economic and societal progress.

b) Faculty and students in the program will generate high-quality, peer-reviewed research with global relevance, supporting FSU's goal of producing world-class scholarship that enhances the university's reputation and research impact.

c) The program will increase FSU's competitiveness for federal and foundation funding, while also producing translational research that informs business practices and policy.

Student Success

a) The program is designed to prepare doctoral students for successful careers as faculty scholars, policy leaders, and innovation strategists, ensuring strong placement outcomes.

b) Students will benefit from robust mentorship, interdisciplinary coursework, and applied research opportunities with industry and community partners.

c) This aligns with FSU's goal of ensuring student achievement, career readiness, and leadership development at the highest levels of doctoral training.

Entrepreneurial Spirit

a) Entrepreneurship is at the core of this program, reflecting FSU's emphasis on cultivating a culture of innovation and opportunity.

b) The program supports entrepreneurial thinking not just in business, but also in policy, technology, and community development, advancing FSU's goal to be "among the nation's most entrepreneurial universities."

c) By fostering connections with startups, incubators, and business leaders, the program ensures students learn to apply research in ways that strengthen Florida's entrepreneurial ecosystem.

Inclusive Excellence

a) The program advances inclusive excellence by fostering collaboration across disciplines, ensuring that entrepreneurship scholarship is enriched by perspectives from business, technology, public policy, the social sciences, and the humanities.

b) Students will be trained to integrate ideas from multiple fields, preparing them to

tackle complex challenges and produce research with broad relevance.

c) By cultivating an environment that values interdisciplinary inquiry and open dialogue, the program ensures that varied interdisciplinary perspectives and the business community collaboratively contribute to advancing entrepreneurship knowledge and practice.

Institutional Brand Excellence

a) Launching the first interdisciplinary PhD in Entrepreneurship in the United States strengthens FSU's brand as a national and global leader in entrepreneurship education and research.

b) The program will attract distinguished faculty, exceptional doctoral students, and high-profile industry partners, raising the university's visibility and prestige.

c) Graduates of the program will serve as ambassadors of FSU, carrying the university's reputation for excellence to leading universities, policy institutions, and entrepreneurial ecosystems worldwide.

3. The proposed program will comprehensively support Florida State University's mission by fostering excellence across teaching, research, creative endeavors, and service, while also nurturing essential qualities for lifelong learning and community engagement.

Preserving, expanding, and disseminating knowledge

The PhD in Entrepreneurship advances this core mission by generating new, interdisciplinary scholarship in entrepreneurship and translating those insights into teaching, practice, and policy. Doctoral graduates will disseminate knowledge globally through research publications, academic positions, and applied collaborations with entrepreneurial ecosystems.

Rooted in the liberal arts

Entrepreneurship is inherently interdisciplinary, drawing from business, economics, psychology, sociology, and public policy. The program's design embraces this liberal arts foundation by integrating multiple perspectives to address complex societal and economic challenges, ensuring doctoral students develop broad, critical, and creative approaches to research.

Excellence in teaching, research, creative endeavors, and service

The program directly fulfills FSU's commitment to excellence by preparing doctoral students to be outstanding researchers, innovative educators, and engaged community leaders. Through applied projects and partnerships with industry, nonprofits, and government, students will provide meaningful service and generate scholarship that both advances theory and informs practice.

Instilling strength, skill, and character for lifelong learning and achievement

Doctoral training in entrepreneurship cultivates qualities essential for both scholarly

success and entrepreneurial leadership: resilience, adaptability, and ethical responsibility. Graduates will emerge with the intellectual and personal strength to navigate academic, professional, and societal challenges, embodying FSU's mission to foster lifelong learning and sustained achievement.

Fostering free inquiry and diverse viewpoints

The program reinforces FSU's mission to uphold a culture of open inquiry and robust dialogue. By engaging with a wide range of perspectives grounded in exploring free enterprise, innovation, and economic growth, the program ensures students are equipped to analyze and debate ideas critically. This approach strengthens the intellectual environment of the university and prepares graduates to contribute meaningfully to the state and nation through scholarship, policy, and entrepreneurship.

4. The proposed program will bring numerous benefits to Florida State University, the local community, and the state of Florida.

Benefits to Florida State University

The program's rigorous curriculum and focus on high-impact, interdisciplinary research will strengthen FSU's reputation as a national leader in entrepreneurship education and scholarship. Offering a distinctive and in-demand doctoral program will attract exceptional students, enhancing graduate enrollment and retention. The program will also attract and retain distinguished faculty, contributing to a vibrant academic community and elevating the quality of research and teaching across the university. In addition, the program will promote collaboration between colleges, centers, and institutes, enriching the academic environment and fostering innovative, cross-disciplinary research and pedagogy.

Benefits to the Local Community

Graduates of the program will contribute directly to entrepreneurial growth in Leon County and the broader Tallahassee region by partnering with startups, small businesses, and incubators. Faculty and students will collaborate with local organizations to provide evidence-based insights, resources, and strategies that strengthen the small business ecosystem. The program will expand opportunities for venture creation, innovation, and workforce development, supporting local economic resilience. Students and faculty will also engage in community outreach and service projects, reinforcing FSU's role as an anchor institution that supports entrepreneurial education, business literacy, and opportunity creation for the community.

Benefits to the State of Florida

The program will address the state's growing need for entrepreneurial talent and research-driven solutions that drive business creation and economic development. By attracting students, faculty, and research funding, the program will generate a positive economic impact across Florida, supporting job creation, innovation, and growth. Graduates will strengthen the entrepreneurial ecosystem statewide by preparing the next generation of faculty scholars, policy leaders, and business innovators. The program's emphasis on applied research and free enterprise will inform state-level strategies to support high-growth startups, scale businesses, and enhance Florida's



competitiveness as a hub for innovation and entrepreneurship.

- B. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify any concerns raised and provide a narrative explaining how each has been addressed in this proposal or will be addressed before the proposed program is implemented.

The pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG) on 2/5/2025 and no concerns were expressed.

III. Student and Workforce Demand

If the proposed program is a baccalaureate or master's degree on the Programs of Strategic Emphasis list, skip III-A.

- A. Describe the Florida and national workforce demand for the proposed program. The response should, at a minimum, include the current state workforce data from Florida's Department of Commerce and national workforce data from the U.S. Department of Labor's Bureau of Labor Statistics. Additional documentation for workforce needs may include letters of program support by employers and job postings for program graduates, as well as a description of any specific needs for research and service that the program would fulfill.

Complete the table below using data from the Search by CIP or SOC Employment Projections Data Tool in the Academic Review Tracking System.

Labor Market Demand, CIP Code 52.0701

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	FL 2024-32	U.S. 2023-33	
University Professor	3.2%	6.7%	293	8,700	112	7,000	PhD
Operations/Finance Managers	6.4%	5.8%	17,400	320,800	12,517	210,400	Bachelor's

Sources:

Date Retrieved: 08/05/2024

U.S. Bureau of Labor Statistics - <https://data.bls.gov/projections/occupationProj>

Florida Department of Economic Opportunity - <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

The proposed PhD in Entrepreneurship at Florida State University directly addresses the growing demand for highly trained scholars and industry leaders in entrepreneurship. Workforce projections from Florida's Department of Commerce and the U.S. Bureau of Labor Statistics indicate a 3.2% increase in demand for university professors in Florida and 6.7% nationally, with 7,000 new annual job openings reflecting the expansion of entrepreneurship education. Additionally, operations and finance manager roles, which benefit from advanced expertise in innovation and business strategy, are expected to grow by 6.4% in Florida and 5.8% nationwide, with 12,517 and 210,400 annual openings, respectively. This program will not only prepare graduates for faculty and executive leadership positions but will also fulfill broader workforce needs by advancing research-driven innovation, supporting venture incubators, informing policy decisions, and strengthening Florida's entrepreneurial ecosystem.

- B. If the occupations do not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided by Board staff, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided to students in the proposed program in the table below. Contact the institutional representative working with you on the degree proposal for more information about possible occupations.

Occupational Linkages for the Proposed Program

SOC Code (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
N/A	N/A	N/A

- C. Describe the student demand for the proposed program. The response should, at a minimum, include the following.
1. Projected headcount for Year 1 through Year 5.
 - a. This program anticipates admitting an average of four students per cohort on a biennial basis, with degree completion expecting to take four years. As such, enrollment is modeled as follows:
 - i. Year 1: 4
 - ii. Year 2: 4
 - iii. Year 3: 8
 - iv. Year 4: 8
 - v. Year 5: 8 (4 new students enrolled; 4 prior students graduated)
 2. Data that supports student interest or demand for the proposed program. Include questions asked, results, and other communications with prospective students.

Student demand for a doctoral program in entrepreneurship at Florida State University has been consistently expressed through student / faculty class discussions, advising conversations, and unsolicited inquiries.

Student and Faculty Class Discussions

In multiple graduate and upper-level undergraduate entrepreneurship courses, faculty have discussed the potential for doctoral-level training in entrepreneurship. These discussions often center on career pathways in academia, research, and policy, with students expressing interest in pursuing advanced study, should FSU create a dedicated PhD in the field.

Market Gap and External Demand

Job market data from the last three years demonstrates a growing number of faculty job openings nationally for entrepreneurship faculty, with hiring managers

interviewed at the last meeting of the Academy of Management noting that there is a shortage of PhD-qualified candidates with specialties in entrepreneurship.

Communication with Prospective Students

Prospective students have expressed demand through emails, phone calls, and informal conversations at conferences and campus events. Common themes in these communications include interest in (a) conducting research with FSU's entrepreneurship faculty; (b) exploring interdisciplinary approaches that combine entrepreneurship with technology, policy, education, or social innovation, and (c) boundary-spanning efforts to formally bridge entrepreneurship with other doctoral programs.

Summary

The combination of direct student inquiries, survey data, and the absence of comparable programs in Florida strongly indicate robust demand for the proposed PhD in Entrepreneurship. This program will serve unmet student needs, attract high-quality applicants nationally and internationally, and strengthen FSU's role as a leader in entrepreneurship education and research.

IV. Duplication of Existing Programs

- A. If the program duplicates another degree program at a private or public state university in Florida with a substantially similar curriculum, provide evidence that the university has investigated the potential impact on the existing program, has discussed opportunities for collaboration with the affected university, and can justify the need for duplication. Additionally, summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at the affected institutions regarding the potential impact on enrollment and any opportunities for collaboration in the areas of instruction and research.

Currently, no other private or public state universities in Florida offer a doctoral degree program in the CIP Code 52.0701. However, we explored all the SUS universities to identify any potentially related doctoral programs. Several SUS institutions had no offerings at the doctoral level related to the discipline of entrepreneurship (Florida Agricultural and Mechanical University, University of North Florida, University of West Florida, Florida Polytechnic University, Florida Gulf Coast University, and New College of Florida). The College explored the remaining SUS institutions to gain a better understanding of their related doctoral curriculum and/or programs. In each case, the most closely related curriculum was nested within a college of business, where students studying a formal business discipline (such as Management or Marketing) could specialize and/or focus in entrepreneurship-related research, but none offered a defined major or dedicated doctorate in entrepreneurship. To ensure a comprehensive review, we contacted each program's PhD program coordinator (or senior faculty member where a formal advisor could not be identified): Dr. Mark Kohlbeck (Director of PhD Programs, College of Business, Florida Atlantic University), Dr. Erwin Danneels (Professor of Strategic Innovation and Muma Fellow, Muma College of Business, University of South Florida), Dr. Bruce Lamont (Eminent Scholar / Professor, College of Business, Florida State University), Dr. Alex Rubenstein (Associate Professor of Management and PhD program coordinator, College of Business, University of Central Florida), Dr. Amir Erez (W.A. McGiff Professor and PhD Coordinator, Warrington College of Business, University of Florida), Dr. Ochieng 'Fred' Walumbwa (Knight Ridder Byron Harless Eminent Scholar Chair and Professor, College of Business, Florida International University).

In considering the totality of all of these conversations and reviews, it was clear that the curriculum proposed for this program is substantially differentiated from all other SUS related programs in several ways, including:

1. It was built to support an interdisciplinary approach, recognizing the inherently interdisciplinary nature of entrepreneurship. Whereas other programs in the SUS focus students to study entrepreneurship within the confines of a college of business, this program exposes students to a broader view of entrepreneurship including both encouraging, and requiring, coursework from a multitude of different disciplines.
2. The proposed coursework includes a focus on entrepreneurship teaching and entrepreneurship education research, topics that are notably absent from programs at other SUS institutions.
3. The proposed curriculum emphasizes collaborative science and translational research, two core philosophies not highlighted in other SUS programs.
4. Of the other SUS schools who provided us data on their PhD graduates, the percentage of their graduates focused specifically on entrepreneurship research was minimal (e.g., 2 students over the past decade at UCF; 1 student “in recent years” at FIU), further illustrating other SUS programs are much broader in scope than the proposed program that is solely and exclusively focused on entrepreneurship.

Overall, we believe this differentiation is representative of the future of entrepreneurship research and practice and is representative of the fact that FSU’s Jim Moran College of Entrepreneurship is the first of its kind in the nation.



- B. If the proposed program curriculum substantially duplicates an existing program at Florida Agricultural and Mechanical University, provide evidence that the proposed program would not affect enrollment in Florida Agricultural and Mechanical University's program.

Florida Agricultural and Mechanical University does not offer this degree.

V. Curriculum

- A. If the program is a bachelor's degree, please identify if the university is seeking any of the following statuses for the program.

☒ Not Applicable

Status	Yes	No	If yes, complete the following
Common Prerequisites			Appendix C
Exception to 120 Credits			Appendix D
Specialized Admissions			Appendix E

- B. Describe the admissions criteria and graduation requirements for the program.

Admissions Criteria

Applicants must meet FSU's Graduate Admissions criteria, including a bachelor's degree from a regionally or nationally accredited U.S. institution or a comparable degree from an international institution with a minimum 3.0 (on a 4.0 scale) grade point average in all work attempted while registered as an upper division undergraduate student. International applicants whose native language is not English or who have not completed an undergraduate or graduate degree in an English-speaking country are required to take either the Test of English as a Foreign Language (TOEFL,) the International English Language Testing System (IELTS,) the Pearson Test of English (PTE,) Duolingo, Cambridge C1 Advanced Level, or Michigan Language Assessment and submit official test results in order to be admitted to Florida State University. The Jim Moran College of Entrepreneurship requires a minimum TOEFL score of 100 on the internet-based test, a minimum of 7.0 on the IELTS exam, or a minimum of 66 on the PTE, a minimum score of 120 on Duolingo, a minimum score of 180 on Cambridge C1 Advanced Level, or a minimum score of 55 on the Michigan Language Assessment taken within the past two (2) years.

Additionally, the Jim Moran College of Entrepreneurship requires applicants submit a personal statement articulating their research interests, including up to two Jim Moran College faculty member names who have work that aligns with these interests and could serve as potential dissertation advisors.

Graduation Requirements

The program's graduation requirements are tailored to ensure students are well-prepared for advanced research in entrepreneurship. The doctoral degree requires a minimum of 12 credits of required course work and 24 credits of elective coursework. Key milestones include a Doctoral Qualifying Exam at the end of Year 1 to assess foundational knowledge, and a Doctoral Preliminary Exam after coursework completion to enter doctoral candidacy (dissertation). Students must complete at least 24 credit hours of dissertation work, with additional credits possible depending on individual progress. The final graduation requirement is the successful defense of an original dissertation that makes a significant contribution to the field. Throughout the program, students are expected to maintain a 3.0 GPA, actively and continuously advance a top-tier research agenda, and contribute to the JMC's academic research community.

C. If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines for such programs, as outlined in [State Board of Education Rule 6A-10.024](#). List any prerequisites and identify the specific AS degrees that may transfer into the proposed program.

☒ Not applicable to this program because it is not an AS-to-BS Capstone.

D. Describe the curricular framework for the proposed program in the table below.

The Entrepreneurship PhD curriculum is organized into required core courses, elective core courses, as well as required and elective courses for specialization in one of two areas: Entrepreneurship, Innovation and Society (EIS) or Textile and Apparel Innovation (TAI).

Course Prefix & Number	Course Title	Required or Elective	Credit Hours	Course Description
ENT 6XXX	Foundations of Entrepreneurship Research I	Required	3	This course introduces students to the foundational theories, key constructs, and seminal works that have shaped the field of entrepreneurship research. Students will critically engage with classic and contemporary literature to understand the evolution of entrepreneurial thought. Emphasis is placed on developing analytical skills for evaluating theoretical contributions and identifying research gaps.
ENT 6XXX	Foundations of Entrepreneurship Research II	Required	3	Building on the Foundations of ENT Research I, this seminar explores advanced topics in entrepreneurship research, including innovation, family business, ecosystems, and

				entrepreneurship policy. Students will deepen their ability to synthesize literature, connect streams of research, and refine their understanding of the field's frontiers.
ENT 6XXXr	Proseminar in Entrepreneurship Education and Research	Required	1-3	This doctoral-level seminar provides an integrative foundation for success in academic careers focused on entrepreneurship. Structured around six core pillars: PhD Fundamentals I & II, Research Impact, Teaching Entrepreneurship, Planning for Success, and Career Planning. The seminar features rotating speakers, reflective assignments, and skill-building workshops designed to complement core research training and foster long-term success.
ENT 6XXX	Interdisciplinary Topics in Entrepreneurship and Innovation	Required	3	This course examines entrepreneurship and innovation through interdisciplinary perspectives, drawing from fields such as management, sociology, psychology, economics, and the arts and humanities. Students will explore how diverse theoretical lenses enrich entrepreneurial research. The course encourages cross-disciplinary thinking and equips students to integrate varied methodologies and conceptual approaches in their own research.
ENT 6XXX	Entrepreneurship and Society	Required – EIS Track	3	This course explores the intersection of entrepreneurship, economic development, and societal change. Students will examine topics such as how entrepreneurship drives regional and national economic growth, how public policy shapes entrepreneurial ecosystems, how family enterprises contribute to community

				stability and job creation, and the intersection of poverty and entrepreneurship. The course encourages critical analysis of entrepreneurship as both an economic engine and a societal force across diverse contexts.
ENT 6XXX	Research Collaboration	Required – EIS Track	3	This course provides doctoral students with structured opportunities to engage in faculty-led research projects within the field of entrepreneurship. Under the approval of their Major Professor, students collaborate with faculty to explore mutual areas of research interest, develop and refine research skills, gain experience with specific research methodologies, and practice interpreting and writing research results. These collaborations are designed to build a strong foundation for students' dissertation work and future scholarly contributions to entrepreneurship research.
ENT6XXX	Special Topics in Entrepreneurship	Elective	3	This flexible seminar explores emerging and advanced topics in entrepreneurship research, allowing for in-depth study of specialized areas based on current trends, faculty expertise, and student interest. Topics may include entrepreneurial finance, technology commercialization, international entrepreneurship, or other timely issues shaping the field. The course is designed to expose students to cutting-edge scholarship and foster the development of research ideas in evolving areas of interest.
CTE 6XXX	User Centered Design	Required – TAI Track	3	This course examines user-centered design approaches to apparel design with a focus on the inclusion of user feedback to bring a

				product to the market. The course starts with an examination of the user-centered design framework, investigates wear trial best practices, and explores industry partnerships (patents/licensing, consulting, contracts/industry testing).
CTE 6XXX	Research Collaboration	Required – TAI Track	3	This course offers doctoral students the opportunity to collaborate with faculty on research projects related to textile and apparel innovation. With approval from their Major Professor, students engage in research aligned with mutual interests, strengthen their research skills, gain experience with specialized methodologies, and practice interpreting and writing research findings. These collaborations provide a critical foundation for dissertation research and future contributions to the advancement of innovation in the textile and apparel industry.
MAN 6917	Research Design	Elective – Method Core	3	This course covers theory and hypothesis testing, measurement of constructs, publication strategies, and various special topics in empirical research.
STA 5707	Applied Multivariate Analysis	Elective – Method Core	3	This course discusses inference about mean vectors and covariance matrices, canonical correlation, principal components, discriminant analysis, cluster analysis, and computer techniques.
MAR 6636	Multivariate Statistics	Elective – Method Core	3	This course covers topics such as psychographics, scaling, conjoint measurement, multidimensional scaling, brand switching models, and

				logit and probit regression. Students develop an understanding of these measurement techniques and apply these models with empirical data.
MAN 6934	Data Analysis	Elective – Method Core	3	Hands-on application of statistical tests utilizing computer packages to analyze various databases.
PSY 5916	Multilevel Modeling	Elective – Method Core	3	This course covers a specialized research area presented by a faculty member in his/her major research area. Students may register for a maximum of three sections within the same semester. May be repeated to a maximum of thirty-six semester hours.
PSY 6919r	ANOVA	Elective – Method Core	3	This course consists of topical seminars in psychology that vary according to offering faculty. Students may register for a maximum of three sections within the same semester. May be repeated to a maximum of thirty-six semester hours.
PSY 6919r	Regression	Elective – Method Core	3	This course consists of topical seminars in psychology that vary according to offering faculty. Students may register for a maximum of three sections within the same semester. May be repeated to a maximum of thirty-six semester hours.
SOP 6939	MLM: Dyadic and Longitudinal Data	Elective – Method Core	3	This course consists of topical seminars in social psychology that vary according to offering faculty. May be repeated to a maximum of eighteen semester hours.
SYA 6314	Advanced Qualitative	Elective – Method Core	3	In this course, students learn about qualitative

	Methods			methods and critical issues related to generating knowledge using qualitative methods. This is an advanced methods course. This means that instead of dipping their toe into a variety of methods (i.e. trying out various methods), students delve deeply into a selected set of methods.
LIS 6272	Qualitative Research in Information Studies	Elective – Method Core		This course covers a variety of qualitative research methods that may be used in library and information science. It explores general, epistemological, and ethical issues with qualitative research; methods of data collection; techniques for data analysis; and evaluation of qualitative research. It includes readings, short- and long-form writing, in-class discussions, and practical exercises in qualitative research.
LIS 6939	Seminar in Experimental and Survey Research Design	Elective – Method Core	3	This seminar course introduces students to concepts/principles related to design of research using experimental and survey methodologies and techniques. Students focus on methodological/design issues in planning experiments, quasi-experiments, and survey research rather than on analyzing the data with various statistics.
ARE 5780	The Theory and Practice of Arts Based Research	Elective – TAI Track	3	The course is suited for students from a range of disciplinary interest, including but not limited to: anthropology, art, art education, art therapy, museum education, cultural studies, dance, education, social work, sociology, psychology, theatre, and gender studies. This course opens up an understanding of alternate possibilities for doing social research,

				specifically through the development of a variety of approaches that are both sensitive to and incorporate the arts.
EIN 5445C	Technology Entrepreneurship and Commercialization	Elective – TAI Track	3	This course simulates, in an academic environment, the process of creating and analyzing business models and commercialization plans for technology-based products or services.
LIS 5751	Computers as Persuasive Technology	Elective – TAI Track	3	This course explores the design and use of digital technologies for the purpose of influencing individuals' attitudes or behaviors in a number of contexts (i.e., e-commerce, social marketing, education, health, etc.). This course emphasizes a user-centered approach that draws on theories and methods from multiple disciplines including psychology, human behavior studies, communication and human-computer interaction to inform the design of persuasive experiences delivered through interactive technologies and applications.
SOW 5455	Grant Writing and Grant Management	Elective – TAI Track	3	This course covers the basics of proposals: purpose statements, background and justification, aims or objectives, personnel, time line, methods, budget, evaluation, and how to effectively manage grants once they are funded. The needs of disenfranchised groups or communities are discussed in this course, along with the particulars of proposals that may be most effective in meeting such needs
MAN 6931	Strategy Microfoundations	Elective –EIS Track	3	This doctoral seminar in Strategy Microfoundations focuses on scholarly research that explains (1) why organizations behave as they do and (2) why some of them outperform

				others. The course focuses on theoretical and empirical contributions relevant to two large sub-streams of management research.
MAN 6795	Strategy II	Elective –EIS Track	3	This course involves a critical review of theory and research by introducing representative conceptual and empirical research in management. May be repeated to a maximum of nine credit hours.
EXP 5508	Introduction to Cognitive Neuroscience	Elective	3	This course surveys contemporary issues related to how people perceive, attend to, learn, think about, and solve problems. It covers a wide range of important topics in cognitive psychology, focusing on both classic texts and current directions in the field of cognitive science.
EDF 6475	Qualitative Methods in Educational Research	Elective –EIS Track	3	This course introduces methods of data collection: qualitative, participant observation, and ethnographic interviews. Attention is given to strengths and shortcomings for use in educational research and evaluation.
EDF 6476	Advanced Qualitative Research Seminar	Elective –EIS Track	3	Prerequisite: EDF 5464 or EDF 6475. This course explores the theoretical and pragmatic aspects of qualitative research. It is intended for students who already have a foundation in qualitative methods and are planning to use this methodological approach in their dissertation research. Students develop a “conference-ready” research paper that draws on a set of existing qualitative data and different theoretical perspectives.
EDF 6619	Advanced Qualitative Data Analysis	Elective –EIS Track	3	Prerequisites: EDF 6475 and EDF 6476. This doctoral seminar covers approaches to qualitative data analysis and writing. It introduces students to the logics undergirding data analysis

				as well as different steps, strategies, and approaches that researchers use as they collect, organize, analyze and write their findings.
SOW 6494	Advanced Research Methods	Elective – Method Core	3	Students in this course develop a more sophisticated understanding of the research enterprise. The course focuses on developing specific advanced competencies in conceptualization, sampling, design, measurement, data collection, and data analysis. Students also identify practical and ethical dilemmas common in research, especially as they relate to membership in vulnerable populations.
SOW 6358	Measurement for Social Work Research	Elective – Method Core	3	This course focuses on the development, testing, and use of measurement tools in social work practice research. It is a required course in the FSU College of Social Work doctoral curriculum. Emphasis is placed on understanding the conceptual relevance and operational clarity of theoretical constructs, and on the methods available for designing, evaluating, and validating instruments to measure them using best practices in psychometric research. Issues relevant to survey design research will be explored. Qualitative and quantitative techniques are examined for their varying contributions to item development and scale construction, and data analytic strategies for determining psychometric characteristics are explored.
MAR 6506	Seminar in Consumer Behavior Methods	Elective	3	Prerequisite: Consent of Marketing doctoral program director. This course is an advanced doctoral seminar focused on learning procedures for designing and conducting experimental research.

MAR 6575	Seminar in Marketing: Topics in Consumer Behavior	Elective	3	Prerequisite: Instructor permission. In-depth analysis of current selected topics in consumer information processing, attitudes, decision making, and social and cultural influences on consumer behavior.
MAR 6665	Seminar in Marketing Models	Elective	3	Prerequisites: Doctoral standing and instructor permission. This course examines the applicability of modeling approaches within marketing contexts. Reviews of the modeling based literature forms the cornerstone of the class, with extensive discussion and analysis. doctoral standing and instructor permission are required for admission.
MAR 6828	Seminar in Marketing: Elements and Integration of Marketing Strategy	Elective	3	Analysis of constraints and options when managing the major elements of marketing strategy, as well as optimizing opportunities, goals, and efficiency.

E. Does an industry or employer advisory council exist to provide input regarding curriculum development, student assessment, and academic workforce alignment?

☒ Yes

☐ No. Describe any plans to develop one or other plans to ensure academic workforce alignment.

The Jim Moran College of Entrepreneurship maintains an active Dean's Development Council composed of distinguished industry leaders, entrepreneurs, and executives. The Council provides critical input on curriculum development, student assessment, and academic workforce alignment. Council members meet regularly with College leadership to review academic programs, advise on emerging industry trends, and identify employer-driven competencies that are essential for student and researcher success. Their insights directly inform the integration of professional competencies into coursework, the design of experiential learning opportunities, and strategies to prepare students for evolving workforce needs.

F. Explain how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Has a strategy been established for assessing student learning and reviewing academic workforce alignment to modify the curriculum as needed?

The Jim Moran College of Entrepreneurship is committed not only to preparing entrepreneurial leaders but also to supporting the development of new researchers. Through the College Dean's Development Council feedback, the College is incorporating industry-informed research competencies into doctoral training, ensuring that PhD students are equipped with the methodological, analytical, and practical skills necessary to produce research that is both academically rigorous and industry-relevant.

The College also maintains a formal strategy for assessing student learning outcomes and workforce alignment. Such assessment will be concentrated during the required annual reporting on program and student learning outcomes in FSU's Institutional Effectiveness Portal. At that time, additional evaluative feedback will be solicited from program leadership, instructional faculty, course evaluations, employer feedback, alumni feedback, and graduate placement data. The data associated with these outcomes will be shared with the Council for the purpose of continuous improvement planning. Moreover, the compiled data from metrics and evaluative feedback from within the unit as well as from the Council will be directly linked to curricular review, revision, and development as managed and implemented by the college's curriculum committee. This ensures that both educational and research training efforts remain closely aligned with the needs of today's entrepreneurial ecosystem and broader economy.

- G. Does the proposed curriculum align with Section 1001.706 (5)(a), Florida Statutes?
- ☒ Yes
- ☐ No

- H. For degree programs in medicine, nursing, and/or allied health sciences, identify the courses with the competencies necessary to meet the requirements in [Section 1004.08, Florida Statutes](#).

For teacher preparation programs, identify the courses with the competencies required in [Section 1004.04, Florida Statutes](#).

☒ Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.

- I. Select the anticipated mode of delivery for the proposed program.
- ☒ Face-to-Face
- ☐ Hybrid
- ☐ Distance Learning

If the method(s) of delivery will require specialized services or additional financial support, describe the projected costs below.

- J. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or an increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort with another academic department(s), college(s), or school(s) within the institution, provide a letter(s) of support or MOU(s) from each department, college, or school in Appendix B.

The proposed PhD in Entrepreneurship is a collaborative effort between the Jim Moran College of Entrepreneurship and several academic colleges and departments within Florida State University. Formal Memoranda of Understanding (MOUs) have been established with these partner units to define shared academic responsibilities, faculty participation, and access to interdisciplinary coursework. These MOUs, included in Appendix B, reflect institutional alignment and interdisciplinary support.

Based on careful planning with partner colleges, we do not anticipate a significant impact on related academic programs or departments. The interdisciplinary coursework required of PhD students will be limited in scale and offered at the advanced graduate level, minimizing any additional demand for general education, common prerequisite courses, or undergraduate-level electives. The collaborative structure is designed to ensure that any increased enrollment in graduate-level courses outside the Jim Moran College remains manageable and beneficial to both the students and the participating departments.

In addition to these internal agreements, we obtained an external consultation from Dr. James Vardaman, PhD, Professor of Management and PhD Program Coordinator at the University of Memphis. His evaluation, included in Appendix A, affirms the program's academic rigor, structural integrity, and alignment with national best practices for doctoral education in entrepreneurship.

Together, the formalized internal collaborations and external expert review demonstrate both the institutional commitment to the program and the thoughtful measures taken to ensure its successful integration within Florida State University's broader academic landscape.

- K. Describe any currently available sites for internship and/or practicum experiences and any plans to seek additional sites in the next five years.

☒ Not applicable to this program because students are not expected to seek internship or practicum opportunities as a required curriculum component.

- L. Identify any established or planned educational sites where the program will be offered or administered. Provide a rationale if the proposed program will only be offered or administered at a site(s) other than the main campus.

This program will only be offered on FSU's Tallahassee main campus.

- M. If the institution has conducted recent program reviews, received feedback from accreditation bodies, or received input from other entities that affect the proposed program, describe the institution's progress in implementing the recommendations.

No recent program reviews have been conducted that are related to, or relevant for, this new program. This program conforms to all FSU requirements for university accreditation. Jim Moran College Leadership did reach out to AACSB International, the accrediting body for business school education, to verify that graduates from the proposed college would qualify under their standards for jobs at accredited colleges and business (while the Jim Moran College is not a business school and thus not governed by this body for accreditation, we verified their requirements as we envision graduates from this program looking to business schools as one pathway for employment). We were informed that they as an association would accept this doctoral degree as an acceptable terminal degree in the field, and that beyond ensuring discipline-appropriate terminal degrees are earned, they have no additional standards we need to address.

If the proposed program is a doctoral-level program, include the external consultant's report and the institution's responses to the report as Appendix A.

Please see Appendix A for the External Consultant's Report and the institutions response.

VI. Faculty

- A. Identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty in the table below. Additionally, provide the curriculum vitae for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Eric Liguori, PhD Entrepreneurship	Professor	Tenured	Fall 2026
A	Eundeok Kim, PhD Textile and Apparel Innovation	Professor	Tenured	Fall 2028
A	Jessica Ridgeway Clayton, PhD Textile and Apparel Innovation	Professor	Tenured	Fall 2026
A	Susana Santos, PhD Entrepreneurship	Associate Professor	Tenured	Fall 2026
A	Srikant Manchiraju, PhD Textile and Apparel Innovation	Associate Professor	Tenured	Fall 2027
A	Meredith McQuerry, PhD Textile and Apparel Innovation	Associate Professor	Tenured	Fall 2027
A	Changhyun Nam, PhD Textile and Apparel Innovation	Assistant Professor	Tenure-track	Fall 2028
B	Juliana Binhote, PhD Entrepreneurship	Assistant Professor	Tenure-track	Fall 2028

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & General Revenue
D	Existing faculty hired on contracts/grants	Contracts/Grants
E	New faculty to be hired on contracts/grants	Contracts/Grants
F	Existing faculty on endowed lines	Philanthropy & Endowments
G	New faculty on endowed lines	Philanthropy & Endowments
H	Existing or new faculty teaching overload in addition to assigned course load	Enterprise Auxiliary Funds

- B. Provide specific evidence demonstrating that the academic unit(s) associated with the proposed program has been productive in teaching, research, and service. Such evidence may include trends over time for average course load, student headcount in major or service courses, degrees granted, external funding attracted, and other indicators of excellence (e.g., thesis, dissertation, or research supervision).

The Jim Moran College of Entrepreneurship (JMC), the academic home for the proposed PhD in Entrepreneurship, has demonstrated strong and sustained productivity across teaching, research, and service. The collective record of its faculty provides clear evidence that the unit is well-prepared to support and sustain a doctoral program.

Teaching

Faculty in the Jim Moran College of Entrepreneurship deliver a robust teaching portfolio across undergraduate, master's, and professional education programs. On average, tenured and tenure-track faculty teach two courses per semester, while specialized faculty carry heavier instructional loads. Courses span core entrepreneurship, retail entrepreneurship, social and sustainable entrepreneurship, and creative arts entrepreneurship, reaching both majors and students from across campus. In 2023–2024 alone, JMC faculty generated more than 25,000 student credit hours at the undergraduate and graduate levels. Instruction is deeply experiential, with courses routinely incorporating projects with local businesses, problem-based service learning, and cross-disciplinary design challenges that mirror real-world entrepreneurial contexts. The quality of teaching within the College has been recognized at the highest levels. Faculty have received multiple university-wide awards, including the University Teaching Award for Community Engaged Teaching (2023) and nominations for the Community Engaged Teaching Award (2023, 2024). International associations have also recognized JMC faculty for innovation in design pedagogy, and one faculty member was named Entrepreneurship Educator of the Year by the United States Association for Small Business and Entrepreneurship, the discipline's largest academic body.

Beyond the classroom, JMC faculty are deeply committed to mentoring and research supervision. They regularly direct undergraduate honors theses, oversee directed individual studies, and guide master's projects. They also contribute broadly across the university by serving as members or representatives on doctoral committees in fields including business, sports management, education, kinesiology, hospitality, and music therapy. These mentoring activities highlight the College's commitment to interdisciplinary collaboration and its role in cultivating the next generation of entrepreneurial scholars and practitioners.

Research

Faculty in the Jim Moran College of Entrepreneurship maintain highly productive and internationally recognized research agendas. Collectively, they have published hundreds of peer-reviewed journal articles, book chapters, and case studies in leading

outlets such as *Journal of Management*, *Journal of Business Ethics*, *Small Business Economics*, *Journal of Small Business Management*, *Technological Forecasting and Social Change*, and *Business Horizons*. Their scholarly contributions also extend beyond traditional publications, encompassing award-winning design scholarship, juried exhibitions, and patents, underscoring the unit's breadth of expertise and commitment to both rigorous and creative research outputs.

External funding represents another area of strength. JMC faculty have secured millions of dollars in competitive research grants from agencies such as the U.S. Department of State, U.S. Department of Education, FEMA, the U.S. Department of Defense, the National Fire Protection Association, Cotton Incorporated, Visit Tallahassee, the TD Charitable Foundation, Wells Fargo, and Triumph Gulf Coast. These awards support innovative research programs that advance knowledge while addressing pressing real-world challenges.

The College's faculty also play leading roles in shaping the field of entrepreneurship scholarship. They hold prominent editorial positions including Editor-in-Chief of the *Journal of Small Business Management*, Co-Editor of the *Journal of Developmental Entrepreneurship*, Senior Editor for Entrepreneurship and Innovation at *Cogent Business and Management*, and serve on editorial boards of multiple leading journals. Their expertise and visibility amplify FSU's role in guiding the direction of entrepreneurship research worldwide.

Beyond academia, JMC scholarship has achieved significant global and public impact. Faculty research has been cited in policy documents produced by the OECD, the European Union, the Asian Development Bank, and the Swedish Agency for Economic and Regional Growth, while also being featured in major media outlets such as USA Today, U.S. News and World Report, Fast Company, Inc., and Forbes. Together, these contributions demonstrate the College's capacity not only to generate rigorous scholarship but also to shape practice, inform policy, and influence public discourse on entrepreneurship.

Service

Faculty in the Jim Moran College of Entrepreneurship serve in significant leadership roles across national and international organizations, including the United States Association for Small Business and Entrepreneurship (USASBE), the International Council for Small Business (ICSB), and the Academy of Management. Recent positions of distinction include President of USASBE, Chair of the AACSB Entrepreneurship & Innovation Affinity Group, and leadership of topical divisions within USASBE. Three faculty members have served on the USASBE Board of Directors, with one recognized with a Distinguished Service Award, reflecting the College's deep and sustained professional engagement at the national level.

At Florida State University, JMC faculty contribute actively through service on university and college-level committees, including curriculum development initiatives, search committees, and Faculty Senate assignments. Their involvement ensures that entrepreneurship perspectives are embedded in broader institutional priorities.



The College is also deeply engaged in service to the community through the Jim Moran Institute for Global Entrepreneurship (JMI), which has supported more than 1,700 entrepreneurs across Florida over the past decade. JMI delivers several flagship programs, including the Small Business Executive Program, the Nonprofit Executive Program, and specialized initiatives for veteran entrepreneurs. More recently, JMI launched the Leon Entrepreneurship and Adversity Program (LEAP), through which faculty mentor entrepreneurs from underserved populations and support community-based business growth. Many JMC faculty also bring their own entrepreneurial experience into these outreach efforts, engaging with startups, incubators, and nonprofits across the state to strengthen Florida's entrepreneurial ecosystem. Collectively, these service contributions demonstrate both institutional commitment and national visibility, reinforcing Florida State University's reputation for entrepreneurship scholarship, applied impact, and ecosystem leadership.

VII. Estimate of Investment

- A. Provide the tuition rate for the proposed program for resident and non-resident students.

Resident/Credit Hour	Non-Resident/Credit Hour
\$479.32	\$1,110.72

If the proposed program will operate as self-supporting, market tuition rate, or establish differentiated graduate-level tuition, per [Board of Governors Regulation 8.002](#), complete Appendix F, Self-Supporting & Market Rate Tuition.

- B. Complete the summary table below.

- Provide funding sources for Years 1 and 5 of program operation.
- Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/ Philanthropy Funds	Total Cost
Year 1	4	\$399, 738			\$399,738
Year 2	4				
Year 3	8				
Year 4	8				
Year 5	8	\$617,848			\$617,848

- C. Is the infrastructure in place to meet the new degree program requirements, such as hiring faculty and staff, curriculum development, facilities, and funding, before enrollment of students to the program?

☒ Yes

☐ No. If not, is there a plan to establish the infrastructure to support the program?
Please describe.

VIII. Institutional Resources

A. Describe any additional library resources needed to implement and/or sustain the program through Year 5.

☒ Not applicable to this program because no additional library resources are needed to implement or sustain the proposed program.

B. Describe any specialized equipment and space currently available to implement and/or sustain the proposed program through Year 5.

The Jim Moran College of Entrepreneurship has four dedicated classrooms available for use to help support this program, as well as conference room space for smaller group sessions and research team meetings. Students pursuing the specialization in Textile and Apparel Innovation will have access to the college's research labs, including the Body Scanning Lab, Digital Textile Printing Lab, Textile Testing Lab, Visual Merchandising Lab, and the ThermanOLE Comfort Lab. Students will also have access to the Jim Moran Institute for Global Entrepreneurship and its statewide network of outreach facilities (Jacksonville, Tallahassee, Tampa, and Ft. Lauderdale), a value-added asset to support data collection and ensure real-world impact in their scholarship.

Describe any additional specialized equipment or space needed to implement and/or sustain the program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space. Costs for new construction should be provided in response to Section VIII.D. below.

☒ Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5

- C. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase due to the program, describe and estimate those expenses below. High enrollment programs, in particular, are expected to necessitate increased costs in non-I&R activities.

☒ Not applicable to this program because no new capital expenditures are needed to implement or sustain the program through Year 5.

- D. Describe any additional special categories of resources needed to operate the proposed program through Year 5, such as access to proprietary research facilities, specialized services, or extended travel.

☒ Not applicable to this program because no additional special categories of resources are needed to implement or sustain the program through Year 5.

- E. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5.

☐ Not applicable to this program because no fellowships, scholarships, and/or graduate assistantships will be allocated to the proposed program through Year 5.

The Jim Moran College of Entrepreneurship will fund four (4) doctoral students per cohort, with new cohorts admitted every other year. Across the first five years of the program, this structure will support a maximum of eight (8) students enrolled at any one time. All students will be funded through E&G-supported graduate assistantships, which include:

- A \$25,000 annual stipend per student

Year 1 Total: \$100,000

Year 5 Total: \$200,000

- Full tuition coverage through fellowship support



Year 1 Total: \$29,636

Year 5 Total: \$61,672

- Access to a shared pool of E and G funds for research and technology support, budgeted at approximately \$4,000 per student annually

Year 1 Total: \$16,000

Year 5 Total: \$32,000

By Year 3, the program will be at full capacity with two overlapping cohorts. That level of enrollment and support (eight funded students) will be maintained through Year 5. The first four students will graduate at the end of Year 4, and a new cohort of four students will enter in Year 5.

IX. Required Appendices

Table 1 outlines the required appendices by degree level. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.

Table 1. Appendices

	Appendix Title	Degree Level	Required for Specific Programs	Included Yes/No
A	Consultant's Report and Institutional Response	Doctoral or Professional		Yes
B	Letters of Support or MOUs from Other Academic Units	Any new program	Only for programs offered in collaboration with other academic unit(s) within the institution	Yes
C	Common Prerequisite Request Form	Bachelor's		No
D	Request for Exception to the 120 Credit Hour Requirement	Bachelor's	Requesting approval to exceed the 120 credit hour requirement	No
E	Request for Specialized Admissions Status	Bachelor's	Requesting approval for specialized admissions status	No
F	Self-Supporting & Market Rate Tuition Programs	Graduate programs	Only for self-supporting or market tuition rate programs	No
G	Faculty Curriculum Vitae	Any new program		Yes
H	FSU PO and SLOs	Any new program		Yes

Table 2 Additional Appendix

	Appendix Title	Description
H	FSU Program Outcome and Student Learning Outcomes Appendix	

Appendix A: Consultant's Report

Documents Included:

- Appendix A Cover Page
- External Evaluator's Letter
- FSU Jim Moran College's Response to External Evaluation

Appendix A
Doctoral Program Proposal Consultant's Report and Response

Instructions:

According to Board of Governors Regulation 8.011, Academic Degree Program Coordination and Approval, all institutions requesting Board of Governors' approval for a new doctoral-level program are required to submit a formal written review of the proposal by a qualified external academic consultant or for newly emergent fields where there are limited qualified experts, a cross-section of visiting experts. Institutions must submit a copy of the written review and a summary document describing how feedback was incorporated into the proposal or why feedback was not addressed. The consultant's report and institutional response format shall be determined by the individual institution submitting the proposal; however, both the review and the institutional response must be present and clearly identified.

Name of Consultant:	<u>Dr. James Vardaman, PhD</u>
Affiliation:	<u>Full Professor and Free Enterprise Chair,</u> <u>University of Memphis</u>
Qualification/Area of Expertise:	<u>PhD, Entrepreneurship and Family Business</u>
Date of Review:	<u>June 10, 2025</u>

In the space provided below, please list the recommendations provided by the external consultant and explain how those recommendations were or were not incorporated into the proposal. For recommendations that were not included, provide an explanation.



Department of Management
Fogelman College of Business & Economics
Memphis, Tennessee 38152-3120

Dr. Eric Liguori
Professor and Associate Dean
Jim Moran College of Entrepreneurship
Florida State University
44 West Call Street
P.O. Box 3061115
Tallahassee, FL 32306-1115

June 10, 2025

Dear Dr. Liguori,

This letter is intended to evaluate the Jim Moran School of Entrepreneurship Ph.D. Program Proposal. To give you some information about my background, I am Professor of Management and hold the Free Enterprise Chair of Excellence in the Fogelman College of Business and Economics at the University of Memphis. Prior to that appointment I was a Professor of Management at Mississippi State University. I have extensive experience in doctoral education and have served for over a decade as the coordinator of the Ph.D. program at the University of Memphis and at Mississippi State University. I approach this review with a clear understanding of the academic rigor, structural coherence, and institutional vision required to establish a successful and sustainable doctoral program. I offer the following evaluation with the aim of supporting the advancement of high-quality doctoral education in the field of entrepreneurship. My assessment will cover the general structure of the program, the curriculum of the program (including the Entrepreneurship, Innovation and Society (EIS) and Textile Apparel and Innovation (TAI) tracks), the quality of the faculty, and the proposed program processes. I will conclude with a general summary of my assessment.

Program Structure

The proposed program is structurally sound. The full-time, face-to-face structure of the program is a particular strength. This structure is essential for reinforcing its legitimacy and competitiveness, particularly for graduates aiming to secure tenure-track academic positions. In the academic job market, traditional, in-residence doctoral programs are often viewed as more rigorous and credible, offering structured mentorship, immersive research training, and consistent engagement with faculty and peers. These elements are critical for developing the scholarly identity, research productivity, and professional networks expected of candidates in tenure-track hiring processes. A full-time, on-campus model program signals a commitment to high academic standards that ensures graduates are well-prepared to meet the demands of academic careers at research-oriented institutions.

The proposed \$25,000 annual stipend for doctoral students is consistent with the support offered by similar Ph.D. programs at R1 research institutions, particularly within the region. This amount aligns closely with stipends provided by peer universities and will ensure the program

remains competitive in attracting qualified applicants. The stipend represents a reasonable and standard level of financial support that reflects current norms in research-intensive academic environments, helping students cover basic living expenses while focusing on their scholarly and professional development.

Curriculum

The structure of the curriculum adheres to the norms of programs at peer universities. The total hours, number of core hours, and elective hours fit the model of Ph.D. programs at R1 research universities. Although my assessment is generally positive regarding the curriculum, I would like to offer some recommendations for the administrative team to consider. Although I understand the rationale for including a management history course in the entrepreneurship foundation core curriculum, this course may no longer serve the evolving priorities of contemporary scholarship. While historical foundations can provide context, a full course on management history may offer limited value for doctoral students whose focus is on developing novel theoretical contributions and advancing empirical research. History courses were once common in business school Ph.D. programs, but programs are moving away from these types of courses because they do not teach students how to develop theory-driven research. Replacing this course with offerings such as a seminar on family business would better align with current research frontiers. Family business is the most common business form in the world, and research on these firms is burgeoning in the entrepreneurship literature. A seminar on this topic would prepare future scholars to contribute to a rapidly growing body of literature and respond to the increasing demand for research and teaching expertise in this vital area of entrepreneurial study.

You might also consider including a requirement that the interdisciplinary course bank 2” course in the EIS track center on the people who inhabit entrepreneurial ventures. Human capital is a critical driver of a venture’s ability to scale. Founders, early employees, and key hires form the backbone of a startup’s strategic and operational capacity, and their recruitment, development, and retention can determine whether a venture succeeds or fails. Despite the importance of these workers, many programs underemphasize the role of human resource management in entrepreneurial contexts, treating it as peripheral rather than foundational. A dedicated course would equip doctoral students with an understanding of how talent, organizational culture, leadership, and team dynamics impact growth and innovation. Embedding this as a requirement in the EIS track could provide students with a foundation both to understand and study this important aspect. Given that this course bank is rooted in electives from outside the College, my recommendation is locate a set of courses in psychology of another domain that are centered on human capital-related issues such as personnel management, industrial psychology, or other people-related topics and require that students choose from that list to satisfy the “interdisciplinary course bank 2” requirement.

The TAI emphasis of the Ph.D. program may be overly reliant on 5000-level courses, which are typically designed for master's-level study rather than advanced doctoral work. This concentration of lower-level graduate courses may limit the depth and rigor expected at the Ph.D. level, potentially hindering students from engaging in more specialized, research-intensive learning experiences. To better align with the standards of doctoral education, the curriculum might be better served by incorporating a greater number of 6000-level or higher courses that offer advanced theoretical frameworks, methodologies, and opportunities for original research. Overall, the proposed curriculum structure is sound and in line with contemporary Ph.D. programs in entrepreneurship.

Faculty

One of the key strengths of the Ph.D. program proposal is the exceptional quality of the Jim Moran College faculty, who bring a strong blend of academic expertise, research productivity, and real-world engagement. Many faculty members have published in top-tier journals, secured competitive research funding, and held leadership roles in scholarly organizations, reflecting their active engagement in advancing the field. Their diverse research interests provide a rich foundation for mentoring doctoral students and fostering interdisciplinary inquiry. This depth and breadth of faculty expertise not only enhances the academic rigor of the program but also ensures that students receive personalized guidance in developing impactful published research.

While the proposal highlights several outstanding faculty members whose research profiles and publication records are well aligned with the expectations of a high-quality doctoral program, it is important to note that not all members of the department are active scholars. Some faculty have limited recent research output and are not currently publishing in top-tier outlets (or in some cases publishing at all). While these faculty are undoubtedly effective instructors and great citizens, the absence of a current research pipeline is a concern when it comes to doctoral education, where mentorship and instruction should be provided by faculty who are actively engaged in research and consistently publishing in A* and A journals on the ABDC list. I would recommend that all faculty involved in teaching doctoral seminars be productive scholars with demonstrated research excellence.

To that end, I further recommend that the department consider revising its criteria for graduate faculty status to reflect the elevated expectations that come with having a Ph.D. program. Raising the bar for graduate faculty designation will help ensure that only faculty with strong and current scholarly profiles are mentoring doctoral students. This will not only enhance the academic rigor of the program but also significantly improve the prospects of placing graduates at strong research universities.

Processes

The proposed processes mostly align with the norms of programs in FSU's academic footprint. However, I would like to offer some recommendations that would bring the program into full alignment. The absence of a GMAT or GRE requirement for admission to the entrepreneurship Ph.D. program raises concerns about the consistency and rigor of the admissions process. Standardized tests, while not perfect, provide a useful benchmark for assessing applicants' quantitative, analytical, and verbal reasoning skills. Without this requirement, it becomes more difficult to ensure a baseline level of academic preparedness and to compare candidates from diverse educational backgrounds objectively. These scores are also the only objective data point. These tests are not the end-all be-all for selection, but they do have an important place in the selection process. I understand that GRE and GMAT requirements were suspended for many MBA programs (and even some Ph.D. programs) during the COVID pandemic. However, many of those that did suspend standardized tests requirements have reinstated them, and norms across academia are returning to their use in selection.

Moreover, eliminating this requirement could inadvertently reduce the program's competitiveness and reputation among peer institutions, precisely because these institutions continue to use these exams as part of a holistic admissions process. While work experience and other accomplishments are valuable, they do not necessarily substitute for the analytical and

cognitive ability that standardized tests help measure. The lack of a testing requirement may also lead to greater variability in the academic preparedness of admitted students, placing added pressure on faculty to bridge skill gaps early in the program. Reinstating the GMAT or GRE could enhance the program's credibility, promote a more rigorous academic environment, and better position graduates for success in research-oriented careers.

I also suggest that the administration at least consider annual, rather than biennial, admission. A biennial admission cycle could weaken program continuity and doctoral student camaraderie and also make it much harder for programs to respond to inevitable student challenges such as health issues, changes in research direction, or difficulties with coursework. When students need to take a temporary leave (which can be common), the limited course offerings associated with a biennial cycle could significantly delay their progress and potentially add one or even two years to their timeline. This inflexibility can place undue stress on students and reduce overall retention. Furthermore, a staggered cohort structure limits options for peer support or group-based learning, particularly in small programs where course availability is already constrained. These compounded delays can also affect faculty advising plans and disrupt the alignment between research projects and student availability, creating broader inefficiencies in the program's operation. A biennial cycle is not outside of the norms of some programs in FSU's academic footprint, but it does have disadvantages for students and faculty. I encourage the administration to at least consider these disadvantages when weighing the decision to offer annual versus biennial admission.

Concluding Remarks

The proposed Ph.D. program in Entrepreneurship demonstrates a well-structured and forward-thinking approach to developing academic leaders and innovative researchers in the field. Its interdisciplinary design, with an emphasis on empirical research, positions it as a strong addition to the academic landscape. Entrepreneurship is flourishing as an academic discipline, and the demand for Ph.D. graduates is increasing in the marketplace. The program focuses on excellent objectives and will effectively prepare graduates for impactful careers in academia. I have offered several recommendations and points for you to consider, but my overall assessment is that the proposal reflects a thoughtful and strategically aligned vision with strong potential for success. Please feel free to contact me if you have any questions or require clarification on my evaluation.

Sincerely,

James Vardaman

James Vardaman, Ph.D.
Professor of Management
Free Enterprise Chair of Excellence
Ph.D. Program Coordinator
Fogelman College of Business and Economics
University of Memphis
james.v@memphis.edu
(901) 335-1209

Response to PhD in Entrepreneurship External Evaluation

We appreciate the thoughtful and thorough evaluation provided by the external reviewer. Their extensive experience with doctoral education and program administration offers valuable insight as we finalize the design and implementation strategy for the Jim Moran College Ph.D. in Entrepreneurship. Below, we provide clarifications and note adjustments made in response to the evaluator's observations:

1. **Program Modality:** We reaffirm that this will be a full-time, in-person, immersive doctoral program. We agree with the reviewer that this structure is critical for research training, academic socialization, and placement into tenure-track roles at research-intensive institutions.
2. **Curricular Adjustments:** We acknowledge and appreciate the insights shared regarding the management history course. Prior to receiving the evaluator's letter, this course had already been replaced with a second "Foundations of Entrepreneurship Research" seminar. This second foundations seminar includes modules on the history of innovation and economic development, but also formally incorporates other high-impact research streams including family business, digitalization, and commercialization.
3. **EIS Track – Human Capital Focus:** We agree with the importance of human capital-related coursework and note this perspective is covered in the foundations of entrepreneurship research seminar all students will take as part of their core. We are opting to not also make it a specific EIS-track requirement, as we seek for students to have agency to select, with guidance from their dissertation advisor, the courses that best align with their research and focal areas of interest.
4. **TAI Track – Course Level Concern:** We recognize the reviewer's observation that the TAI emphasis currently draws upon several 5000-level courses. As the program matures, we are committed to transitioning toward 6000-level doctoral courses as they are developed and approved in collaboration with the relevant departments. This phased approach ensures we maintain quality while building capacity.
5. **Faculty Qualifications:** We acknowledge and agree with the importance of having research-active faculty directly involved in doctoral education. The College is currently developing a new graduate faculty status policy that sets clear expectations for faculty research engagement, emphasizing regular publication in A-level outlets (e.g., ABDC A and A* journals), as requisite for supervising doctoral students and serving on doctoral committees.
6. **Admissions Testing Requirement:** We agree with the recommendation to include standardized testing. The program will require either a GRE or GMAT score for all applicants as part of our admissions process.
7. **Admissions Cycle:** We appreciate the recommendation to consider annual admissions. At this stage, given the size and resourcing of the program, we will maintain a biennial admissions cycle, with the long-term goal of transitioning to an annual cycle as the program scales.

We value the reviewer's endorsement of the program's structure, vision, and faculty quality, as well as their constructive suggestions for enhancing the program's long-term success. These

insights have helped us strengthen the proposal and align it more closely with national best practices in doctoral education.

Sincerely,

DocuSigned by:

SUSAN FIORITO

C1EB65EE89244B4...

Dr. Susan Fiorito, Dean

Jim Moran College of Entrepreneurship
Florida State University

and

DocuSigned by:

Eric Liguori

DDAC677FE88A414...

Dr. Eric Liguori

Associate Dean for Research and External Relations
Jim Moran College of Entrepreneurship
Florida State University

and

DocuSigned by:

Jessica Ridgway Clayton

90892EC74EAC4F3...

Dr. Jessica Ridgway-Clayton

Assistant Dean for Graduate Programs
Jim Moran College of Entrepreneurship
Florida State University

Appendix B: MOUs from other Academic Units

MOUs included from:

- FSU College of Business
- FSU College of Social Work
- FSU Anne Spencer Daves College of Education, Health, and Human Sciences
- FSU College of Arts and Sciences
- FSU College of Communication and Information
- FSU College of Social Sciences and Public Policy
- FSU College of Fine Arts
- FAMU-FSU College of Engineering

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Business to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Business.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study.

Students in the Entrepreneurship PhD program may take no more than three 3-credit hour classes from the College of Business. Students must meet the prerequisites and other requirements set forth by the College of Business and/or the instructors of the courses. Within the College of Business, potential courses are limited to the following on a space available basis and approval by the instructor:

MAN 6917 Research Design

MAN 6934 Data Analysis

MAN 6931 Strategy Microfoundations

MAN 6795 Strategy II

MAR 6636 Multivariate Statistics

MAR 6506 Seminar in Consumer Behavior Methods

MAR 6575 Seminar in Marketing: Topics in Consumer Behavior

MAR 6665 - Seminar in Marketing Models

MAR 6828 Seminar in Marketing: Elements and Integration of Marketing Strategy

Also, PhD students enrolled in the Jim Moran College may request College of Business faculty to serve on their dissertation committees as a university representative. This request will depend on students' research focus and the availability of business faculty.

This MOU may be amended by mutual written agreement of the dean of the Jim Moran College of Entrepreneurship and the dean of the College of Business. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship
Date: 5/14/2025 | 6:33 AM EDT

DocuSigned by:

4CF8A684AD1745C...
Dr. Michael Hartline

Dean, College of Business
Date: 5/18/2025 | 12:33 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Social Work to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Social Work.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Social Work, the potential courses include, but are not limited to the following:

SOW 5455: Grant Writing and Grant Management
SOW 6494: Advanced Research Methods
SOW 6358: Measurement for Social Work Research

Also, PhD students enrolled in the Jim Moran College may request College of Social Work faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Social Work's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Social Work. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/9/2025 | 3:51 PM EDT

Signed by:

B28DD56CB994B9...
Dr. David W. Springer

Dean, College of Social Work

Date: 5/10/2025 | 2:29 AM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the Anne Spencer Daves College of Education, Health, and Human Sciences to facilitate the enrollment of PhD students in Entrepreneurship in various graduate-level courses offered by the Anne Spencer Daves College of Education, Health, and Human Sciences.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the Anne Spencer Daves College of Education, Health, and Human Sciences, the potential courses include, but are not limited to the following:

EDF 6475 Qualitative Methods in Educational Research
EDF 6476 Advanced Qualitative Research Seminar
EDF 6619 Advanced Qualitative Data Analysis

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the Anne Spencer Daves College of Education, Health, and Human Sciences faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the Anne Spencer Daves College of Education, Health, and Human Science's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the Anne Spencer Daves College of Education, Health, and Human Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/6/2025 | 12:46 PM EDT

Signed by:

0101DF588B7F49C...
Dr. Damon Andrew

Dean, Anne Spencer Daves College of
Education, Health, and Human Sciences

Date: 5/6/2025 | 1:37 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Arts and Sciences to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Arts and Sciences.

PhD students enrolled in the Entrepreneurship PhD program in the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Arts and Sciences, the potential courses include, but are not limited to the following:

EXP 5508 Intro to Cognitive Neuroscience
STA 5707 Applied Multivariate Analysis
PSY 5916 Multilevel Modeling
PSY 6919 I ANOVA
PSY 6919 II Regression
SOP 6939 MLM: Dyadic and Longitudinal Data

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the College of Arts and Sciences faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Arts and Science's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Arts and Sciences. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/29/2025 | 11:25 AM EDT

DocuSigned by:

BA8410AF9E2F4DF...
Dr. Sam Huckaba

Dean, College of Arts and Sciences

Date: 5/29/2025 | 11:26 AM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Communication and Information to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Communication and Information.

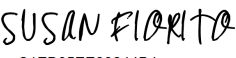
PhD students enrolled in the Entrepreneurship PhD program in the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Communication and Information, the potential courses include, but are not limited to the following:

LIS 5751. Computers as Persuasive Technology
LIS 6272 Qualitative Research in Information Studies
LIS 6939 Seminar in Experimental and Survey Research Design

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the College of Communication and Information faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Communication and Information's faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Communication and Information. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/9/2025 | 4:36 PM EDT

DocuSigned by:

779CF8CD23B4441...
Dr. Michelle Kazmer

Dean, College of Communication and
Information

Date: 5/9/2025 | 4:37 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Social Sciences and Public Policy to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Social Sciences and Public Policy.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Social Science and Public Policy, the potential courses include, but are not limited to the following:

SYA 6314 Advanced Qualitative Methods

Also, PhD students enrolled in the Entrepreneurship program at Jim Moran College may request the College of Social Sciences and Public Policy faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Social Sciences and Public Policy faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Social Sciences and Public Policy. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1E665EE89244B4
Dr. Susan Fiorito

DocuSigned by:

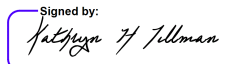
72E7277DB3D6423
Dr. Tim Chapin

Dean, Jim Moran College of
Entrepreneurship

Dean, College of Social Sciences and Public
Policy

Date: 5/23/2025 | 11:24 AM EDT

Date: 5/23/2025 | 11:39 AM EDT

Signed by:

8E80FA80BC5C4FE
Dr. Kathryn Harker Tillman

Chair of Sociology, College of Social
Sciences and Public Policy

Date: 5/23/2025 | 12:05 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the College of Fine Arts to facilitate the enrollment of PhD students in various graduate-level courses offered by the College of Fine Arts.

PhD students enrolled in the Entrepreneurship PhD program in the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the College of Fine Arts, the potential courses include, but are not limited to the following:

ARE 5780. The Theory and Practice of Arts Based Research

Also, PhD students enrolled in the Entrepreneurship program at the Jim Moran College may request the College of Fine Art's faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the College of Fine Arts' faculty.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the College of Fine Arts. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

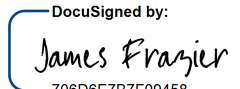
Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito

Dean, Jim Moran College of
Entrepreneurship

Date: 5/13/2025 | 1:26 PM EDT

DocuSigned by:

706D6E7B7F09458...
Dr. James Frazier

Dean, College of Fine Arts

Date: 5/13/2025 | 1:30 PM EDT

Memorandum of Understanding

This Memorandum of Understanding (MOU) establishes a collaborative agreement between the Jim Moran College of Entrepreneurship and the FAMU-FSU College of Engineering to facilitate the enrollment of PhD students in various graduate-level courses offered by the FAMU-FSU College of Engineering.

PhD students enrolled in the Entrepreneurship PhD program at the Jim Moran College of Entrepreneurship are required to complete 6 credits of method and analysis related courses outside of the college. To fulfill this requirement, students may need to be enrolled in up to four 3-credit hour graduate level methodology and statistics courses and two additional graduate specialty courses in other colleges across FSU throughout their PhD study. Students must meet the prerequisites and other requirements set forth by their respective college. Within the FAMU-FSU College of Engineering, the potential courses include, but are not limited to the following:

EIN 5445C Technology Entrepreneurship and Commercialization

Also, PhD students enrolled in the Jim Moran College may request FAMU-FSU College of Engineering (joint college) faculty to serve on their dissertation committee as a university representative. This request will depend on students' research focus and the availability of the FAMU-FSU College of Engineering's faculty. Faculty at the joint college who have their main employment affiliation with FAMU and a courtesy appointment at FSU will comply with the joint college policies regarding service on dissertation committees.

This MOU may be amended from time to time by mutual written agreement of the Dean of the Jim Moran College of Entrepreneurship and the Dean of the FAMU-FSU College of Engineering. This MOU shall be effective as of the date of the last signatures below and shall remain in effect until terminated by either party with 120 days written notice to the other party.

Signatures:

DocuSigned by:

C1EB65EE89244B4...
Dr. Susan Fiorito
Dean, Jim Moran College of
Entrepreneurship

Signed by:

FC9E316AB1514B0...
Dr. James Clark
Provost & Executive VP for Academic
Affairs, Florida State University

DocuSigned by:

C527C4A7A4514B7...
Dr. Suvarnu De
Dean, FAMU-FSU College of
Engineering

DocuSigned by:

0AA71F944E4B489...
Dr. Allyson L. Watson
Provost & VP for Academic Affairs,
Florida A&M University

Date: 6/17/2025 | 11:41 AM EDT

Date: 6/9/2025 | 12:29 PM EDT

Appendix G: Faculty Curriculum Vitae

Faculty CVs Included:

- Dr. Eric Liguori, Full Professor
- Dr. Jessica Ridgway, Full Professor
- Dr. Eundeok Kim, Full Professor
- Dr. Susana Santos, Associate Professor
- Dr. Meredith McQuerry, Associate Professor
- Dr. Srikant Manchiraju, Associate Professor
- Dr. Changhyun Nam, Assistant Professor
- Dr. Juliana Binhote, Assistant Professor

DRAFT 3 Year Curriculum Vitae

Dr. Eric Liguori

Last Revised: January 25, 2025

General Information

University address: Entrepreneurship
Jim Moran College of Entrepreneurship
Jim Moran Building
Florida State University
Tallahassee FL
Phone: 727-460-7036

E-mail address: ewl0274@fsu.edu
eliguori@fsu.edu

Web site: <https://jimmorancollege.fsu.edu/about/faculty-staff/faculty-eric-liguori>

Professional Preparation (Highest Degree Only)

2012 PhD, Louisiana State University, Baton Rouge, LA USA. Major: Business Administration - Entrepreneurship. Entrepreneurship. Supervisor: K. Mark Weaver.

Nondegree Education and Training

2023 How Researchers Changed the World.

2023 Influencing Public Policy, Harvard Kennedy School.

Professional Credential(s)

2024–present Venture Capital Certificate.

2007–present Certificate in Distance Education, e-Learning & Instructional Design.

2005–present Certified Professional in Human Resources.

2004–present Certified Business Analyst.

Professional Experience

2024–present	Professor and Associate Dean for Research and External Relations, Jim Moran College of Entrepreneurship, Florida State University.
2021–2024	Founding Head, School of Innovation and Entrepreneurship, Rowan University.
2017–2024	Executive Director, Rowan Center for Innovation and Entrepreneurship, Rowan University.
2017–2024	Professor, Henry Rowan College of Engineering, Rowan University. Dual (courtesy) appointment.
2017–2024	William G. Rohrer Endowed Chair of Entrepreneurship, School of Innovation and Entrepreneurship, Rowan University.

Honors, Awards, and Prizes

Top 10 Most Impactful Paper Award, Taylor & Francis | JICSB (2025).
Top 10 Global Micro, Small, and Medium Sized Enterprise Researcher, International Council for Small Business (2024).
ICSB World Congress Best Workshop Award, International Council for Small Business (2024).
Innovations that Inspire, AACSB International (2024).
Entrepreneurship Educator of the Year, United States Association for Small Business and Entrepreneurship (2023).
New Jersey Bright Idea Award for Research Impact, State of New Jersey (2023).
ROI-NJ Higher Education Influencer Honoree, ROI New Jersey (2023).
Best Paper in Women Entrepreneurship, International Council for Small Business World Congress (2022).
Global Excellence Award for Revolutionizing Entrepreneurship Education, International Council for Small Business (2022).
Innovations that Inspire, AACSB International (2022).

Elected Fellow Status

Elected as a Fellow of United States Association for Small Business and Entrepreneurship (2021).

Current Membership in Professional Organizations

AACSB Entrepreneurship Affinity Group
Academy of Management
European Council for Small Business
International Council for Small Business
United States Association for Small Business and Entrepreneurship

Teaching

Supervision of Student Research Not Related to Thesis or Dissertation

Leichter, O. (Sep 2024–May 2025).

Owens, E. (Sep 2024–May 2025).

Parkinson, F. (Sep 2024–May 2025).

Patnala, A. (Sep 2024–May 2025).

Selig, J. (Sep 2024–May 2025).

Siew, Z. (Sep 2024–May 2025).

Research and Original Creative Work

Publications

Refereed Journal Articles

Ogundana, O., Simba, A., Dana, L. P., & Liguori, E. W. (2024). A growth model for understanding female-owned enterprises. *Journal of the International Council for Small Business*, 5(2), 85-94.

Liguori, E. W., Muldoon, J., Ogundana, O., Lee, Y., & Wilson, G. A. (2024). Charting the future of entrepreneurship: a roadmap for interdisciplinary research and societal impact. *Cogent Business and Management*, 11(1), 1-17. Retrieved from <https://doi.org/10.1080/23311975.2024.2314218>

Muldoon, J., Bendickson, J., Liguori, E. W., & Solomon, S. (2024). Relational models and entrepreneurship ecosystems. *International Journal of Entrepreneurial Behavior and Research*, 30(4), 938-944.

McLarty, B. D., Hornsby, J. S., & Liguori, E. W. (2023). Advancing entrepreneurial mindset: What do we know and where do we go? *Journal of Small Business Management*, 61(1),

- Levy, M., & Liguori, E. (2023). Algorithms and venture investment decisions: better, fairer or biased? *Journal of Small Business and Enterprise Development*, 30(2), 419-422.
- Santos, S. C., Liguori, E. W., & Garvey, E. (2023). How digitalization reinvented entrepreneurial resilience during COVID-19. *Technological Forecasting and Social Change*, 189.
- Muldoon, J., Liguori, E. W., Solomon, S., & Bendickson, J. (2023). Technological Innovation and the expansion of Entrepreneurship Ecosystems. *Review of Managerial Science*, 17(5), 1789-1808.
- Sharma, G. D., Kraus, S., Liguori, E., Bamel, U. K., & Chopra, R. (2022). Entrepreneurial challenges of COVID-19: Re-thinking entrepreneurship after the crisis. *Journal of Small Business Management*.
- Pinelli, M., Lechner, C., Kraus, S., & Liguori, E. (2022). Entrepreneurial value creation: conceptualizing an exchange-based view of entrepreneurship. *Journal of Small Business and Enterprise Development*, 29(2), 261-278.
- Nikou, S., Mezei, J., Liguori, E. W., & El Tarabishy, A. (2022). FsQCA in entrepreneurship research: Opportunities and best practices. *Journal of Small Business Management*.
- Muldoon, J., Mahto, R. V., & Liguori, E. W. (2022). Guest editorial: the early adolescence of entrepreneurship research. *Journal of Management History*, 28(4), 453-457.
- Kraus, S., Breier, M., Lim, W. M., Dabi?, M., Kumar, S., Kanbach, D., Mukherjee, D., Corvello, V., Piñeiro-Chousa, J., Liguori, E., Palacios-Marqués, D., Schiavone, F., Ferraris, A., Fernandes, C., & Ferreira, J. J. (2022). Literature reviews as independent studies: guidelines for academic practice. *Review of Managerial Science*, 16(8), 2577-2595.
- Wilson, G. A., & Liguori, E. (2022). Market orientation, failure learning orientation, and financial performance. *Journal of Small Business Management*.
- Muldoon, J., Davis, P. E., Bendickson, J. S., McDowell, W. C., & Liguori, E. W. (2022). Paved with good intentions: Moral disengagement and social entrepreneurship. *Journal of Innovation and Knowledge*, 7(4).
- Winkler, C., Liguori, E., van Gelderen, M., Noyes, E., Pittz, T., Liñán, F., Hytti, U., Walmsley, A., Cochran, S. L., Hudson, M., & McGuire, S. J. J. (2022). Publishing in Entrepreneurship Education and Pedagogy. *Entrepreneurship Education and Pedagogy*, 5(4), 511-522.
- Solomon, S., Bendickson, J. S., Liguori, E. W., & Marvel, M. R. (2022). The effects of social spending on entrepreneurship in developed nations. *Small Business Economics*, 58(3),

1595-1607.

Gruber, M., Huang-Saad, A., Liguori, E., Reid, J., & Terjesen, S. (2022). What I've learned about teaching entrepreneurship: Perspectives of five master educators. *Annals of Entrepreneurship Education and Pedagogy* - 2023, 2-29.

Refereed Book Chapters

Santos, S. C., Liguori, E., & Gibbs, S. (2023). Racial identity among successful African American entrepreneurs. In Tsedale M. Melaku, Angie Beeman, & Christoph Winkler (Eds.), *Handbook on Workplace Diversity and Stratification* (pp. 321-344). Rowman & Littlefield Publishers. Retrieved from <https://rowman.com/ISBN/9781538144381/The-Rowman-and-Littlefield-Handbook-on-Workplace-Diversity-and-Stratification>

Liguori, E., Gruber, M., Huang-Saad, A., Reid, J., & Terjesen, S. (2023). What I've learned about teaching entrepreneurship: Perspective of five master educators. In Charles H. Matthews, & Susana C. Santos (Eds.), *Annals of Entrepreneurship Education and Pedagogy*, Vol. 5 (pp. 2-29). Edward Elgar Publishing. Retrieved from <https://www.elgaronline.com/edcollbook/book/9781803926193/9781803926193.xml>

Nonrefereed Journal Articles

Liguori, E. W., Lee, Y., Wilson, G., Ogundana, O., & Muldoon, J. (2024). Unveiling cogent insights: exploring the frontiers of entrepreneurship and innovation through relevant and rigorous research. *Cogent Business and Management*, 11(1), 1-6. Retrieved from <https://doi.org/10.1080/23311975.2023.2288356>

Presentations

Invited Presentations at Conferences

Liguori, E. W., Plant, W., Lickson, M., & Kovach, J. (presented 2024, October). *Post-accelerator Acceleration across Florida: Insights from the Jim Moran Institute for Global Entrepreneurship*. Presentation at Florida Business Incubation Association Fall Conference, Florida Business Incubation Association, Tallahassee, FL. (State)

Digital Projects

Refereed Digital Projects

Liguori, E. W., Marvel, M., Solomon, S., & Bendickson, J. (2024, January). *Does social*

spending discourage entrepreneurship? [Peer-reviewed, indexed web article].
Entrepreneur and Innovation Exchange. Retrieved from <https://eiexchange.com/content/does-social-spending-discourage-entrepreneurship>

Contracts and Grants

Contracts and Grants Funded

Liguori, E. W., & Dominik, M. T. (2023–2026). *New Jersey Innovation Fellows Program*.
Funded by New Jersey Economic Development Authority. Total award \$98,400.

Liguori, E. W. (2023–2023). *eFest Global Entrepreneurship Support Grant*. Funded by Schultz
Foundation. Total award \$3,850.

Liguori, E. W. (2022–2022). *eFest Global Entrepreneurship Support Grant*. Funded by Schultz
Foundation. Total award \$1,500.

Liguori, E. W. (2018–2023). *Think Like an Entrepreneur Summer Academy*. Funded by TD
Charitable Foundation. Total award \$150,000.

Contracts and Grants Pending

Liguori, Eric William (PI). (Oct 2024). *Mandela Washington Leadership in Business Institute –
Entrepreneurial Leadership for Collective Change*. Submitted to United States
Department of State. Total award \$289,964.

Correia Santos, Susana Helena (Co-PI), & Liguori, Eric William (PI). (Mar 2024). *Capacity
Building Workshops at Palm University in Ghana for U.S. Department of State / U.S.
Embassy - Ghana*. Submitted to University of Florida. Total award \$14,989.

Reviews of My Research and Original Creative Work by Other Authors

Reviews Appearing in Journals

Phillips, R. A. (2023). Learning from active failure – learning through entrepreneurship. *Action
Learning: Research and Practice*, 20(1), 88-91. Retrieved from [https://doi.org/
10.1080/14767333.2023.2171531](https://doi.org/10.1080/14767333.2023.2171531)

Service

Florida State University

FSU University Service

Member, Ukraine Taskforce (2024–present).

Member, University Promotion & Tenure Committee (2024–present).

Member, University Tenure Upon Hire Sub-Committee (2024–present).

Member, FSU Innovation Hub Steering Committee (2024–present).

Member, International Exchange Oversight Committee (2024–present).

Member, Vision 2030 Globalization Committee (2023–present).

FSU College Service

Chair, JMC Tenure & Promotion Committee (2024–present).

JMC Representative, Council of Associate Deans for Research (CADR) (2024–present).

Chair, Tenure Track Faculty Search Committee (2024).

The Profession

Editor for Refereed Journals

Editor In Chief, *Journal of Small Business Management* (2024–present).

Senior Editor for Entrepreneurship and Innovation, *Cogent Business and Management* (2023–present).

Founding Executive Editor Emeritus, *Entrepreneurship Education and Pedagogy* (2022–present).

Contributing Editor, *Journal of the International Council for Small Business* (2020–present).

Managing Editor, *Journal of Small Business Management* (2020–2024).

Founding Executive Editor, *Entrepreneurship Education and Pedagogy* (2017–2022).

Editorial Board Membership(s)

Strategic Change (2023–present).

Entrepreneurship and Innovation Exchange (2023–present).

IEEE Transactions on Engineering Management (2022–present).

International Journal of Entrepreneurial Behavior and Research (2019–present).

Journal of Small Business and Entrepreneurship (2015–present).

Management Decision (2015–present).

Chair of a Symposium

Liguori, E. W., Vardaman, J., McLarty, B., Vattima, J., Marler, L., & Plant, W. (Chair). (2025, June). *19th Annual Theories of Family Enterprise Conference*. Symposium conducted at the meeting of Theories of Family Enterprise Conference, FSU Study Center Florence.

Matricano, D., Liguori, E. W., Marino, L., & Sorrentino, M. (Chair). (2025, June). *Entrepreneurship Processes: Leveraging innovation to start up*. Symposium conducted at the meeting of European Academy of Management (EURAM), Florence, Italy.

Conz, E., Cambrea, D., D'Angelo, A., Theodoraki, C., & Liguori, E. W. (Chair). (2025, June). *Navigating the Twin Transition: The Role of Small and Family Businesses in Digital and Green Transformations*. Symposium conducted at the meeting of European Academy of Management (EURAM), Florence, Italy.

Service to Professional Associations

Chair, Entrepreneurship Affinity Group, AACSB (Association to Advance Collegiate Schools of Business) (2023–present).

Lead Organizer, Theories of Family Enterprise Conference (2024–2025).

Interviews

Kulikowski, A. (2023, May). Supporting youth and other underrepresented populations through entrepreneurship education: An Interview with 2023 Entrepreneurship Educator of the Year Dr. Eric Liguori. *ICSB Annual Global Micro-, Small and Medium-Sized Enterprises Report* [United Nations / ICSB Report]. Retrieved from <https://www.un.org/sites/>

un2.un.org/files/icsb-global-msmes-report-2023.pdf

Christoph Winkler. (2023, January). Entrepreneurship Education & Pedagogy: An Interview With Eric Liguori. *Entrepreneurship Education and Pedagogy* [Journal]. Retrieved from <https://doi.org/10.1177/25151274231151633>

Service to Other Universities

PhD Program Development and Accreditation, *Al-Quds University (Jerusalem, Palestine)* (2024–present).

Facilitator - Faculty Entrepreneurship Certificate Program, *Tulane University* (2024–2025).

University Entrepreneurial Ecosystem Consultant, *UMass Amherst* (2024).

External Tenure Reviewer, *East Carolina University* (2023).

External Tenure Reviewer, *New Jersey Institute of Technology* (2023).

External Research Fellowship Evaluator, *Oakland University* (2023).

External Tenure Reviewer, *Toronto Metropolitan University* (2022).

The Community

NJ State Coordinator, Global Entrepreneurship Week (2022–2023).

Consultation

Amazon Small Business Academy. Subject Matter Expert for Amazon Small Business Academy (2023).

3 Year Curriculum Vitae

Jessica Lee Ridgway

February 25, 2025

General Information

University address: Retail Entrepreneurship
Jim Moran School of Entrepreneurship
Shaw 238
Florida State University
Tallahassee, Florida 32306-1492
Phone: 850/644-1754

E-mail address: jridgway@fsu.edu

Professional Preparation (Highest Degree Only)

2014 Ph.D., The University of Missouri, Columbia, MO. Major: Human
Environmental Science. Designing with Technology. Supervisor: Jean
Parsons.

Ridgway, J. L. (2014). *Women's self-perceptions: an exploratory study of
optical illusion garments*. (Doctoral dissertation, The University of
Missouri, Columbia, MO). Retrieved from MOspace, [https://
hdl.handle.net/10355/46434](https://hdl.handle.net/10355/46434).

Professional Credential(s)

2023–present Breastfeeding Counselor Certification.

Professional Experience

2023–present Carol Avery Named Professorship, Jim Moran College of Entrepreneurship,
Florida State University.

2020–present Associate Professor, Jim Moran College of Entrepreneurship, Florida State
University.

2020–present Director of Graduate Studies, Jim Moran College of Entrepreneurship, Florida
State University.

2017–present Assistant Professor, Retail Entrepreneurship, Florida State University.

Honors, Awards, and Prizes

International Textile and Apparel Association Award for Innovative Design Scholarship,
International Textile and Apparel Association (2023). (\$300).

University Teaching Award for Community Engaged Teaching, Florida State University (2023).
(\$2,000).

ATEXINC Award for Excellence in Marketable Textile Design, International Textile and Apparel
Association (2022). (\$500).

Current Membership in Professional Organizations

American Association of Textile Chemist and Colorists
International Textiles and Apparel Association

Teaching

Courses Taught

Computer Applications for Retail Entrepreneurship (CTE3055)

Retail Technologies (CTE3416)

Retail Technologies (CTE5815)

Hist. Influence on Costumes (CTE5906)

Directed Individual Study (CTE4905)

Curriculum Development

Creative Arts Entrepreneurship Master's Degree Program, Jim Moran College of
Entrepreneurship, Florida State University (2023)

Combined Bachelor's/Master's Pathway Program, Jim Moran College of Entrepreneurship,
Florida State University (2022)

Graduate Certificate Program, Jim Moran College of Entrepreneurship, Florida State University
(2022)

Doctoral Committee University Representative

Prevett, T., doctoral candidate. *Educational Leadership and Policy: An examination of 4-H
Extension Programs.*

Tornay, R., doctoral candidate. *Investigation of Guided Pathways Implementation in the California Community College System.*

Bachelor's Committee Member

Sarra, E., graduate. (2022). *Association between Trait Reactance, Freedom-Threat, State Psychological Reactance, and Behavioral Intentions Among a Sample of Adult, E-Cigarette Users' Self- Report Responses to Anti-Vaping PSAs.* Retrieved from http://purl.flvc.org/fsu/fd/honors_thesis_submission-33082072-efd6-4b27-99f2-e66ef08afae8

Janzen, A., student. *Sustainable Consumption: Dyadic Evaluation.*

Supervision of Student Research Not Related to Thesis or Dissertation

Piperno, Y. (Aug 2024–present).

Young, M. (Aug 2024–present).

Golden, A. (Aug 2023–May 2024).

Valentin, R. (Aug 2023–May 2024).

Gassman, E. (Aug 2022–May 2024).

Weck, E. (Aug 2022–May 2023).

Significant Teaching Accomplishments

Clayton, J. L. R. (2022). *FSU Plaid Project.* Florida State University.

Research and Original Creative Work

Program of Research and/or Focus of Original Creative Work

Research and creative scholarship in textiles and apparel are comprised of interrelated areas of knowledge. My research program consists of three interrelated areas: (1) body image, (2) user-centered design, and (3) designing with technology. I address my research questions through a variety of methodologies including both qualitative and quantitative methods. Importantly, the Jim Moran College of Entrepreneurship recognizes juried exhibitions as equivalent to peer-reviewed journal articles. To date, my body of scholarship has yielded 1,133 citations, per Google Scholar.

Publications

Refereed Journal Articles

Kharkwal, A., Clayton, R. B., Park, J., Ridgway, J. L., & Merle, P. (2025). Are Instagram Gym Advertisements Working Out? An Experimental Study of Model Body-Size and Slogan-Type. *Health Communication*, 40(2), 210-221. doi:10.1080/10410236.2024.2342489

Nam, L., Chung, H., & Ridgway, J. L. (2024). New Filaments from Used Disposable Face Masks as an Alternative 3D Printing Filament in the 3D Printing Industry. *Clothing and Textiles Research Journal*. doi:10.1177/0887302X241264484

Ridgway, J. L. (2024). Color Hearing: Creating a Body of Creative Design Scholarship Using Psychomimicry. *Clothing and Textiles Research Journal*. doi:10.1177/0887302X241254787

Compton, C., Clarke-Sather, A., Ridgway, J. L., & Naylor, L. (2023). Body map image coding to support wearable design for skin-to-skin contact. *The Design Journal*. doi:10.1080/14606925.2023.2257559

Refereed Proceedings

Ridgway, J. L., Cobb, K., & Parsons, J. (2023). Collaboration in Creative Design Practice: An (Un)braided Approach. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Baltimore, MD.

Nam, L., Chung, H., & Ridgway, J. L. (2023). Evaluation of New Filaments from Used Disposable Face Masks in the 3D Printing Industry: Part II. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Baltimore, MD.

Ridgway, J. L. (2022). Color Hearing: The Use of Psychomimicry to inform design questions, challenges, and process. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Ridgway, J. L. (2022). Design Process: Creating a Clip System for Nursing Bras to Assist with Breast Exposure. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Nam, L., Ridgway, J. L., & Chung, H. (2022). New Filaments from Used Face masks as PLA Filament Alternative For 3D Printing: Part I. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Ridgway, J. L., & Clarke-Sather, A. (2022). Simultaneous Use Dyad Design Model for User-Centered Design: A case study of kangaroo care garments developed for use in NICU environments. In *International Textile and Apparel Association (ITAA) Annual Conference Proceedings*. Denver, CO.

Exhibitions

Juried Exhibitions

Cobb, K., Ridgway, J. L., & Parsons, J. (2024). *La Vie en Roses: Together and Apart, an (Un)Braided Model Approach* [Juried Exhibition]. Long Beach, CA: International Textile and Apparel Association.

Ridgway, J. L., & Palmer, M. (2023). *A Simultaneous Use Dyad Design: Clip for Care, Breaking Barriers to Kangaroo Care in the NICU* [Juried Exhibition]. Baltimore, MD: International Textile and Apparel Association.

Ridgway, J. L. (2023). *Nursing Bra Clip System* [Juried Exhibition]. Baltimore, MD: International Textile and Apparel Association.

Ridgway, J. L., & Kane, L. (2023). *Color Hearing: Somewhere Over the Rainbow* [Juried Exhibition]. Baltimore, MD: International Textile and Apparel Association.

Ridgway, J. L., & Cobb, K. (2022). *Two Sides to Every Story: A Reversible Kangaroo Care Garment Designed for a Mother and Infant's Shared Lived Experience in the NICU* [Juried Exhibition]. Denver, CO: International Textile and Apparel Association.

Patented Inventions

Clayton, J. L. R. (2024). *Clip System for Nursing Bra*. 17/972,973, Florida State University. Tallahassee, FL.

Contracts and Grants

Contracts and Grants Funded

Ridgway, J. L (PI). (Jan 2024–Dec 2024). *Simultaneously Use Dyad Design: Exploring the Use of Cotton in Kangaroo Care Garments*. Funded by Cotton, Inc. (None). Total award \$7,000.

Ridgway, J. L (PI). (Jan 2023–Dec 2025). *SEED:Exploring Apparel Options for NICU Mothers: Designing of a Nursing and Kangaroo Care Garment System*. Funded by FSU CRC.

(None). Total award \$27,143.

Ridgway, J. L (PI). (2023–2023). *Exploring Apparel Options for NICU Mothers: Development of Nursing and Kangaroo Care Garments*. Funded by Center for Undergraduate Research and Academic Engagement, Florida State University. Total award \$1,250.

Ridgway, J. L (PI), Nam, L., & Lopez, R. (2023–2023). *3D Design Lab for Enhancement of Interdisciplinary Entrepreneurial Education*. Funded by Florida State University. Total award \$23,340.

Ridgway, J. L. (2023–2023). *Provost's Faculty Travel Grant*. Funded by Florida State University. Total award \$1,000.

Ridgway, J. L (PI). (2022–2022). *Apparel Design for NICU Moms*. Funded by Center for Undergraduate Research and Academic Engagement, Florida State University. Total award \$1,000.

Ridgway, J. L. (2022–2022). *Provost's Faculty Travel Grant*. Funded by Florida State University. Total award \$1,000.

Contracts and Grants Pending

Saludo, R. (Co-PI), Ridgway, J. L (Co-PI), Hackett, T. (Co-PI), & Nam, C. (PI). (Nov 2023). *Bridging the Gap: Fostering Sustainable Innovation through Recycled Materials and 3D Printing in Higher Education*. Submitted to National Collegiate Inventors And Innovators Alliance. Total award \$4,500.

Contracts and Grants Denied

Ridgway, J. L (Co-Pi), & Nam, L. (Oct 2024). *Full Recycling Extruder Setup and Sewing Machines for Enhancement of Interdisciplinary Entrepreneurial Education*. Submitted to Florida State University. Unspecified award amount.

Ridgway, J. L (Co-Pi), & Nam, L. (Oct 2024). *Acquisition of Filament Extruder Set (FES) Equipment*. Submitted to FSU CRC. Unspecified award amount.

Ridgway, J. L (PI). (2023). *Nursing Bra Clip System-Wear Trail Testing*. Submitted to FSU Office of Commercialization. Unspecified award amount.

Ridgway, J. L (PI). (2022). *Garment System for NICU Mother's to Perform Kangaroo Care*. Submitted to FSU CRC. Unspecified award amount.

Ridgway, J. L (PI). (2022). *Nursing Bra Clip System*. Submitted to FSU Office of

Commercialization. Unspecified award amount.

Invited Research Talks

Ridgway, J. L. (2024). *Power Forward. Clip for Care- Nursing Bra Clip System Presentation*. Florida State University.

Service

Florida State University

FSU University Service

Member, Graduate Policy Committee (2019–present).

Member, Graduate Policy Subcommittee for Review of the department of Art History (2024).

Member, Graduate Policy Subcommittee for Review of the Risk Management/Insurance Department (2022).

FSU College Service

Member, Retail Specialized Teaching Faculty Search Committee (2024–present).

Member, Merit Committee (2023–present).

Member, Promotion and Tenure Committee (2021–present).

Chair, Graduate Admissions Committee (2020–present).

Chair, Graduate Curriculum Committee (2020–present).

Chair, Graduate Scholarship Committee (2020–present).

Member, Jim Moran School of Entrepreneurship Technology Committee (2018–present).

Member, Graduate Program Coordinator Search Committee (2024).

Member, Graduate Program Coordinator Search Committee (2022).

FSU Department Service

Member, Institutional Effectiveness Committee (2023–present).

Member, Retail Entrepreneurship Curriculum Committee (2020–present).

Marshal, Graduation (2019–present).

Faculty Advisor, American Association of Textile Chemists and Colorists Student Organization (2016–2023).

The Profession

Editor for Refereed Journals

Associate Editor, *Clothing and Textile Research Journal* (2024–present).

Editorial Board Membership(s)

Clothing and Textile Research Journal (2023–present).

Guest Reviewer for Refereed Journals

Clothing and Textile Research Journal (2018–present).

Journal of Fashion Marketing and Merchandising (2018–present).

Cyberpsychology: Journal of Psychosocial Research on Cyberspace (2017–present).

Fashion and Textiles (2017–present).

Journal of Media Psychology (2017–present).

Psychology of Popular Media Culture (2017–present).

Body Image (2016–present).

Cyberpsychology, Behavior, and Social Networking (2016–present).

Service to Professional Associations

Committee Member, Philosophical Missions Committee, International Textile and Apparel Association (2017–present).

Committee Member, Design Education and Scholarship Committee, International Textile and Apparel Association (2014–present).

Juror, Juror of the Undergraduate Level Design Exhibition, International Textile and Apparel Association (2023).

Juror, Juror of the Graduate Level Design Exhibition Submissions, International Textile and Apparel Association (2022).

Committee Member, AATCC Faculty Advisor Award Development Committee, American Association of Textile Chemists and Colorists (2018–2022).

External Review for Tenure and Promotion

Ridgway, J. L. (2024). *Dr. Krissi Riewe Stevenson*. Kent State University.

Ridgway, J. L. (2022). *Dr. Ling Zhang, Assistant to Associate*. Iowa State University.

Ridgway, J. L. (2022). *Dr. Sandra Starkey, Assistant to Associate*. University of Nebraska.

DRAFT 3 Year Curriculum Vitae

Eundeok Kim

Last Revised: March 06, 2025

General Information

University address: Jim Moran College of Entrepreneurship
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Florida State University
Tallahassee, FL 32301-1110
Phone: 850-644-2789

E-mail address: ekim@fsu.edu

Web site: <https://jimmorancollege.fsu.edu/about/faculty-staff/eundeok-kim>

Professional Preparation (Highest Degree Only)

2002 Doctor of Philosophy, Iowa State University of Science and Technology,
Ames, IA. Major: Textiles and Clothing.

Nondegree Education and Training

2024 US Capacity Building Workshop: Refining the Business School.

2024 "A Systems Lens on Management Studies" Webinar.

2024 "B Impact Teams Conversation".

2024 "Corporate Action to Advance a Just Transition" Webinar.

2024 "Using Experiential Methods for Impactful Sustainability Research" Webinar.

2024 "Views to Happiness and Disadvantage in Finland" Webinar.

2024 Applying the Quality Matters Rubric Training offered by Quality Matters.

2024 Discover the Power of AI in Teaching.

Professional Experience

2021–present	Faculty Affiliate, The Center for the Advancement of Human Rights, Florida State University. Teaching and Research.
2018–present	Professor, Jim Moran College of Entrepreneurship, Florida State University. Research, Teaching, and Service.
2012–present	Faculty Affiliate, The Family Institute, Florida State University. Research.
2008–2025	Associate Professor (with Tenure), Retail Merchandising and Product Development, Florida State University. Responsible for teaching, research, and service.

Visiting Professorship(s)

2021–2022	Management Division, Columbia Business School, Columbia University, New York, NY.

Honors, Awards, and Prizes

FSU-Certified as High Quality Course: CTE 4470 & CTE 5471, Florida State University (2024).
 QM (Quality Matters) Certification: CTE 4470 & CTE 5471, Quality Matters (2024). (\$1,500).
 Nominated for the Community Engaged Teaching Award (pending), Florida State University (2024). (\$2,000).
 The Minority and Women Entrepreneurship SIG Scholar Award, The United States Association for Small Business and Entrepreneurship (2024).
 The Most Popular Session Award, The International Council for Small Business (2024).
 Finalist for the 2023 Sustainability Research Award (Journal Publication-Engagement category), The Association for the Advancement of Sustainability in Higher Education (2023).
 Nominated for the Community Engaged Teaching Award, Florida State University (2023).
 The Social Entrepreneurship SIG Award for Excellence in Social Entrepreneurship Teaching, The United States Association for Small Business and Entrepreneurship (2023).

Current Membership in Professional Organizations

B Academics
 Catalyst 2023
 International Council for Small Business
 International Society for Quality-of-Life Studies
 The Academy of Management
 The Association for the Advancement of Sustainability in Higher Education
 The United States Association for Small Business and Entrepreneurship

Teaching

Courses Taught

Sustainability and Human Rights in the Business World (CTE 5471)

Doctoral Committee Chair

Brathwaite, C., doctoral candidate.

Doctoral Committee University Representative

Fernandez, E., doctoral student. [Urban and Regional Planning Department]

Bachelor's Committee Member

Patel-Qadir, D., student. *From Passion to Action: Unveiling the Realities of Clothing for More Awareness when Shopping*. [Religion and Human Rights major]

Freeman, K., student. [Theater Department]

Research and Original Creative Work

Publications

Refereed Journal Articles

Kim, E., & Fairley, A. (2024). Social enterprise as a catalyst for progress toward the Sustainable Development Goals: A multi-case study. *International Journal of Costume and Fashion*, 24(2), 27-40. doi:<https://doi.org/10.7233/ijcf.2024.24.2.027>

Kim, E. (2023). Sustainable New Product Development for Ten Thousand Villages, a Fair-Trade Social Enterprise: Empowering Women and Economic Development through Problem-Based Service Learning. *Sustainability*, 15. doi:10.3390/su15086452

Kim, E., & Coonan, T. (2023). Advancing Sustainability Education through a Cross-Disciplinary Online Course: Sustainability and Human Rights in the Business World. *Sustainability*, 15. doi:10.3390/su15064759

Kim, E. (2023). Industry-academic collaboration and problem-based service learning implemented into a Trend Analysis and Forecasting course. *International Journal of Fashion Design, Technology and Education*, 16(2), 234-245.

Kim, E., & Fairley, A. (2022). Scaling a circular business model through an innovation platform to implement sustainable technology into the supply chain: A case study. *China-USA Business Review*, 21(4), 181-193.

Refereed Proceedings

Williams, K., Hunter, K., Davis, A., & Kim, E. (2024). Transdisciplinary Network for Impact Research and Practice: Enabling Sustainable-as-flourishing Futures. In *7th Principles of Responsible Management Education (PRME) North America Conference, University of Victoria, Saanich Core, BC, Canada*. The Principles of Responsible Management Education (PRME).

Nonrefereed Books

Byers, T., Dripps, W., Garg, A., Gruter, F., Hull, R. W., Johnson, V., Kim, E., Kimura, A. H., Poggioli, N., Szczys, P., Vasishth, A., & Wang, G. (2024). *Teaching Sustainability Competencies across the Disciplines: A Guide for Instructors*. The Association for the Advancement of Sustainability in Higher Education. Retrieved from https://storage.googleapis.com/hub-private/Teaching_Sustainability_Competencies_-_Aug_2024.pdf

Presentations

Invited Presentations at Conferences

Kennedy, E. D., Bernaciak, J., Ducharme, J., Kim, E., Perry, L., & Raible, S. (presented 2024, January). *Around the World in 50 Minutes: Designing Social Entrepreneurship Study Abroad Experiences*. Presentation at The 2024 United States Association for Small Business and Entrepreneurship Annual Conference, The United States Association for Small Business and Entrepreneurship, Birmingham, AL. (National)

Refereed Presentations at Conferences

Kim, E. (presented 2024, September). *Scaling up sustainability education: The student perspective*. Presentation at The 2024 International Conference on Sustainable Development, Columbia University. (International)

Refereed Presentations at Symposia

Williams, K., Kim, E., Gregersen-Hermans, J., Salva, G. P., Begum, H., Annelin, A., Hunter, K., & Ivanochvo, T. (presented 2024, October). Sowing seeds for regenerative futures: Transdisciplinary approaches in higher education. In *The 2024 Transatlantic Symposium on Sustainable Development*. Presentation at the meeting of PXL University of Applied Sciences and Arts, Hasselt, Belgium. (International)

Williams, K., Hunter, K., Davis, A., & Kim, E. (presented 2024, June). Transdisciplinary network for impact research and practice: Enabling sustainable-as-flourishing futures. In *The 7th Principles of Responsible Management Education (PRME) Chapter North America Biennial Meeting*. Presentation at the meeting of The Principles of Responsible Management Education (PRME), University of Victoria, Saanich Core, BC, Canada. (International)

Invited Lectures and Readings of Original Work

Kim, E. (2024). *The North America Social Entrepreneurship Education Forum*. Delivered at Catalyst 2030, Online. (International)

Contracts and Grants

Contracts and Grants Funded

Williams, K., Kim, E., Gregersen-Hermans, J., Begum, H., Brown, J., Annelin, A., Aldersey, H., MacGregor, S., Palau Salvador, G., & Hunter, K. (May 2024–Apr 2025). *Transdisciplinary Network for Impact Research and Practice*. Funded by The Social Sciences and Humanities Research Center of Canada. Total award \$51,076.

Kim, E. (May 2024–Aug 2024). *Climate Justice: Transforming Business and Entrepreneurship Education for a Sustainable Future*. Funded by College of Entrepreneurship, Florida State University. Total award \$10,000.

Contracts and Grants Pending

Kim, E. (2024). *Advancing the Sustainable Development Goals for a Sustainable Future*. Submitted to Department of State--Fulbright US Scholar Program. Unspecified award amount.

Service

Florida State University

FSU University Service

Chair, Faculty Senate Sustainability Education Committee (2024–present).

Steward, United Faculty of Florida-Florida State University Chapter (2023–present).

Senator, United Faculty of Florida-Florida State University Chapter (2016–present).

Member, The Faculty Senate (2014–present).

Member, Faculty Senate Election Committee (2024–2025).

Member, Faculty Senate Library Committee (2013–2025).

Faculty Panelist, The Human Rights Film Fest (2024).

Member, Faculty Senate Technology Committee (2014–2023).

FSU College Service

Member, Textile and Apparel Entrepreneurship Graduate Program Curriculum Committee (2019–present).

Member, Retail Entrepreneurship Undergraduate Program Curriculum Committee (2018–present).

Chair, Faculty Merit Review Committee (2023–2024).

Mentor, Mentor for the New Faculty (2023–2024).

Member, Promotion and Tenure Committee (2023–2024).

FSU Department Service

Coordinator, 3-D body scanner (2008–present).

The Profession

Editor for Refereed Journals

Deputy Editor, *International Journal of Sustainability in Higher Education* (2024–present).

Editorial Board Membership(s)

Clothing and Textiles Research Journal (2011–present).

Guest Reviewer for Refereed Journals

Clothing and Textiles Research Journal (2008–present).

Journal of Fashion Marketing and Management (2008–present).

Service to Professional Associations

Member, Teaching and Curriculum Innovation Committee, B Academics (2024–present).

Member, Catalyst 2030 (2024–present).

Member, The Minority and Women Entrepreneurship SIG, The United States Association for Small Business and Entrepreneurship (2020–present).

Chair, The Social Entrepreneurship SIG, The United States Association for Small Business and Entrepreneurship (2024–2025).

Member, Educators for Socially Responsible Apparel Business Committee, International Textile and Apparel Association (2009–2022).

Service to Other Universities

External Reviewer, *The University of Arkansas* (2024).

The Community

Mentor, International Incubator Programs, Bridge for Billions (2021–present).

Webinar Co-Host

Kim, E., & Perry, L. (2024). *"Bead" the Change You Want to See in the World*. The United States of Association for Small Business and Entrepreneurship.

Webinar Host

Kim, E. (2024). *Hosted the "In Search of the Altruism: AI and the Future of Social Entrepreneurship Education" Webinar*. The United States of Association for Small Business and Entrepreneurship.

Kim, E. (2024). *Hosted the "Practical Strategies for Effective Systems Change" Webinar*. The United States of Association for Small Business and Entrepreneurship.

DRAFT 3 Year Curriculum Vitae

Susana C. Santos

Last Revised: April 09, 2025

General Information

University address: Jim Moran College of Entrepreneurship
Jim Moran College of Entrepreneurship
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Florida State University
Tallahassee 32306-FLA
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E-mail address: sc23cy@fsu.edu
ssantos@jmc.fsu.edu

Web site: <https://scholar.google.com/citations?user=090OIYMAAAAJ&hl=en>

Professional Preparation (Highest Degree Only)

2013 Ph.D., ISCTE-IUL Business School, Instituto Universitário de Lisboa, Portugal. Major: Human Resources Management and Organizational Behavior.

Professional Experience

2024–present Tenured Associate Professor in Entrepreneurship, Jim Moran College of Entrepreneurship, Florida State University.

2021–2023 Associate Director of the Rowan Center for Innovation and Entrepreneurship, Rowan University.

2018–2023 Tenure-Track Assistant Professor in Entrepreneurship, Rowan University.

Honors, Awards, and Prizes

2025 State of Florida Entrepreneurship Book of the Year, Jim Moran Institute and Jim Moran College of Entrepreneurship (2025).

Teaching

Courses Taught

Foundations of Entrepreneurship and Leadership (ENT5216)

Doctoral Committee Member

Lago, N., doctoral candidate. *Innovation, Funding and Success of Startups*. [PhD Student from Universidade Federal Do Rio Grande Do Sul Escola De Engenharia Programa De Pós-Graduação Em Engenharia De Produção, Brazil]

Hodge, A., doctoral candidate. *Navigating the Legitimacy Paradox in the Pursuit of Social Movement Market Opportunities*. [PhD Student from the College of Business at Florida State University]

Villas-Boas, J., doctoral student. [PhD Student from ISPA – Instituto Universitário de Psicologia Aplicada, Lisbon, Portugal]

Supervision of Student Research Not Related to Thesis or Dissertation

Akhil Patnala (Oct 2024–present).

Ella Owens (Oct 2024–present).

Faith Parkinson (Oct 2024–present).

Joshua Selig (Oct 2024–present).

Olivia Leichter (Oct 2024–present).

Zhen Siew (Oct 2024–present).

Leon Entrepreneurship and Adversity Program LEAP

Santos, S. C. (2024). *Taught the Community Bootcamp for the Leon Entrepreneurship and Adversity Program (LEAP)*. Jim Moran Institute for Global Entrepreneurship.

Research and Original Creative Work

Publications

Invited Journal Articles

- Santos, S. C., & Morris, M. H. (2024). Editor's note: Commodity traps: The challenge of sustainability in poverty entrepreneurship. *Journal of Developmental Entrepreneurship*. Retrieved from <https://doi.org/10.1142/S1084946724010027>
- Santos, S. C. (2024). Building sustainable communities through entrepreneurship and innovation. *Sustainable Communities*. Retrieved from <https://doi.org/10.1080/29931282.2024.2361061>
- Santos, S. C. (2024). A policy pathway for entrepreneurship in poverty: The role of public policy and community ecosystems. *Journal of Developmental Entrepreneurship*. Retrieved from <https://doi.org/10.1142/S1084946724010040> doi:<https://doi.org/10.1142/S1084946724010040>
- Santos, S. C., & Morris, M. H. (2024). Editor's note: Advancing entrepreneurship among the poor starts with understanding poverty. *Journal of Developmental Entrepreneurship*, 29(1). Retrieved from <https://doi.org/10.1142/S1084946724010015>
- Santos, S. C., Suomi, K., Fayolle, A., & Landström, H. (2024). Special Issue Guest Editorial: Entrepreneurship under adversity: Mapping definitions, boundaries, and future research. *Revue de l'Entrepreneuriat / Review of Entrepreneurship*, 23. Retrieved from <https://shs.cairn.info/revue-de-l-entrepreneuriat-2024-3-page-9?lang=en>
- Costa, S., Tegtmeier, S., Santos, S. C., & Schenkel, M. T. (2023). Special Issue Guest Editorial: The challenges of experimental designs in entrepreneurship education research - An interview with Thomas D. Cook. *Entrepreneurship Education and Pedagogy*, 7(1), 3–21. Retrieved from <http://dx.doi.org/10.1177/25151274231207726> doi:10.1177/25151274231207726
- Santos, S. C. (2023). Editor's note: Poverty, entrepreneurship and opportunity horizons. *Journal of Developmental Entrepreneurship*, 28(03). Retrieved from <http://dx.doi.org/10.1142/s1084946723010021> doi:10.1142/s1084946723010021
- Santos, S. C., & Morris, M. H. (2023). Editor's note: Faith and the poverty entrepreneur. *Journal of Developmental Entrepreneurship*, 28(4). Retrieved from <https://doi.org/10.1142/S1084946723010033>

Refereed Journal Articles

- Neumeyer, X., Santos, S. C., Liguori, E., Walsh, S., & Mahto, R. (2025). The ever-evolving relationship between technology, innovation, and entrepreneurship: Current state and future research needs. *Technological Forecasting and Social Change*. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0040162525000903>

- Tsukanova, T., Santos, S. C., & Liguori, E. (2024). Navigating the digital shift: Exploring the online dimension in entrepreneurial ecosystems. *Journal of the International Council for Small Business*. Retrieved from <https://doi.org/10.1080/26437015.2024.2406926>
- Santos, S. C., Liguori, E., Morris, M. H., & Gibbs, S. (2024). A racial identity approach to entrepreneurship: the lived experiences of African American and Black entrepreneurs. *Small Business Economics*. Retrieved from <https://doi.org/10.1007/s11187-024-00909-z>
- Morris, M. H., Kuratko, D. F., Santos, S. C., & Soleimanof, S. (2024). Fear and the poverty entrepreneur: The paradox of failure and success. *Business Horizons*, 67(1), 41–54. Retrieved from <http://dx.doi.org/10.1016/j.bushor.2023.07.002> doi:10.1016/j.bushor.2023.07.002
- Junça-Silva, A., Duarte, H., & Santos, S. C. (2023). Personal initiative, risk-taking, creativity and opportunity discovery among students. *Journal of Enterprising Communities: People and Places in the Global Economy*, 18(1), 49–71. Retrieved from <http://dx.doi.org/10.1108/jec-10-2022-0150> doi:10.1108/jec-10-2022-0150
- Santos, S. C., Caetano, A., & Brochado, A. (2023). Why am I so successful? Self-presentation and deliberative attributions of success in entrepreneurship. *Journal of Business Venturing Insights*, 19, e00396. Retrieved from <http://dx.doi.org/10.1016/j.jbvi.2023.e00396> doi:10.1016/j.jbvi.2023.e00396
- Santos, S. C., Liguori, E. W., & Garvey, E. (2023). How digitalization reinvented entrepreneurial resilience during COVID-19. *Technological Forecasting and Social Change*, 189, 122398. Retrieved from <http://dx.doi.org/10.1016/j.techfore.2023.122398> doi:10.1016/j.techfore.2023.122398
- Santos, S. C., & Neumeyer, X. (2023). The Technologization of Entrepreneurial Processes: A Poverty Perspective. *IEEE Transactions on Engineering Management*, 70(3), 1174–1185. Retrieved from <http://dx.doi.org/10.1109/TEM.2022.3195485> doi:10.1109/tem.2022.3195485
- Neumeyer, X., & Santos, S. C. (2023). Educating the Engineer Entrepreneur of the Future: A Team Competency Perspective. *IEEE Transactions on Engineering Management*, 70(2), 684–699. Retrieved from <http://dx.doi.org/10.1109/TEM.2021.3086778> doi:10.1109/tem.2021.3086778
- Rodrigues, A. C., Carvalho, H., Caetano, A., & Santos, S. C. (2022). Micro-firms way to succeed: How owners manage people. *Journal of Business Research*, 150, 237–248. Retrieved from <https://doi.org/10.1016/j.jbusres.2022.05.062>
- Morris, M. H., Kuratko, D. F., Audretsch, D. B., & Santos, S. C. (2022). Overcoming the liability of poorness: Disadvantage, fragility and the poverty entrepreneur. *Small Business*

Economics, 58, 41–55. Retrieved from <https://doi.org/10.1007/s11187-020-00409-w>

Refereed Books

Morris, M. H., & Santos, Susana C., (2024). *Poverty, disadvantage and the promise of enterprise: A capabilities perspective*. Lanham, MD: Lexington Books. Retrieved from <https://rowman.com/ISBN/9781666933819/Poverty-Disadvantage-and-the-Promise-of-Enterprise-A-Capabilities-Perspective>

Edited Books

Santos, S. C., & Simmons, S. (Eds.). (2024). *Annals of Entrepreneurship Education and Pedagogy - 2025 Vol. 6*. Edward Elgar Publishing. Retrieved from <https://www.elgar.com/shop/usd/annals-of-entrepreneurship-education-and-pedagogy-2025-9781035325788.html?srsltid=AfmBOorDVsjTk9XV6N9F7B8Se4wX4fHAcyo0auzc8ky8PYzwWbcz2H7g>

Santos, S. C., & Morris, M. (Eds.). (2024). *De Gruyter Handbook of Poverty, Disadvantage*. De Gruyter. Retrieved from <https://www.degruyter.com/document/doi/10.1515/9783111215013/html?lang=en&srsltid=AfmBOopp-P3zGeFrb03T2yU4pXfqBHsLxAXdRGWEAogM7fFXrPj3kQ9#contents>

Matthews, C., & Santos, S. C. (Eds.). (2022). *Annals of Entrepreneurship Education and Pedagogy - 2023 Vol. 5*. Edward Elgar Publishing. Retrieved from <https://www.elgaronline.com/edcollbook/book/9781803926193/9781803926193.xml>

Refereed Book Chapters

Morris, M. H., & Santos, S. C. (2025). Necessity Entrepreneurship as a Misnomer: Lessons Learned from Working with Poverty Entrepreneurs. In S. Bacq, K. M. Smolka, A. F. Slade Shantz, & P. P. M. A. R. Heugens (Eds.), *Necessity Entrepreneurship: Getting Beyond the Binary (Research in the Sociology of Organizations, Vol. 92)* (pp. 89-110). Emerald Publishing Limited, Leeds. Retrieved from <https://doi.org/10.1108/S0733-558X20250000092010>

Santos, S. C. (2024). Opportunity Recognition Through the Lens of Poverty. In Michael Morris, & Susana C. Santos (Eds.), *De Gruyter Handbook of Poverty, Disadvantage and Entrepreneurship*. De Gruyter. Retrieved from <https://www.degruyter.com/document/doi/10.1515/9783111215013-003/html>

Simmons, S., Tantawy, M., & Santos, S. C. (2024). Preface: Annals of Entrepreneurship Education and Pedagogy – 2025 - Vol. 6. In Charles Matthews, & Eric Liguori (Eds.),

Annals of Entrepreneurship Education and Pedagogy – 2025 - Vol. 6. Edward Elgar Publishing.

Morris, M. H., & Santos, S. C. (2024). Toward a New Paradigm for Poverty Entrepreneurship. In Michael Morris, & Susana C. Santos (Eds.), *De Gruyter Handbook of Poverty, Disadvantage and Entrepreneurship*. De Gruyter. Retrieved from <https://www.degruyter.com/document/doi/10.1515/9783111215013-001/html>

Venesaar, U., Antonelli, G., Dorożyński, T., Duarte, H., Kallaste, M., Riviezzo, A., Räisänen, M., & Santos, S. (2022). Entrepreneurship competence among students and employees: a comparative study in five European countries. In Matthews, C. H., & Santos, S. C. (Eds.), *Annals of Entrepreneurship Education and Pedagogy* – 2023 - Vol. 5. Edward Elgar Publishing.

Matthews, C. H., & Santos, S. C. (2022). Preface: Entrepreneurship education: Challenges and possibilities. In Matthews, C. H., & Santos, S. C. (Eds.), *Annals of Entrepreneurship Education and Pedagogy* – 2023 - Vol. 5. Edward Elgar Publishing.

Presentations

Refereed Papers at Conferences

Liguori, E., Parkinson, F., Owens, E., Siew, Z., Leichter, O., Selig, J., Cedeno, M., Santos, S. C., & Fuentes, V. (presented 2025, April). *Entrepreneurship during crisis: Resilience and recovery in wartime Ukraine*. Paper presented at Morehouse Symposium on Social Justice and Social Entrepreneurship, Morehouse University. (National)

Santos, S. C., Morris, M. H., Stewart, G., & Bendickson, J. (presented 2024, August). *Enhancing capabilities and functionings in poverty through adult training in entrepreneurship*. Paper presented at Management Education Division Writers Workshop, Academy of Management Conference 2024. Chicago, USA, Academy of Management, Chicago. (International)

Santos, S. C., Mustaciuolo, G. M., McLarty, B. D., & Liguori, E. (presented 2024, July). *Roots and recipes: Exploring family and cultural dynamics in food and beverage family businesses*. Paper presented at ICSB 2024 World Congress, International Council for Small Business. (International)

Tsukanova, T., Santos, S. C., & Liguori, E. (presented 2024, July). *The virtual shift: The future of entrepreneurial ecosystems in a digital world*. Paper presented at ICSB 2024 World Congress, International Council for Small Business. (International)

Liguori, S., Santos, S. C., McLarty, B., Kraus, S., Hoobler, J., Botero, I., & Daspit, J. (presented 2024, June). *Leveraging gatekeeper's collective brain trust: publishing interesting and*

impactful family business scholarship in an ever-evolving environment. Paper presented at 2024 International Family Enterprise Research Academy, International Family Enterprise Research Academy. (International)

Santos, S. C., & Morris, M. H. (presented 2024, May). *Entrepreneurship education under conditions of poverty: Implications from the Capabilities theory*. Paper presented at 3E Conference, European Council for Small Business, European Council for Small Business. (International)

Morris, M. H., & Santos, S. C. (presented 2024, January). *Exploring the reciprocal relationship between poverty engagement and entrepreneurship research*. Paper presented at USASBE 2024, United States Association for Small Business and Entrepreneurship. (International)

Refereed Workshops

Costa, S. F., & Santos, S. C. (2024, May). *Conducting experiments in entrepreneurship education research*. Workshop delivered at 3E Conference, European Council for Small Business, Amsterdam. (International)

Contracts and Grants

Contracts and Grants Funded

Correia Santos, Susana Helena (PI), Fuentes, Vilma Elisa (Co-PI), & Liguori, Eric William (Co-PI). (Oct 2024–Sep 2026). *U.S.-Armenia Higher Education Partnership in STEM and Social Entrepreneurship*. Funded by United States Department of State. (SAM10024CA0023). Total award \$374,760.

Service

Florida State University

FSU University Service

Member of the General CRC Committee, Council on Research + Creativity (2024–present).

Member of the Summer Research Support Grant Subcommittee, Summer Research Support Grant Subcommittee for CRC (2024–present).

FSU College Service

Member of the JMC Graduate Curriculum Committee, JMC Graduate Curriculum Committee (2024–present).

Member of the JMC Search Committee for Tenure Track Position in Entrepreneurship, JMC Search Committee for Tenure Track Position (2024).

The Profession

Editor for Refereed Journals

Editorial Review Board, *Entrepreneurship Education and Pedagogy* (2024–present).

Section Editor, *Sustainable Communities, Entrepreneurship and Innovation* section (2024–present).

Editorial Review Board, *Journal of Business Venturing Insights* (2023–present).

Editorial Review Board, *Entrepreneurship Theory and Practice* (2022–present).

Co-Editor, *Journal of Developmental Entrepreneurship* (2022–present).

Editorial Review Board, *Academy of Management Perspectives* (2020–present).

Associate Editor, *Journal of Small Business Management* (2020–present).

Guest Editing for Refereed Journals

Santos, S. C., Fayolle, A., Landström, H., & Suomi, K. (Eds.). (2025, January). Inclusiveness, necessity, poverty, disabilities, underdog, disadvantaged in entrepreneurship: What are we talking about and what do we know? [Special Issue]. *Revue de L'Entrepreneuriat, Review of Entrepreneurship*.

Santos, S. C., Liguori, E., Neumeyer, X., Matho, R., Phillips, F., & Walsh, S. (Eds.). (2024, September). Winds of change: The evolving relationship of entrepreneurship, small businesses, technology, and innovation [Special Issue]. *Technological Forecasting and Social Change, and Journal of Small Business Management joint Special*.

Pidduck, R., Santos, S. C., Newman, A., Liguori, E., & Tucker, R. (Eds.). (2024). Marginalisation and entrepreneurship: Unpacking the nuanced roles of sociocultural outsidership in new venture development [Special Issue]. *International Small Business Journal*.

Chair of a Symposium

Santos, S. C., & Corbett, A. (Chair). (2025, February). *USASBE 2025 Doctoral Consortium*. Symposium conducted at the meeting of United States Association for Small Business and Entrepreneurship, Las Vegas and Online.

Santos, S. C. (Chair). (2024, July). *ICSB 2024 Doctoral Consortium*. Symposium conducted at the meeting of ICSB - International Council for Small Business and Entrepreneurship, Berlin.

Santos, S. C. (Chair). (2023, July). *ICSB 2023 Doctoral Consortium*. Symposium conducted at the meeting of ICSB - International Council for Small Business and Entrepreneurship, South Korea.

Reviewer or Panelist for Grant Applications

FSU - Institute of Successful Longevity (ISL) (2024).

The Community

Program Director, Leon Entrepreneurship and Adversity Program, Jim Moran Institute for Global Entrepreneurship (2024–present).

3 Year Curriculum Vitae

Meredith McQuerry

April 09, 2025

General Information

University address: Retail Entrepreneurship
Jim Moran College of Entrepreneurship
644 W Call Street, Shaw Building
Florida State University
Tallahassee, Florida 32306-1492
Phone: 850-644-6838

E-mail address: mmcquerry@fsu.edu

Professional Preparation (Highest Degree Only)

2016 Ph.D., North Carolina State University. Major: Textile Technology and Management. Supervisor: Dr. Roger Barker; Dr. Emiel DenHartog.

Meredith McQuerry. (2016). *Clothing Modifications for Heat Strain Reduction in Structural Firefighter Protective Clothing Systems*. Unpublished doctoral dissertation, North Carolina State University. Retrieved from <http://repository.lib.ncsu.edu/ir/handle/1840.16/11306>.

Nondegree Education and Training

2025 Sweating Guarded Hot Plate Training.

2024 ANDI Dynamic Thermal Manikin Training.

Professional Experience

2023–present Carol E. Avery Associate Professor, Retail Entrepreneurship, Florida State University.

2021–present Associate Professor, Retail Entrepreneurship, Florida State University. Director, Textile Testing Laboratory and ThermaNOLE Comfort Lab®.

2017–present Affiliate, Institute of Sports Sciences and Medicine, Institute of Sports

Sciences and Medicine, Florida State University.

Honors, Awards, and Prizes

Innovation Domi Awards Nominee, DomiStation (2025).

Horizon Award, University of Kentucky Martin-Gatton College of Agriculture, Food and Environment (2024).

Mid-Career Excellence Award, International Textile and Apparel Association (2024).

Editor's Choice Award, Fire Technology (2022).

Fellowship(s)

Sara Douglas Fellowship for Professional Promise, International Textile and Apparel Association (2015).

Graduate School Fellowship, North Carolina State University (2014).

Current Membership in Professional Organizations

American Association of Textile Colorists and Chemists

American Society of Testing and Materials

International Textile and Apparel Association

National Fire Protection Association

Teaching

Courses Taught

Analysis of Hypothermia Model (ENT4900)

Directed Individual Study (CTE5906)

Quality Assurance Assessment (CTE5444)

Textile Technologies (CTE5445)

Cotton Performance Technology (CTE4937)

New Course Development

Cotton Forward Textiles for Interiors (2025)

Cotton Performance Technology (2023)

Doctoral Committee Member

Munevar, L., graduate. (2024). *Effects of accelerated aging on the performance of moisture barriers used in firefighters' protective clothing*. [Outside Member at University of Alberta]

Doctoral Committee University Representative

Renteria, L., graduate. (2024). *Betaine improves chronic physiological stress in firefighters and acute thermoregulatory outcomes during a live burn*. [FSU Department of Health, Nutrition, and Food Science]

Evers, C., doctoral candidate. *A study on scalable carbon nanotube yarn composites*. [FSU Department of Materials Science and Engineering]

Domeier, C., doctoral student. [FSU Department of Health, Nutrition, and Food Science]

Master's Committee Member

Pandey, A., graduate. (2023). *A sustainable hybrid personal flotation device and jacket design*. [Outside Member at Cornell University]

Supervision of Student Research Not Related to Thesis or Dissertation

Lain, D. (Sep 2024–present).

Serfozo, J. (Sep 2024–present).

Henry, L. (May 2024–present).

Vives, L. (Jan 2024–present).

Brasfield, C. (Apr 2023–present).

Bernal-Diez, S. (Sep 2022–present).

Livin, L. (Sep 2022–present).

van Grieken, A. (Sep 2022–present).

Dennis, L. (Sep 2023–May 2024).

Kessner, J. (Sep 2023–May 2024).

McCray, M. (Sep 2023–May 2024).

Parkis, M. (Sep 2023–May 2024).

Pokharel, A. (Sep 2023–May 2024).

Rodriguez-Armada, D. (Sep 2023–May 2024).

Henderson, J. (Aug 2023–May 2024).

Poley-Bogan, M. (Aug 2022–Aug 2023).

Tobin, A. (Jan–May 2023).

Reding, J. (Sep 2022–May 2023).

Wilson, R. (Sep 2022–May 2023).

Hanson, D. (Jan 2022–May 2023).

Poley-Bogan, M. (May 2021–Aug 2022).

Maya, I. (Aug 2019–May 2022).

Barnes, A. (Sep 2021–Apr 2022).

Grande, A. (Sep 2021–Apr 2022).

Visiting Scholar Mentor

McQuerry, M., & Beresford, M. (2024). *Mentored Mary Beresford through UKITSS Knowledge Exchange Placement at Florida State University*. Manchester Metropolitan University.

Research and Original Creative Work

Publications

Invited Journal Articles

McQuerry, M., Kwon, C, & Poley-Bogan, M. (2023). Female firefighters' increased risk of occupational exposure due to ill-fitting personal protective clothing. *Frontiers in Materials Polymeric and Composite Materials*, 10, 1-10. doi:10.3389/

McQuerry, M., & Schofield, S. (2023). Structural firefighter personal protective clothing user needs in the US: a mobility perspective. *Emergency Management Science and Technology*, 3(15), 1-9. Retrieved from <https://www.maxapress.com/data/article/emst/preview/pdf/EMST-2023-0015.pdf> doi:10.48130/EMST-2023-0015

Refereed Journal Articles

Bolaji, J., Qiu, Z., McQuerry, M., & Kwon, C. (2025). A comparative anthropometric analysis of U.S. female firefighters versus the general female population. *Journal of Safety Research*, 93, 206-213. Retrieved from <https://authors.elsevier.com/a/1kgOa56WajH3i> doi:10.1016/j.jsr.2025.02.021

Zong, W. *, Elangovan, T. *, McQuerry, M., Poley-Bogan, M. *, Simonson, N. *, & Park, H. (2025). Sustainable survival jacket design for the homeless population. *International Journal of Fashion Design, Technology, and Education*, 1-11. doi:10.1080/17543266.2025.2480784

McQuerry, M., & Dodson, A. (2024). An antimicrobial zinc ion fiber for COVID-19 prevention in nonwoven face coverings for healthcare settings. *Journal of Occupational and Environmental Hygiene*, 21(4), 239-246. doi:10.1177/15280837221150649

Riedy, R. *, Maya, I. *, & McQuerry, M. (2024). Analysis of predicted thermal manikin physiological responses when wearing compression gear for American college and pro-level football athletes. *AATCC Journal of Research*, 11(6), 433-444. Retrieved from <https://doi.org/10.1177/24723444241276000> doi:10.1177/24723444241276000

Bolaji, J., & McQuerry, M. (2024). Impact of self-contained breathing apparatus on air gaps in structural firefighting personal protective clothing. *Applied Sciences*, 15(6), 11. Retrieved from <https://www.mdpi.com/2076-3417/15/1/6> doi:10.3390/app15010006

Riedy, R. *, McQuerry, M., & Schofield, S. (2024). Relationship between firefighter protective clothing design ease and heat stress. *International Journal of Clothing Science and Technology*, 36(5), 836-848. doi:10.1108/IJCST-11-2023-0160

McQuerry, M., & Riedy, R. *. (2023). Thermal comfort analysis of auto-racing suits using a sweating thermal manikin. *Journal of Industrial Textiles*, 53, 1-16. doi:10.1177/15280837221150649

McQuerry, M., & Grzywacz, J. G. (2023). Thermal comfort assessment of active cooling technology for agricultural end use: a field study. *Journal of Textile Engineering & Fashion Technology*, 9(1), 1-6. doi:10.15406/jteft.2023.09.00327

- Jo, J. *, Sokolowski, S., McQuerry, M., Griffin, L., & Park, H. (2022). Firefighters' feet: differences by sex and weight-bearing. *Applies Ergonomics*, 102, 1-23. doi:10.1016/j.apergo.2022
- Sokolowski, S., Marks, M. *, Park, H., Griffin, L., & McQuerry, M. (2022). Visual, volumetric and anthropometric measurements comparisons between boot interior and 3d foot scans to improve firefighters safety. *AHFE International*, 48, 91-99. doi:10.54941/ahfe1002020
- McQuerry, M., & Easter, M. (2022). Wildland firefighting personal protective clothing cleaning practices in the United States. *Fire Technology*, 58(3), 1667-1688. doi:10.1007/s10694-021-01212-z

Refereed Reports

- National Academies of Sciences, Engineering, and Medicine. (2024). *Reusable Health Care Textiles for Use in Personal Protective Equipment: Proceedings of a Workshop* (Research Report). Washington, DC: The National Academies Press. Retrieved from <https://doi.org/10.17226/27762>
- Xu, X., McQuerry, M., Poley-Bogan, M., Jacques, J., Rioux, T., Gonzalez, J., & Hoyt, R. (2023). *Evaluation of three cold weather ensembles with a heated base layer at -20°C using a thermal manikin with dynamic heat flux sensors* (Research Report). U.S. Army Research Institute of Environmental Medicine (USARIEM) Technical Report T23-000. Retrieved from <https://discover.dtic.mil/>
- Xu, X., McQuerry, M., Poley-Bogan, M., Rioux, T., Gonzalez, J., & Hoyt, R. (2023). *Thermal properties of three cold weather ensembles and an unpowered heated base layer ensemble* (Research Report). U.S. Army Research Institute of Environmental Medicine (USARIEM) Technical Report T23-004. Retrieved from <https://discover.dtic.mil/>

Nonrefereed Journal Articles

- McQuerry, M., & Kwon, C. (2023). Personal protective clothing inequities for female structural and wildland firefighters. *Fire Engineering PPE Supplement*, 16-17. Retrieved from <https://www.fireengineering.com/apparatus-equipment/the-2023-firefighter-ppe-supplement/#gref>

Presentations

Invited Papers at Conferences

- McQuerry, M., Schofield, S., Ormsbee, M. J., Renteria, L., Poley-Bogan, M., Griest, T., Wilson,

R., Livin, L., Cross, B., & Paterson, K. (presented 2023). *Ergonomic assessment of structural firefighter turnout suit designs for improved mobility*. Paper presented at Human Factors and Ergonomics Society 67th Annual Meeting and Exhibition, Human Factors and Ergonomics Society, Washington, D.C. (International)

Refereed Papers at Conferences

Bolaji, J., Qiu, Z., McQuerry, M., & Kwon, C. (presented 2024). *A comparative anthropometric analysis of female firefighters versus the general U.S. female population*. Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

Bernal-Diaz, S. *, van Grieken, A. *, & McQuerry, M. (presented 2024). *Development and validation of an induced hypothermia thermoregulation model for assessing patient warming devices*. Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

McQuerry, M. (presented 2024). *Experiential learning in an accelerated classroom: Experiments and field trips and competitions, Oh my!* Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

Chen, K. *, McQuerry, M., & Yentes, J. (presented 2024). *Female firefighters are at higher risk for turnout gear fit issues*. Paper presented at South Central American Society of Biomechanics, American Society of Biomechanics, Fort Worth, TX. (Regional)

Chen, K. *, McQuerry, M., & Yentes, J. (presented 2024). *Female firefighters are at higher risk for turnout gear fit issues*. Paper presented at American Society of Biomechanics National Conference, American Society of Biomechanics, Madison, WI. (National)

Pokharel, A. *, Rodriguez Armada, D. *, Bolaji, J., & McQuerry, M. (presented 2024). *Impact of self-contained breathing apparatus on air gaps in structural firefighting personal protective equipment*. Paper presented at 2024 International Textile and Apparel Association Conference, International Textile and Apparel Association, Long Beach, CA. (International)

Riedy, R. *, Maya, I. *, & McQuerry, M. (presented 2023). *Analysis of physiological effects of compression gear on American college and pro-level football athletes*. Paper presented at 2023 International Textile and Apparel Association Conference, International Textile and Apparel Association, Baltimore, MA. (International)

McQuerry, M., Schofield, S., & Riedy, R. *. (presented 2023). *Evaluating engineered ease in structural firefighting protective clothing and its impact on wearer heat loss*. Paper

presented at 2023 Applied Human Factors and Ergonomics International Conference, Applied Human Factors and Ergonomics, Honolulu, HI. (International)

Kwon, C., & McQuerry, M. (presented 2023). *Evaluating female firefighter anthropometrics for improved mobility and design in personal protective clothing for the United States fire service*. Paper presented at 10th European Conference on Protective Clothing, ECPC, Arnhem, Netherlands. (International)

Riedy, R. *, McQuerry, M., & Schofield, S. (presented 2023). *Relationship between structural firefighter protective clothing ease and heat loss*. Paper presented at 2023 International Textile and Apparel Association Conference, International Textile and Apparel Association, Baltimore, MA. (International)

Riedy, R. *, & McQuerry, M. (presented 2022). *Analyzing the heat loss of motorsports racing suits*. Paper presented at 2022 International Textile and Apparel Association Conference, International Textile and Apparel Association, Denver, CO. (International)

Zong, W., Elangovan, T., McQuerry, M., Poley-Bogan, Simonson, N., & Park, H. (presented 2022). *Recycled tent converted to a survival jacket for homeless people*. Paper presented at 2022 International Textile and Apparel Association Conference, International Textile and Apparel Association, Denver, CO. (International)

Invited Presentations at Conferences

Neale-McFall, C., Medina, A., McQuerry, M., & Reynolds, R. (presented 2024, October). *Beyond traditional funding: Exploring alternative grant opportunities for institutions*. Presentation at Women in Leadership, National Diversity Congress, Harvard Faculty Club, Cambridge, MA. (International)

McQuerry, M., & Kwon, C. (presented 2024, October). *Development of novel personal protective clothing designs for structural and wildland female firefighters*. Presentation at FEMA FP&S R&D Annual PI Meeting, Federal Emergency Management Agency, Emmitsburg, MD. (National)

McQuerry, M., Kwon, C., Bolaji, J., & Qiu, Z. (presented 2024, October). *It's not just the measurements: What we know about gear for women*. Presentation at 2024 Nerdstock Science to the Station, Science to the Station, Emmitsburg, MD. (International)

Bolaji, J., Qiu, Z., McQuerry, M., & Kwon, C. (presented 2024, September). *U.S. female firefighters versus general female population: a comparative study*. Presentation at Body Data Application Forum North America, Humanetics, Stillwater, OK. (International)

Jahnke, S., McQuerry, M., & Sellers, B. (presented 2024, January). *Women's Health and Well-Begin in the Fire Service*. Presentation at Affiliate Leadership Training Summit,

International Association of Fire Fighters, Lake Buena Vista, FL. (International)

Hollerbach, B., McQuerry, M., & Kwon, C. (presented 2023, August). *Women in the fire service and the female PPE study*. Presentation at Redmond Health and Safety Symposium, International Association of Fire Fighters, New York City, NY. (International)

McQuerry, M. (presented 2022, October). *Equitable Sizing Standards for Female Firefighter PPE*. Presentation at Equitable Personal Protective Equipment Protections Workshop, Centers for Disease Control (CDC), National Institute for Occupational Safety and Health (NIOSH), National Personal Protective Technology Laboratory (NPPTL), Virtual Workshop. (International)

Refereed Presentations at Conferences

Poley-Bogan, M. *, & McQuerry, M. (presented 2024). *Analysis of cooling mechanisms to combat heat stress in the construction industry*. Poster presentation at 2024 International Textiles and Apparel Association Conference, International Textiles and Apparel Association, Long Beach, CA. (International)

Poley-Bogan, M. *, & McQuerry, M. (presented 2024). *Analysis of cooling mechanisms to combat heat stress in the construction industry*. Poster presentation at 2024 International Textiles and Apparel Association Conference, International Textiles and Apparel Association, Long Beach, CA. (International)

Chen, K. *, Yentes, J. M., & McQuerry, M. (presented 2024). *Female firefighters are at higher risk for turnout gear fit issues*. Poster presentation at American College of Sports Medicine Texas Chapter, American College of Sports Medicine, Waco, TX. (State)

Dalton, V. *, & McQuerry, M. (presented 2024). *Mind the gaps: A comprehensive literature review of surf wetsuits and ensemble accessories*. Presentation at 2024 Symposium of the Institute of Textile Science, Institute of Textile Science, Edmonton, Canada; Virtual. (International)

McQuerry, M., & Dodson, A. (presented 2022). *Physiological comfort of first responders when wearing a novel zinc ion face covering for COVID-19 prevention*. Presentation at 2022 COVID-19 Research Symposium, University of Florida Clinical and Translational Science Institute, Virtual. (State)

Jo, J., Sokolowski, S., McQuerry, M., Griffin, L., & Park, H. (presented 2022). *Visual, volumetric and anthropometric measurements comparisons between boot interior and 3d foot scans to improve firefighters safety*. Presentation at 13th International Conference on Applied Human Factors and Ergonomics, Applied Human Factors and Ergonomics, Manhattan, New York. (International)

McQuerry, M., & Easter, E. (presented 2022). *Wildland firefighting personal protective clothing cleaning practices in the United States*. Presentation at 4th Global Summit on Future Materials Science and Research, Future Materials, Virtual; Las Vegas, NV. (International)

Refereed Presentations at Symposia

McQuerry, M. (presented 2024). Impact of PPE Design on Heat Stress: Optimizing ease and air gaps in structural firefighting turnout gear. In Robert Tutterow (Chair), *2024 FIERO PPE Symposium*. Presentation at the meeting of Fire Industry Education Resource Organization (FIERO), Greenville, SC. (National)

McQuerry, M., & Kwon, C. (presented 2024). U.S. women versus women in the U.S. fire service: Are female firefighters anthropometrically different from the general U.S. female population? In Robert Tutterow (Chair), *2024 FIERO PPE Symposium*. Presentation at the meeting of Fire Industry Education Resource Organization (FIERO), Greenville, SC. (National)

McQuerry, M., & Kwon, C. (presented 2023). Outfitting Female Firefighters: Why female specific personal protective clothing is important for the fire service. In Robert Tutterow (Chair), *8th Biennial FIERO PPE Symposium*. Presentation at the meeting of Fire Industry Education Resource Organization (FIERO), Greenville, SC. (National)

Nonrefereed Presentations at Conferences

McQuerry, M., Bolaji, J., Kwon, C., & Qiu, Z. (presented 2024). *Protective clothing user needs and anthropometrics of wildland female firefighters*. Poster presentation at W3192 Multi-State University Annual Meeting, National Institute of Food and Agriculture (NIFA), Baton Rouge, LA. (National)

McQuerry, M., & Easter, E. (presented 2024). *Wildland protective clothing cleaning practices in the United States*. Poster presentation at W3192 Multi-State University Annual Meeting, National Institute of Food and Agriculture (NIFA), Baton Rouge, LA. (National)

Nonrefereed Presentations at Symposia

McCray, M. *, Kessner, J. *, & McQuerry, M. (presented 2024). Bring on the heat: ventilation in structural firefighter suits. In *2024 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Dennis, L. *, Parkis, M. *, & McQuerry, M. (presented 2024). Heated garments for warfighter operations in subarctic conditions. In *2024 Florida State University Undergraduate*

Research Symposium. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Pokharel, A. *, Rodriguez Armada, D. *, & McQuerry, M. (presented 2024). Impact of self-contained breathing apparatus on air gaps in structural firefighter PPE. In *2024 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Arencibia, L. *, & McQuerry, M. (presented 2024). Using thermal cooling to fight heat stress in the construction industry. In *2024 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Bernal-Diaz, S. *, van Grieken, A. *, & McQuerry, M. (presented 2023). Evaluation of warfighter PPE in subarctic conditions. In *2023 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Reding, J. *, & McQuerry, M. (presented 2023). Relationship between fabric thickness and thermal insulation for upper body outerwear. In *2023 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Livin, L. *, Wilson, R. *, & McQuerry, M. (presented 2023). Turnout gear effect on fire fighters range of motion. In *2023 Florida State University Undergraduate Research Symposium*. Poster presentation at the meeting of Florida State University Center for Undergraduate Research and Academic Engagement, Tallahassee, FL. (Local)

Invited Lectures and Readings of Original Work

Qiu, J., Bolaji, J., McQuerry, M., & Kwon, C. (2024). *Body data application for workforce PPE*. Delivered at Humanetics: Future of Fit, Season 3, Episode 2, Virtual Webinar. (International)

McQuerry, M., Kwon, C., & Lehtonen, K. (2024). *Fit for Her: Innovating turnout gear for female firefighters' safety and performance*. Delivered at Fire Engineering, Virtual Webcast. (International)

McQuerry, M. (2023). *Structural firefighter fit and other PPE issues*. Delivered at International Association of Fire Fighters, Washington, D.C. (presented virtually). (International)

McQuerry, M. (2023). *Textile and Apparel Entrepreneurship Graduate Program Presentation*.

Delivered at Dean's Development Council, Jim Moran College of Entrepreneurship, Florida State University, Tallahassee, FL. (Local)

McQuerry, M., & Easter, E. (2023). *Wildland firefighting personal protective clothing and cleaning practices in California*. Delivered at State of California Occupational Safety and Health Standards (OSHA) Board, presented virtually. (National)

McQuerry, M., & Kwon, C. (2022). *Investigation of design, comfort, and mobility issues for female firefighter personal protective clothing*. Delivered at National Fire Protection Association, Fire Protection Research Foundation, Technical Panel, Virtual Presentation. (International)

McQuerry, M., & Kwon, C. (2022). *The future of women's gear: a comparison of NFPA 1971 and 1977 sizing standards to U.S. female firefighter anthropometrics*. Delivered at National Fire Protection Association, Fire Protection Research Foundation, 2022 Webinar Series. (International)

McQuerry, M. (2022). *Thermal Comfort Analysis of Performance Apparel: Using Thermal Manikins and Human Wear Testing*. Delivered at Cornell University, Virtual Guest Lecture. (National)

Contracts and Grants

Contracts and Grants Funded

McQuerry, M. (Jan 2025–Dec 2025). *Analysis of cotton performance technologies and sustainability in the consumer apparel and home textiles industries*. Funded by Cotton Incorporated Cotton in the Curriculum Program. Total award \$39,211.

McQuerry, M., Hackett, T., & Lopez, R. (Jan 2025–Dec 2025). *Jim Moran College Textile Lab Technology Enhancement*. Funded by Student Technology Fees Grant, Florida State University. Total award \$10,711.

McQuerry, M. (Aug 2024–Dec 2024). *Faculty Travel Grant*. Funded by Florida State University. Total award \$1,000.

McQuerry, M. (May 2024–May 2025). *Physiological performance analysis of heated garments for warfighters under arctic conditions*. Funded by Congressionally Directed Funding (Army). Total award \$180,890.

McQuerry, M. (Mar 2024–Dec 2024). *Materials Research Grant*. Funded by Florida State University, Undergraduate Research Opportunity Program (UROP). Total award \$1,225.

van Grieken, A. *, Bernal-Diaz, S. *, & McQuerry, M. (Jan 2024–Jan 2025). *Manikin*

physiological control (ManikinPC) testing of medical warming devices on an ANDI dynamic thermal manikin. Funded by ASTM Student Project Grant Program. Total award \$500.

McQuerry, M., & Kwon, C. (Sep 2023–Sep 2026). *Development of novel personal protective clothing designs for structural and wildland female firefighters.* Funded by Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2018 Assistance to Firefighters Grant Program. (EMW-2022-FY-00601). Total award \$1,539,374.

McQuerry, M. (Aug 2023–Jul 2024). *Acquisition of the Textile Technology Complete Database.* Funded by Robert B. Bradley Library Research Grant; Florida State University. Total award \$5,251.

McQuerry, M. (Aug 2023–Dec 2023). *Faculty Travel Grant.* Funded by Florida State University. Total award \$1,000.

McQuerry, M. (Mar 2023–Dec 2023). *Materials Research Grant.* Funded by Florida State University, Undergraduate Research Opportunity Program (UROP). Total award \$1,000.

McQuerry, M., Hackett, T., & Lopez, R. (Jan 2023–Dec 2023). *Jim Moran College Textile Lab Technology Enhancement.* Funded by Student Technology Fees Grant, Florida State University. Total award \$16,349.

McQuerry, M. (Jan 2023–May 2023). *Faculty Travel Grant.* Funded by Florida State University. Total award \$1,000.

McQuerry, M. (Jan 2023–Dec 2023). *Enhancing apparel product development: A survey and analysis of cotton performance technologies.* Funded by Cotton Incorporated Cotton in the Curriculum Program. Total award \$32,471.

Poley-Bogan, M. *, & McQuerry, M. (Jan 2023–Jan 2024). *Analysis of thermal comfort cooling mechanisms to combat heat stress in the construction industry.* Funded by AATCC Foundation Student Research Support Grant Program. Total award \$550.

McQuerry, M. (Aug 2022–Dec 2022). *Faculty Travel Grant.* Funded by Florida State University. Total award \$1,000.

McQuerry, M. (Jul 2022–Jul 2023). *Dynamic Heat Flux Analysis of Heated Garments for Warfighters under Arctic Conditions.* Funded by U.S. Army Medical Research Institute of Environmental Medicine (USARIEM). Total award \$61,500.

McQuerry, M. (Mar 2022–Dec 2022). *Materials Research Grant.* Funded by Florida State University, Undergraduate Research Opportunity Program (UROP). Total award \$1,000.

McQuerry, M., & Whalen, J. (May 2021–Aug 2022). *Magnetic compliance testing for structural firefighter turnout gear in relation to internal cardiac devices*. Funded by LION, Group. Total award \$15,391.

Maya, I. *, & McQuerry, M. (May 2021–Sep 2022). *Analysis of physiological effects of compression gear on American college and pro-level football athletes*. Funded by 2021 Phi Eta Sigma Undergraduate Research Award (IDEA Grant), Center for Undergraduate Research and Academic Engagement (CER), Florida State University. Total award \$2,000.

McQuerry, M. (Jul 2020–Jul 2022). *Wear assessment of novel mask for COVID-19 and other illness prevention*. Funded by Ascend Performance Materials Face Covering Research Grant Program. Total award \$34,814.

McQuerry, M., & Kwon, C. (Sep 2019–Dec 2023). *Investigation of design, comfort, and mobility issues for female firefighter personal protective clothing*. Funded by Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2018 Assistance to Firefighters Grant Program. Total award \$403,632.

McQuerry, M., Schofield, S., & Ormsbee, M. (Jan 2019–Dec 2025). *Development of a new turnout suit design for reduced heat stress and physiological strain*. Funded by Fire-Dex Firefighter Research Grant Program. Total award \$145,723.

Resource Grant

Bye, E., Griffin, L., Michaelson, D., Sun, G., Shaw, A., McQuerry, M., Sokolowski, S., Morris, K., Xiang, C., Wu, Y., Wheeler, W., Ruppert-Stroescu, M., Park, H., Mandal, S., Liu, H., Lin, S. H., Goncu-Berk, G., Frey, M., Freeman, C., & Baytar, F. (2022, October–2027, September). A grant of USDA. *Personal protective technologies for current and emerging occupational and environmental hazards*. Sponsored by North Central Association of Agricultural Experiment Station Directors, United States Department of Agriculture (USDA).

McQuerry, M., Stannard, C., McKinney, E., Easter, E., Meyer, S., DenHartog, E., Martindale, A., & Hwang, C. (2019, October–2024, September). A grant of USDA. *Improving safety and health of wildland firefighters through personal protective clothing*. Sponsored by Western Association of Agricultural Experiment Station Directors, United States Department of Agriculture (USDA).

Contracts and Grants Denied

Chen, R., Cai, S., & McQuerry, M. (Apr 2024). *Integration and assessment of novel hydrogel and thermoelectric cooling for enhanced chemical resistance and reduced heat stress in*

firefighter protective clothing. Submitted to Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2023 Assistance to Firefighters Grant Program. Unspecified award amount.

Yentes, J., McQuerry, M., Moats, J., & Bruce, S. (Apr 2024). *Development of effective measures to mitigate ergonomic risks associated with firefighting tasks among male and female structural firefighters*. Submitted to Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2023 Assistance to Firefighters Grant Program. Unspecified award amount.

Watso, J., Smith, K., McQuerry, M., Ormsbee, M., & Fleeman, J. (Apr 2024). *Hyperoxia for reducing physiological stress and improving firefighter performance*. Submitted to Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), FY 2023 Assistance to Firefighters Grant Program. Unspecified award amount.

Bowles, A., McQuerry, M., & Martinez, F. (2024). *Warfighter and defense related outfits to buffer extreme environments (WarDROBE)*. Submitted to STTR: HR0011ST2024D-P01, Defense Advanced Research Projects Agency (DARPA), Open Topic (white paper submission). Unspecified award amount.

McQuerry, M., & Nam, L. (2024). *Acquisition of a moisture management tester for material liquid management assessment*. Submitted to Equipment and Infrastructure Enhancement Grant, Florida State University, Council on Research and Creativity. Unspecified award amount.

Patterson, V., Neville, A., & McQuerry, M. (2024). *TacCOOL: A wearable tactical cooling solution for the us air force operator and maintenance personnel*. Submitted to Air Force STTR Open Topic Phase I Application: AFWERX Topic No. AFX24D-PTCSO. DoD Proposal No. FX24D-PTCS01-0584. Unspecified award amount.

Freeman, C., Black, C., Burch, R., Ball, J., Gurbuz, A., Harish, C., & McQuerry, M. (2022). *Saving Lives in the Water - Development of a Wearable Buoyancy Product for Commercial and Sport Fishermen for use in Occupational Activities*. Submitted to National Science Foundation Partnerships for Innovation: Building Innovation - Technology Translations. Unspecified award amount.

Postdoctoral Supervision

Bolaji, J. (Jan 2024–present).

Reviews of My Research and Original Creative Work by Other Authors

Reviews Appearing on a Web Site

PBS NOVA. (2024). Building Stuff: Reach It! *PBS NOVA*. Retrieved from <https://www.pbs.org/video/building-stuff-reach-it-0n0hbb/>

Haughney, K. (2024). FSU expert in PPE for first responders to be honored by International Textile and Apparel Association. *Florida State University News*. Retrieved from <https://news.fsu.edu/news/science-technology/2024/06/24/fsu-expert-in-ppe-for-first-responders-to-be-honored-by-international-textile-and-apparel-association/>

McNees, M. (2024). Episode 34: Innovating Female Firefighter Gear: A Deep Dive with Dr. Meredith McQuerry. *InNOLEvation® Mindset Podcast; Jim Moran College of Entrepreneurship; Florida State University*. Retrieved from https://www.youtube.com/watch?v=C-jkA_S1Ino&list=PL9I2CKAWr6oYj7TBVGhppONquTbUKqKIV&index=50

Country Fire Authority (CFA). (2024). Personal Protective Equipment & Clothing Summit. *Country Fire Authority; Melbourne, Australia*. Retrieved from <https://www.youtube.com/watch?v=xc9EIds0JuQ>

SEO Service USA. (2024). Future Trends in Racing Gear: Predicting Innovations and Developments. *FastRacer*. Retrieved from <https://www.fastracer.com/blogs/news/future-trends-in-racing-gear-predicting-innovations-and-developments?srltid=AfmBOopLFGxID--zaQiPp47hlxIsZ-6JaMRswH2bK07PVHqkFQR6z0G1>

Patterson, S. (2023). FSU VP: How Florida State University's research is shaping our everyday lives. *Tallahassee Democrat & Yahoo News*. Retrieved from <https://news.yahoo.com/fsu-vp-florida-state-universitys-091321580.html>

Blackwell, M. (2023). FSU researcher earns \$1.5 million FEMA grant to continue inquiry into improving gear for female firefighters. *Florida State University News*. Retrieved from <https://news.fsu.edu/news/university-news/2023/09/28/fsu-researcher-earns-1-5-million-fema-grant-to-continue-inquiry-into-improving-gear-for-female-firefighters/>

Blackwell, M. (2023). Trip to Cotton Incorporated headquarters gives FSU students hands-on experience. *Florida State University News*. Retrieved from <https://news.fsu.edu/news/university-news/2023/08/23/trip-to-cotton-incorporated-headquarters-gives-fsu-students-hands-on-experience/>

Zapp, A. (2023). Episode 65: The S**** doesn't fit with Meredith McQuerry Ph.D. and Cassandra Kwon Ph.D. *Fire Rescue Wellness Podcast*. Retrieved from <https://www.firerescuewellness.org/podcast/episode-65-the-s-doesnt-fit-with-meredith-mcquerry-phd-and-cassandra-kwon-phd>

Floyd, C. (2022). Why women in the fire service need better-fitting gear. *NFPA Today*. Retrieved from <https://www.nfpa.org/News-and-Research/Publications-and-media/Blogs-Landing->

Kelman, B. (2022). Disposable hospital gowns could expose health workers to infection. *Scientific American*. Retrieved from <https://www.scientificamerican.com/article/disposable-hospital-gowns-could-expose-health-workers-to-infection/>

Service

Florida State University

FSU University Service

Invited Member, FSU Center for Undergraduate Research and Academic Engagement (CRE) Faculty Advisory Committee (2023–2025).

Invited Panelist, FSU First Year Assistant Professor Workshop (2022–2025).

Jim Moran College of Entrepreneurship Representative, Council on Research and Creativity (2021–2025).

Jim Moran College of Entrepreneurship Representative, Council of Associate Deans of Research (2019–2025).

Appointed Chair, FSU CRC Summer Research Support Subcommittee (2023–2024).

Appointed Member, FSU Office of Research, A Strategic Plan Inspiring Research Excellence (ASPIRE) Advisory Committee (2023–2024).

Nominated Member, FSU Vice President of Research Search Committee (2022).

FSU College Service

Member, JMC Specialized Teaching Faculty Interview Committee (2024–present).

Member, JMC Entrepreneurship Tenure Track Interview Committee (2024).

Member, JMC Grants Analyst Interview Committee (2024).

Member, Member, JMC Graduate Scholarship Review Committee (2021–2022).

FSU Department Service

Member, Master's of Textile and Apparel Entrepreneurship Admissions Committee (2019–present).

Member, Retail Entrepreneurship Curriculum Committee (2018–present).

Faculty Advisor, American Association of Textile Chemists and Colorists Student Organization (2016–present).

Member, Merit Review Committee (2023).

Member, Merit Review Committee (2022).

FSU Institute or Center Service

Supervisor, ThermanOLE Manikin Lab® (2019–present).

Supervisor, Textile Testing Lab (2016–present).

The Profession

Guest Reviewer for Refereed Journals

International Journal of Clothing Science and Technology (2024–present).

Journal of Occupational and Environmental Hygiene (2023–present).

American Journal of Infection Control (2021–present).

AATCC Review (2020–present).

Fire Technology (2020–present).

Journal of Textile and Apparel, Technology Management (2020–present).

Applied Ergonomics (2019–present).

Ergonomics (2019–present).

Journal of Occupational Medicine and Toxicology (2019–present).

Military Medical Research (2019–present).

Industrial Health (2018–present).

International Journal of Heat and Mass Transfer (2018–present).

International Journal of Wildland Fire (2018–present).

American Association of Chemists and Colorists Journal of Research (2016–present).

American Society of Testing and Materials, Selected Technical Papers (2016–present).

Clothing and Textiles Research Journal (2016–present).

Journal of Industrial Textiles (2016–present).

Journal of the Textile Institute (2016–present).

Textile Research Journal (2015–present).

Journal of Strength and Conditioning Research (2014–present).

Service to Professional Associations

Invited Scientific Committee Member and Abstract Reviewer, 13th International Manikin & Modeling Meeting (I3M) and The Clothing and Textile Sciences Research Meeting (CTSRM) (2025–present).

Associate Editor, AATCC Journal of Research (2024–present).

Invited Member, NFPA 1950 (1977) Sizing Task Group; National Fire Protection Association (2024–present).

Invited Member, F1930 Female Flash Fire Manikin Task Group; American Society of Testing and Materials (2023–present).

Track Chair of Textile and Apparel Science, International Textile and Apparel Association (2023–present).

Invited Member, PPE Reimagined Council; International Association of Fire Fighters (2023–present).

Member, RA63 Subcommittee; American Association of Textile Chemists and Colorists (2023–

present).

Invited Member, C7 Publications Committee; American Association of Textile Chemists and Colorists (2021–present).

Member, NC170 Multistate Structural Firefighter Research Project, NIFA (2017–present).

Member of D13 Committee on Textiles, American Society for Testing and Materials (2016–present).

Member of F23 Committee on Personal Protective Clothing, American Society for Testing and Materials (2015–present).

Elected, Member-at-Large, Nominating Committee, International Textile and Apparel Association (2024–2026).

Invited Guest Editor, Special Issue on "Innovative Functional Textiles and Their Applications", Applied Sciences Journal (2024–2025).

Chair, W3192 Multistate Wildland Firefighter Research Project, NIFA (2019–2024).

Session Presider, Applied Human Factors and Ergonomics (2023).

Abstract Reviewer for Textile and Apparel Science Research Category, Invited research paper abstract reviewer, International Textile and Apparel Association (2017–2023).

Session Presider, Presider of Textile and Apparel Science Session, International Textile and Apparel Association (2022).

Voting Member of RA112 Thermal Regulation Test Methods Committee, American Association of Textile Chemists and Colorists (2019–2022).

Member of Student Awards and Fellowships Committee, International Textile and Apparel Association (2016–2022).

Service to Other Universities

Invited Medical and Science Board Member, *National Heat Safety Coalition (NHSC)*, *Korey Stringer Institute (KSI)*, *University of Connecticut* (2021–present).

Invited External Reviewer, *Deployed Warfighter Protection Program (DWFP)*, *Arthropod Vector Protection 3 (AVP-3)*, *for the Armed Forces Pest Management Board (AFPMB)* (2025).

Invited External Reviewer for DHS, FEMA, Fire Prevention and Safety (FP&S) Research and

Development (R&D), Assistance to Firefighters Grant (AFG) Program, FY 2023,
Department of Homeland Security, Federal Emergency Management Agency (2024).

Invited External Reviewer, *Natural Sciences and Engineering Research Council of Canada (NSERC) Alliance Grant Program (2024).*

Invited External Reviewer for DHS, FEMA, Fire Prevention and Safety (FP&S) Research and Development (R&D), Assistance to Firefighters Grant (AFG) Program, FY 2022,
Department of Homeland Security, Federal Emergency Management Agency (2023).

Invited External Reviewer, *National Institute for Occupational Safety and Health (NIOSH); National Personal Protective Technology Laboratory (NPPTL) (2023).*

Invited External Reviewer, *National Institute for Occupational Safety and Health (NIOSH); National Personal Protective Technology Laboratory (NPPTL) (2022).*

Invited Member, *UCONN's Korey Stringer Institute's Inter-Association Task Force on Heat Safety in the Industrial Space (2020–2022).*

The Community

Invited Legacy Member, Science to the Station: A Health and Wellness Alliance; National Development and Research Institutes (2022–present).

Consultation

Champions of Change Coalition, Australia. Research Consultant (2024–present).

Cotton Incorporated. Education Consultant (2021–present).

Payne & Fears, LLP. Expert Witness (2021–present).

Wolter Van Dyke Davis, PLLC. Expert Witness (2020–present).

Country Fire Authority, Victoria, Australia. Research Consultant (2023–2024).

MagCorp. Research Consultant (2019–2023).

DRAFT 3 Year Curriculum Vitae

Srikant (Sri) Manchiraju

Last Revised: February 20, 2025

General Information

University address: Retail Entrepreneurship
The Jim Moran College
644 W Call Street, 237 Shaw
Florida State University
Tallahassee 32306-FL
Phone: 850.644.1479

E-mail address: smanchiraju@fsu.edu

Professional Preparation (Highest Degree Only)

2015 PhD, Iowa State University. Major: Apparel, Events, and Hospitality Management. Apparel Merchandising and Design. Supervisor: Dr. Mary Lynn Damhorst.

Srikant Manchiraju. (2015). *Extension of the Tripartite Model of Body Influence: The Role of Materialism on Body Satisfaction and Fashion Involvement*. Unpublished doctoral dissertation, Iowa State University. Retrieved from <http://lib.dr.iastate.edu/etd/14526/>, 14526.

Nondegree Education and Training

2021–present An Introduction to Bibliometric Techniques, Research HUB, Norway.

Professional Experience

2019–present Department Liaison, Honors Program, The Jim Moran School of Entrepreneurship, Florida State University.

2019–present Assistant Professor, Retail Entrepreneurship, Florida State University.

2015–present Faculty Affiliate, The Family Institute, College of Human Sciences, Florida State University.

2015–present Assistant Professor, Retail, Merchandising and Product Development, Florida State University. First academic year: 70% Research; 25% Teaching; 5% Service Second academic year: 45% Research; 50% Teaching; 5% Service.

Current Membership in Professional Organizations

American Psychological Association
Association of Consumer Research
Educators for Socially Responsible Apparel Practices (ESRAP)
International Society of Quality-of-Life Studies
International Textile and Apparel Association
Society of Consumer Psychology
Society of Personality and Social Psychology
Transformative Consumer Research

Teaching

Courses Taught

Consumer in A Complex Marketpl (CTE3808)
Research Analysis in Clothing and Textiles (CTE5911)
The Psychology of Entrepreneurship (ENT4804)
Consumers in a Complex Marketplace (COA5400)

Research and Original Creative Work

Publications

Refereed Journal Articles

Manchiraju, S., Akbari, M., & Seydavi, M. (2024). Is entrepreneurial role stress a necessary condition for burnout? A necessary condition analysis. *Current Psychology*, 43. doi:<https://doi.org/10.1007/s12144-023-04704-z>

Shir, N., Wiklund, J., & Manchiraju, S. (2024). Satisfaction with Life as an Entrepreneur: From Early Volition to Eudaimonia. *Journal of Business Ethics*, 1-22. doi:<https://doi.org/10.1007/s10551-024-05832-7>

Neena Gopalan, Nicholas J. Beutell, Joseph G. Grzywacz, Wendy Middlemiss, Srikant Manchiraju, & Sapna Srivastava. (2023). Work–Family Conflict and Its Sustainability Implications among Married Immigrants Working in the USA. *Sustainability*. doi:10.3390/su151914595

Aosai Liu, Srikant Manchiraju, Nicholas J. Beutell, Neena Gopalan, Wendy Middlemiss, Sapna Srivastava, & Joseph G. Grzywacz. (2023). Regulatory Focus, Family--Work Interface, and Adult Life Success. *Journal of Adult Development*. doi:10.1007/s10804-022-09423-6

Liu, A., Manchiraju, S., Beutell, N. J., Gopalan, N., Middlemiss, W., Srivastava, S., & Grzywacz, J. G. (2022). Regulatory Focus, Family?-Work Interface, and Adult Life Success. *Journal of Adult Development*.

Presentations

Refereed Presentations at Conferences

Nam, C., Yu, H., Manchiraju, S., & Anderson, A. (presented 2024). *Consumers' Smart Fitness Apparel Purchase Intention: Do Social Acceptability Attributes, Environmental Concerns, and Health Beliefs Matter?* Presentation at International Textile and Apparel Association Annual Conference Proceedings (Vol. 81, No. 1), ITAA, Long Beach, California. (International) Retrieved from <https://doi.org/10.31274/itaa.15877>

Sadachar, A., & Manchiraju, S. (presented 2024). *The Relationship between Morality and Consumer-related Retail Loss: Does Emotional Intelligence Matter?*. *Iowa State University Digital Press*. Presentation at International Textile and Apparel Association Annual Conference Proceedings (Vol. 81, No. 1), ITAA, Long Beach, California. (International) Retrieved from <https://doi.org/10.31274/itaa.18583>

Nam, C., Yu, J., & Manchiraju, S. (presented 2024). *Virtual Vogue: Unveiling Privacy Trade-offs in the Fashion Metaverse*. Presentation at International Textile and Apparel Association Annual Conference Proceedings (Vol. 81, No. 1), ITAA, Long Beach, California. (International) Retrieved from <https://doi.org/10.31274/itaa.13888>

Service

Florida State University

FSU University Service

Member, Name, Image, and Likeness (NIL) Committee, FSU (2020–present).

Member, University Curriculum Committee, FSU (2020–present).

Alternate Senator, United Faculty of Florida-Florida State University (2016–present).

FSU College Service

Search Chair, Teaching Faculty Hiring Committee (2023–present).

Honors Liaison, Jim Moran College of Entrepreneurship (2019–present).

Member, Retail Entrepreneurship Curriculum Development Committee (2018–present).

FSU Department Service

Member, Promotion & Tenure By-Laws Committee (2015–present).

FSU Institute or Center Service

Faculty Affiliate, The Family Institute (2015–present).

The Profession**Editorial Board Membership(s)**

EC Fashion Technology and Textile Engineering (2018–present).

International Journal of Marketing Studies (2018–present).

Fashion, Style, & Popular Culture (2015–present).

Guest Reviewer for Refereed Journals

Journal of Business Ethics (Feb 2025–present).

World Futures: The Journal of New Paradigm Research (Feb 2025–present).

Business Strategy and the Environment (Oct 2023–present).

Psychology Research and Behavior Management (Jun 2022–present).

Service to Professional Associations

Reviewer, Entrepreneurship Track, Academy of Marketing (2023–present).

Ad-Hoc Reviewer, Critical Studies in Men's Fashion - Journal (2021–present).

Ad-Hoc Reviewer, SAGE Open - Journal (2021–present).

Ad-Hoc Reviewer, CyberPsychology Journal (2020–present).

Ad-Hoc Reviewer, Journal of Small Business Management (2020–present).

Ad-Hoc Reviewer, PlosOne - Journal (2020–present).

Ad-Hoc Reviewer, Clothing and Textile Research Journal (2019–present).

Ad-Hoc Reviewer, Journal of Cleaner Production (2019–present).

Ad-Hoc Reviewer, Current Psychology (2018–present).

Ad-Hoc Reviewer, Family and Consumer Science Research Journal (2018–present).

Ad-Hoc Reviewer, Journal of Sustainability Science and Management (2018–present).

Ad-Hoc Reviewer, Psychology of Popular Media Culture (2017–present).

Ad-Hoc Reviewer, Journal of Fashion Marketing and Management (2015–present).

Member, Teaching Innovation Resources Committee, International Textile and Apparel Association (2014–present).

Member, Philosophical Mission Committee, International Textile and Apparel Association (2013–present).

Service to Other Universities

Tenure/Promotion Reviewer, *University of North Texas* (2024–present).

Tenure Promotion Reviewer, *University of Rhode Island* (2024–present).

Grant Reviewer, *The National Science Foundation (NSF)* (2019–present).

3 Year Curriculum Vitae

Changhyun (Lyon) Nam

April 19, 2025

General Information

University address: Retail Entrepreneurship
Jim Moran College of Entrepreneurship
Jim Moran College of Entrepreneurship
236 Shaw Building
Florida State University
Tallahassee, FL 32306
Phone: 850-645-7176

E-mail address: cn12@fsu.edu

Web site: <https://jimmorancollege.fsu.edu/>

Professional Preparation (Highest Degree Only)

2019 Doctoral Degree, Iowa State University, Ames, IA. Major: Apparel,
Merchandising, and Design.

Unspecified Name. (2019). *Sustainable Shoe Design and Evaluation Using
Kinematic and Kinetic Analysis*. Unpublished doctoral dissertation,
Iowa State University, Ames, IA.

Honors, Awards, and Prizes

Exploring the environmental impact of recycling 3D printing filaments: A case study on
advancing sustainability initiatives, Internal Council on Research Creativity (CRC)
Grant, FSU (2024). (\$20,000).

Best Research Award, Global Research Institute for Arts & Culture Education (2023).

Teaching

Courses Taught

Product Design (ENT5608)

Entrepreneurial E-Commerce Fundamentals (ENT4811)

Research and Original Creative Work

Publications

Refereed Journal Articles

- Nam, C., & Kim, K. (2025). Stacked crystalline nanomembrane GaAs/Si tunnel diodes on polypropylene substrates derived from disposable masks. *Material Letters*, 393, 5. Retrieved from <https://authors.elsevier.com/c/1kyp1,3pssFmdw> doi:<https://doi.org/10.1016/j.matlet.2025.138604>
- Nam, C. (2025). Case study of potential design perceptions for 3D printed accessories made of used face masks. *Clean Technologies and Recycling*, 5(1), 21. doi:10.3934/ctr.2025001
- Nam, C., Stephenson, M., Xiang, C., & Sanders, E. (2024). Biomechanical effect of men's dress shoes made of bacterial cellulosic composite. *International of Clothing Science and Technology*. Retrieved from <https://doi.org/10.1108/IJCST-02-2024-0029> doi:10.1108/IJCST-02-2024-0029
- Nam, C., Chung, H. Y., & Ridgway, J. (2024). Evaluation of new filaments from used disposable face masks in the 3D printing industry. *Clothing Textile Research Journal*, 1-15. Retrieved from <https://doi.org/10.1177/0887302X241264484> doi:10.1177/0887302X241264484
- Nam, C., Yu, H., & Manchiraju, S. (2024). Smart fitness apparel influencing consumers' purchase intention: An application of the technology acceptance model. *Asian Sport Management Review*, 18, 65-84. Retrieved from <https://www.asiansportmanagement.com/index.php/2024/07/02/the-18th-volume-of-asmr-has-been-published/>
- Nam, C., Bernardoni, J., & Min, S. (2024). Virtual design pedagogy: Understanding the Metaverse and improving creative design skills using ZEPETO studio platform™. *International Journal of Fashion Design, Technology and Education*. Retrieved from <https://doi.org/10.1080/17543266.2024.2329756> doi:10.1080/17543266.2024.2329756
- Kim, Y., Yu, H., Nam, C., & Dabbs, S. (2023). The influence of a college athletic department's pro-environmental initiatives on the tri-component model of attitude: An experimental examination. *Sustainability and Sport Science Journal*, 1(2), 53-72. Retrieved from <https://doi.org/10.61486/VQNO6883> doi:10.61486/VQNO6883
- Nam, C., & Manchiraju, S. (2022). Medical apparel development: A case of project and service-

learning in entrepreneurship. *Annals of Entrepreneurship Education & Pedagogy*, 371-377. Retrieved from <https://doi.org/10.4337/9781803926193.00037>
doi:10.4337/9781803926193.00037

- Nam, C., Yang, J., & Kwon, W. (2022). Sustainable footwear in outdoor sportswear industries: An effect of recycled fabric configuration on a thermal sensation model in the foot. *Research in Dance and Physical Education. Research in Dance and Physical Education*, 6(2), 1-16. Retrieved from <https://doi.org/10.26584/RDPA.2022.12.6.3.1> doi:10.26584/RDPA.2022.12.6.3.1

Presentations

Refereed Papers at Conferences

- Villanustre, L., Roberson, K., & Nam, C. (presented 2025, February). *AI image-generation in higher education: Enhancing creativity and learning with Gemini and Copilot*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Allen, L., Ahmed, I., Datchinamoorthi, D. D., & Nam, C. (presented 2025, February). *Bridging sustainability and entrepreneurship: From a kombucha-based material to a green world in higher education*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Iushenko, E., Villanustre, L., & Nam, C. (presented 2025, February). *Optimizing M-commerce for young consumer engagement with second-hand luxury goods websites: Qualitative approach*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Nam, C., Roberson, K., & Villanustre, L. (presented 2025, February). *Sustainability-focused art and product development for entrepreneurial learning and intentions in higher education: A proposed conceptual framework*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Las Vegas, NV. (International)
- Lenzi, M., Schrimpf, E., Euke, R., & Nam, C. (presented 2024, November). *Beyond clothing: Expanding adaptive apparel to include accessories*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Long Beach, CA. (International) Retrieved from <https://doi.org/10.31274/itaa.18913>
- Nam, C., Yu, H., Manchiraju, S., & Anderson, A. (presented 2024, November). *Consumers' smart fitness apparel purchase intention: Do social acceptability attributes, environmental concerns, and health beliefs matter?* Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Long Beach, CA.

(International) Retrieved from <https://doi.org/10.31274/itaa.15877>

- Nam, C., & Sanders, E. (presented 2024, November). *The digital world by storm: fashion podcasts in higher education*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Long Beach, CA. (International) Retrieved from <https://doi.org/10.31274/itaa.18566>
- Nam, C., Yu, J., & Manchiraju, S. (presented 2024, November). *Virtual Vogue: Unveiling Privacy trade-offs in the fashion metaverse*. Paper presented at Annual ITAA Conference, International Textile and Apparel Association, Long Beach, CA. (International) Retrieved from <https://doi.org/10.31274/itaa.13888>
- Nam, C., Bernardoni, J., & Cyrille, C. (presented 2024, January). *AI's transformative impact in education and businesses: Product development, fashion design, and entrepreneurship*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Birmingham, AL. (International)
- Nam, C., & Cyrille, C. (presented 2024, January). *Entrepreneurs' behavior intention toward the 17 sustainable development goals: Small businesses*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Birmingham, AL. (International)
- Nam, C., & Bernardoni, J. (presented 2024, January). *Virtual design pedagogy: Understanding the metaverse and improving creative design skills using ZEPETO studio platform™*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Birmingham, AL. (International)
- Nam, C., Riley, B., & Saludo, R. (presented 2023). *Developing an open-loop recycled filaments for 3D printing: A pedagogical approach*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Tallahassee, Florida. (International)
- Nam, C., Chung, H. Y., & Ridgway, J. (presented 2023). *Evaluation of new filaments from used disposable face masks in the 3D printing industry: Part II*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Baltimore, Maryland. (International)
- Nam, C., & Bernardoni, J. (presented 2023). *Improvement of creative design skills on metaverse using ZEPETO studio platform*. Paper presented at Annual USASBE conference, United States Association for Small Business and Entrepreneurship, Tallahassee, Florida. (International)
- Nam, C., & Kim, K. (presented 2023). *Semiconductor nanomembrane devices with a plastic substrate formed from a facial mask*. Paper presented at The 2023 IEEE 23rd International Conference on Nanotechnology, IEEE NANO, Jeju Island, Korea.

(International)

Nam, C., & Bernardoni, J. (presented 2023). *Virtual design pedagogy: Understanding the metaverse and improving creative design skills using ZEPETO studio platform™*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Baltimore, Maryland. (International)

Nam, C., Chung, H. Y., & Ridgway, J. (presented 2022). *New filaments from used face masks as PLA filament alternative for 3D printing: Part I*. Paper presented at Annual ITAA Conference, International Textile Apparel, and Association, Denver, Colorado. (International)

Service

Florida State University

FSU University Service

Mentor, Undergraduate Research Opportunity Program (2024–present).

Mentor, Undergraduate Research Opportunity Program (2023–2024).

FSU College Service

Review of MSE application, Master of Science in Entrepreneurship Committee (2021–present).

Updated Newsletter information, JMC Newsletter Team Member (2021–2023).

The Profession

Guest Reviewer for Refereed Journals

Discover Artificial Intelligence (2025–present).

Service to Professional Associations

Award Committee, at International Textile and Apparel Association (2025–present).

Co-Chair of Design/Product Development (DPD) Track, International Textile Apparel, and Association (2025–present).

Philosophical Missions Committee, International Textile Apparel, and Association (2025–present).

Reviewer, • Sustainability/Social Responsibility Track (9 conference papers & 1 full paper) • Design/Product Development Track (9 conference papers & 1 full paper), International Textile and Apparel Association (2024).

Volunteer, Reviewer for conference papers, United States Association for Small Business and Entrepreneurship (2021–2023).

Volunteer, • Presider and projector setting. ITAA Conference, Baltimore, MD • Virtual section mentoring. Virtual ITAA Conference • The reception desk. ITAA Conference, St. Petersburg, FL • The reception desk. ITAA Conference, Vancouver, Canada, International Textile and Apparel Association (2014–2023).

Juliana Binhote

Curriculum Vitae

PhD Candidate at University of Louisville
Partner at Korumak Serviços
Lawyer Specialized in Family Law, Brazil

jmbinhote@gmail.com

juliana.binhote@louisville.edu

Online Profiles

Research Gate: https://www.researchgate.net/profile/Juliana_Binhote2

Google Scholar: <https://scholar.google.com.br/citations?user=44iT114AAAAJ&hl=pt-BR&authuser=3&oi=ao>

LinkedIn: <https://www.linkedin.com/in/juliana-binhote-a7ba7021/>

ORCID: <https://orcid.org/0000-0002-9071-7712>

Publons: <https://publons.com/researcher/3213687/juliana-molina-binhote/>

EDUCATION

2020-present	Ph.D. Candidate in Entrepreneurship at College of Business, University of Louisville. Working title: The impact of work-life (im)balance on entrepreneurial family firms' succession. Advisor: Prof. Dr. Carl Maertz and Prof. Dr. Kristen Lucas Committee members: Dr. Manju Ahuja, Dr. Kimberly Eddleston, Dr. James O. Fiet.
2018-2020	Ph.D. interrupted in Business Administration at The Coppead Graduate School of Business/ Federal University of Rio de Janeiro in Brazil. Working Title: Internationalization of Brazilian family firms.
2016-2018	Master's in Business Administration at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil. Title: Who builds the History and Memory of Organizations? Reflections on the use of organizational memory and companies' producers of organizational histories. Committee: Dr. Alessandra de Sá Mello Costa (Chair), Dr. Luis Alexandre Grubits de Paula Pessoa, Dr. Ana Christina Celano Teixeira.
2014-2015	MBA in Management at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil. Title: Succession in family businesses: a case study of Gafeng LLC. Advisor: M.Sc. Renata Coutinho.
2009-2011	Specialization in Civil Law (Master's Degree interrupted) at the University of Lisbon School of Law, Lisbon, Portugal. Title: The (in) alienability of parental responsibilities and their apparent contradictions in the perspective of Portuguese-Brazilian law. Advisor: Dr. Carlos Pamplona Corte-Real and Dr. Jorge Duarte Pinheiro.

- 2009-2009** Extension course in Real Estate Law at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
- 2003-2008** Bachelor's Degree in Law at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
- Title: The real-estate concession of use for housing purposes and possession of public real estate.
- Committee: Dr. Daniela Trejos Vargas (Chair), Dr. Roberta Mauro Medina Maia, Dr. Augusto H.P.S. Werneck Martins.

CONTINUOUS EDUCATION & CERTIFICATES

- 2021** Certificate from IFERA Summer School on Family Business Research Methods – May-June 2021.
- 2020** Harvard Business School Online – Certificate on Negotiation Mastery (40 hours).
- 2018** Ph.D. Disciplines of Qualitative Methods (45 hours) and Survey Method (45 hours) with Dr. Angela da Rocha. Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil, March-June, 2018.
- 2017** Ph.D. Discipline of Business History: Theoretical Approaches and Case Studies. (25 hours). Faculty of Economics, Administration and Accounting, University of São Paulo, FEAC/USP with Dr. Jacques Marcovitch (USP), Dr. Alexandre Saes (USP), Dr. Armando Dalla Costa (Federal University of Paraná) and Dr. Carolina Gonçalves (USP), São Paulo, Brazil, October 23-27, 2017.
- 2014** Qualitative Methods Workshop: Doing Case Studies and Qualitative Research in International Business with Dr. Catherine Welch at the 40th EIBA Conference, Uppsala, Sweden, December 11, 2014.

ACADEMIC EXPERIENCE

- Spring 2025** Instructor of MGMT 301 (Management and Organizational Behavior), College of Business, University of Louisville, KY, U.S.
- Spring 2024** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S.
- Fall 2023** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S.
- Spring 2023** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S.
- Fall 2022** Instructor of ENTR 350 (Entrepreneurial Creativity & Innovation), College of Business, University of Louisville, KY, U.S. Evaluation 5/5.
- Spring 2022** Research assistant of Dr. Carl Maertz, College of Business, University of Louisville, KY, U.S.
- Spring 2022** Research assistant of Dr. Isabel Botero, College of Business, University of Louisville, KY, U.S.
- Fall 2021** Research assistant of Dr. Carl Maertz, College of Business, University of Louisville,

	KY, U.S.
Fall 2021	Research assistant of Dr. Isabel Botero, College of Business, University of Louisville, KY, U.S.
Fall 2020-Fall 2021	Research assistant of Dr. Isabel Botero, College of Business, University of Louisville, KY, U.S.
2019 Oct to Dec	Teaching internship/assistant of Dr. Renato Cotta de Mello in the discipline of Strategic Planning of the Undergraduate of Defense and International Strategic Management, Federal University of Rio de Janeiro, Brazil.
2018-2019	Coordinator of Foreign Trade and International Business Program at Alumni COPPEAD.
2018-2019	Lecturer of disciple of “Culture and International Negotiations” at Alumni COPPEAD.
2018-2019	Assistant researcher at the International Business Study Center at COPPEAD.
2016-2016	Teaching internship/assistant of Dr. Andréa Cherman in the discipline of Organizational Behavior and General Theory of Administration of the Undergraduate Business Administration at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
2006-2008	Teaching internship/assistant of Dr. Daniela Trejos Vargas in the discipline of In Rem Rights of the Undergraduate Law School at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil.
2007	Scientific Initiation in Under graduation Law School at Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Rio de Janeiro, Brazil. Usucapio in public properties: social function of public property. Supervisor: Dr. Daniela Trejos Vargas.

Dissertation

The impact of work-life (im)balance on family firms' succession

Essay 1: Work-life balance in family firms: An integrative literature review

Essay 2: The role of work-life (im)balance in Kentuckian family firms.

Essay 3: The effects of work-life (im)balance on family firms' succession: An Episodic Approach

Chairs: Dr. Carl Maertz & Dr. Kristen Lucas

Committee Members: Dr. Manju Ahuja, Dr. Kimberly Eddleston, Dr. James O. Fiet.

HONORS AND AWARDS

2024	Graduate Teaching Excellence Award - Finalist
2023	Spring Semester Student Champion – Nomination by students and Recognition given by the UofL President and Provost for faculty that went above and beyond their duties to provide exceptional or critical support to their students.
2021	Best Paper Contribution to Practice Award at 2021 International Family Enterprise Research Academy. 14-25 June, 2021, Virtual Edition.
2019	Best Reviewer Award at 2019 International Family Enterprise Research Academy. 17-21 June, 2019, Bergamo, Italy.

FELLOWSHIPS

- 2024-2025** Recipient of 2024 Junior Fellowship for Institute of Humane Studies at George Mason University.
- 2021-2022** Recipient of Don Lavoie Fellowship from Mercatus Center at George Mason University.

REFEREED JOURNAL PUBLICATIONS

- Botero, I. C., Barroso Martínez, A., Sanguino, G., & **Binhote, J.** (2021). The family's effect on knowledge sharing in family firms. *Journal of Knowledge Management*, 26(2), 459-481. <https://doi.org/10.1108/JKM-08-2020-0653>
- Pinho, V. M., Monteiro, J. G. M. R., & **Binhote, J. M.** (2021). Wanderlust without wandering: Managing a travel blog during the COVID-19, *Journal of Contemporary Administration/ Revista de Administração Contemporânea*. 25(spe), e200243. <https://doi.org/10.1590/1982-7849rac2021200243.en>
- Binhote, J. M.**, Pinho, V. M., Monteiro, J. G. M. R., & Almeida, V. M. C. (2020). Anitta: A Star Born to Be Global?, *Emerald Emerging Markets Case Studies*, 10(4). <https://doi.org/10.1108/EEMCS-10-2019-0286>
- Kogut, C.S., **Binhote, J.**, Mello, R.D.C., & Caballero, A.J.M. (2020). Bazzar Case Exporting Gourmet Brazil, *Emerald Emerging Markets Case Studies*, 10(4). <https://doi.org/10.1108/EEMCS-10-2019-0284>
- Binhote, J. M.** (2011). A interpretação do negócio jurídico no Draft Common Frame of Reference (Interpretation of the juridical act in the Draft Common Frame of Reference). *O Direito* (Lisboa), v.143º, p.337 - 365.

BOOK CHAPTERS

- Holt, D. T., & **Binhote, J.** (2024). Legacy. Elgar Encyclopedia of Family Business. Carole Howorth and Allan Discua Cruz (Editors). Edward Elgar Publishing. ISBN: 978 1 80099 871 5. <https://www.elgar.com/shop/usd/elgar-encyclopedia-of-family-business-9781800888715.html>

PAPERS IN PROGRESS

- Maertz, C.P., Shockley, K. M., & **Binhote, J.** In the eye of the beholder? A theory of work-life interface episode processing. (Preparing to submit. Target: *Academy of Management Review*).
- Binhote, J.**, Lucas, K., Maertz, C.P. The role of work-life (im)balance in Kentuckian family firms. (Finishing analysis. Target: *Entrepreneurship Theory & Practice*).
- Binhote, J.**, Conz, E., Ahuja, M., The effects of promoting the organizational past on innovative work behavior of employees. (Data collection stage. Target: *Entrepreneurship Theory & Practice*).
- Binhote, J.** Developing Committed Next Generation Members in Family Firms: The Role of Socialization Processes. (Preparing to submit. Target: *Journal of Small Business Management*).

COMPETITIVELY SELECTED CONFERENCE PAPERS

- Botero, I.C., Wittmeyer, C., **Binhote, J.**, & Astrachan, J. Building a Competent Next Gen – What do we need to do? 2022 Family Firm Institute Global Conference, October 26-29, 2022, Boston/Cambridge, MA, USA, 2022.
- Botero, I. C., **Binhote, J.** & Fediuk, T. Employee Innovative Work Behavior: A Missing Piece in Understanding Family Firm Innovation. Academy of Management. 82nd Annual Meeting of the Academy of Management. 5-9 August 2002, Seattle, Washington, USA, 2022.
- Binhote, J.** & Conz, E. The effects of promoting the organizational past on innovative work behavior of non-family members employees. International family enterprise research academy (IFERA). June 22-24, Santander, Spain, 2022.
- Binhote, J.**, Wittmeyer, C., Botero, I.C., & Astrachan, J. Translating Research to Practice. United States Association for Small Business and Entrepreneurship (USASBE). January 5th-9th, Raleigh, NC, USA, 2022.
- Binhote, J.**, Wittmeyer, C., Botero, I.C., & Astrachan, J. Emerging Experiential Exercises Studio Track - The role of socialization for committed next generation members. United States Association for Small Business and Entrepreneurship (USASBE). January 5th-9th, Raleigh, NC, USA, 2022.
- Binhote, J.** The Strategic Use of History and Memory to Enhance Family Business Branding. 16th EIASM Workshop on Family Firm Management Research Family Firms Between Local and Global Challenges, Online, September 16 – October 21, 2021.
- Binhote, J.**, Botero, I.C., Wittmeyer, C., & Astrachan, J. Developing Committed Next Generation Members in Family Firms: The Role of Socialization Processes. 81st Annual Meeting of the Academy of Management. 29 July-4 August 2021, Virtual Edition.
- Botero, I.C., **Binhote, J.**, Astrachan, J., & Wittmeyer, C. Does working outside the firm make next generation members more successful inside their family firm? International family enterprise research academy (IFERA). 14-25 June 2021, Virtual Edition.
- Binhote, J.** Family business in crisis management and the struggle for power within the family: Evidences from a Brazilian family firm. International family enterprise research academy (IFERA). 20-24th June, Spain, 2020 (Conference cancelled due to covid-19).
- Kogut, C.S.; **Binhote, J.**; Mello, R.D.C., Planned and Incidental Internationalization: a Case Study on Two Small Emerging Market B2B Firms. Academy of International Business. Chapter Latin America and the Caribbean. 30th June-1st July, Miami, USA, 2020.
- Binhote, J. M.**, Pinho, V. M., Monteiro, J. G. M. R., & Almeida, V. M. C., Anitta: Uma Estrela que Nasceu Global? XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October, São Paulo, Brazil, 2019.
- Kogut, C.S., **Binhote, J.**, Mello, R.D.C., & Caballero, A.J.M., Bazaar Case Exporting Gourmet Brazil. XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October, São Paulo, Brazil, 2019.

Binhote, J., Kogut, C.S., Mello, R.D.C., & Caballero, A.J.M., Specialty foods, SMEs and country-of-origin: a case study of Bazzar. 23rd McGill International Entrepreneurship Conference University of Southern, August 28 – 30, Denmark, 2019.

Binhote, J. & Costa, A.S.M. A História De Quem Constrói As Histórias Empresariais: Caso Expomus e Museu Banco Do Brasil (The Story of who builds Business Stories: Case of Expomus and Banco do Brasil Museum) at Red Pilares V Conference, 26-29 September, Chile, 2018.

Binhote, J. Corporate Historical-Social Responsibility: can socioemotional wealth, uses of history and memory of a family firm help overcome a disruption caused by corruption: Reflections on a case study of an engineering company in Brazil at International family enterprise research academy (IFERA), 3-6 July, Zwolle, The Netherlands, 2018.

Binhote, J. & Dib, L.A. Family firm's succession within the Brazilian culture: as engineering firm case study at Latin American and European Organization Studies (LAEMOS), March 22-24, Buenos Aires, Argentina, 2018.

Trindade, T.O., **Binhote, J.**, & Costa, A.S.M. A Past in Dispute: Politics of Memory and Forgetting in the Memorial of Resistance of São Paulo at the 10th International Critical Management Studies Conference, Liverpool, UK, July 2017.

Barbosa, I., **Binhote, J.**, & Costa, A.S. Tempo & Memória: um estudo inicial sobre a produção de Memória e História Empresarial. (Tempo&Memória: a initial study on the production of Memory and Business History) at VIII Congresso Nacional de Administração e Contabilidade (VIII AdCont), Rio de Janeiro, 19-21 October, 2017.

SESSION CHAIR, DISCUSSANT & CONFERENCE PARTICIPANT

Session Chair

Chair (2023). Special Interest Group (SIG) Family Business. United States Association for Small Business and Entrepreneurship (USASBE). January 18th-22nd, 2023. Tallahassee, FL, USA.

Chair (2021). Session SE 101. PhD Students Social: What's Next. Co-chair with Carlotta Benedetti and Marco Mismetti. International family enterprise research academy (IFERA). 14-25 June 2021, Virtual Edition.

Chair (2019). Session 10. Teaching Cases for Business Administration. XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October 2019, São Paulo, Brazil.

Discussant

Discussant (2022). Family Firm Institute Global Conference, October 26-29, 2022, Boston/Cambridge, MA, USA, 2022.

Discussant (2022). Academy of Management. 82nd Annual Meeting of the Academy of Management. 5-9 August 2022, Seattle, Washington, USA, 2022.

Discussant (2022). International family enterprise research academy (IFERA). June 22-24, Santander, Spain, 2022.

Discussant (2022). United States Association for Small Business and Entrepreneurship (USASBE). January 5th-9th, Raleigh, NC, USA, 2022.

- Discussant (2021). 16th EIASM Workshop on Family Firm Management Research Family Firms Between Local and Global Challenges, Online, September 16 – October 21, 2021.
- Discussant (2021). 81st Annual Meeting of the Academy of Management. 29 July-4 August 2021, Virtual Edition.
- Discussant (2021). International family enterprise research academy (IFERA). 14-25 June 2021, Virtual Edition.
- Discussant (2019). XLIII National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. 02-05, October 2019, São Paulo, Brazil.
- Discussant (2019). 23rd McGill International Entrepreneurship Conference University of Southern, August 28 – 30, 2019, Denmark.
- Discussant (2018). Red Pilares V Conference. Santiago, Chile, 26-29, September 2018.
- Discussant (2018). International Family Enterprise Research Academy (IFERA). Annual Meeting. Zwolle, The Netherlands, 3-6 July 2018.
- Discussant (2018). Latin American and European Organization Studies (LAEMOS). Buenos Aires, Argentina, 22-24 March., 2018.
- Discussant (2017). National Congress of Administration and Accounting (VIII AdCont - Congresso Nacional de Administração e Contabilidade). Rio de Janeiro, Brazil, 19-21 October, 2017.

Participant

- Participant (2024). Doctoral Consortium. Academy of Management Annual Conference. August 9-13. Chicago, USA.
- Participant (2023). Doctoral Consortium. Southern Management Association (SMA). Late-Stage Student Consortium. October 24-28, 2023 St. Pete Beach, FL, USA.
- Participant (2023) Academy of Management Annual Conference. August 4-8, 2023, Boston, Massachusetts, USA.
- Participant (2023). Doctoral Consortium. Family Enterprise Research Conference. June 15-17, 2023. Delray, FL, USA.
- Participant (2023). Doctoral Consortium. United States Association for Small Business and Entrepreneurship (USASBE). January 18th-22nd, 2023. Tallahassee, FL, USA.
- Participant (2020). International Council for Small Business 1st Virtual Family Business Research & Practice Conference. 26 May 2020. On-line Conference.
- Participant (2019). Family Firm Institute Global Conference. 23-25 October, Miami, USA.
- Participant (2019). 3rd Culture and Consumer Meeting. 05-06 September, Rio de Janeiro, Brazil.
- Participant (2019). International Family Enterprise Research Academy Doctoral Consortium. International Family Enterprise Research Academy (IFERA). Annual Conference. University of Bergamo, 17-21 June 2019, Italy.
- Participant (2018). International Family Enterprise Research Academy (IFERA). Latin America Meeting. Buenos Aires, Argentina, 21-22 November 2018.

Participant (2016). National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. Costa do Sauípe, Brazil, 25- 28 September 2016.

Participant (2015). Meeting of Strategy Studies of National Association of Postgraduate and Research in Administration (3Es - Encontro de Estudos de Estratégia). Brasília, Brazil, 21-23 June 2015.

Participant (2015). European International Business Academy (EIBA). Annual Meeting. Rio de Janeiro, Brazil, 1-3 December 2015.

Participant (2014). European International Business Academy (EIBA). Annual Meeting. Uppsala, Sweden, 11-13 December 2014.

Participant (2014). National Association of Postgraduate and Research in Administration (EnAnpad - Encontro da ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração). Annual Meeting. Rio de Janeiro, Brazil, 14-17 September 2014.

INVITED PRESENTATIONS

October 2024. 3rd Entrepreneurship Research Conference. University of Wisconsin – La Crosse. The impact of work life balance on family firms. October 09th-10th, 2024.

May 2021. The importance of planned succession of the ownership and the management for the family and for the family business survival. Family Business Week organized on the 24-28.05.2021 by the Family Business Institute (Instytut Biznesu Rodzinnego Sp. z o.o.)

PROFESSIONAL SERVICES

Editorial Board

Associate Editor ad hoc

Brazilian Administration Review (BAR) December 2023 - present

Editorial Board

Entrepreneurship Research Journal

Invited Reviewer

Academy of Management Perspectives

Business Ethics: A European Review

Business Ethics, the Environment & Responsibility

Elgar Encyclopedia of Family Business Book

Entrepreneurship Research Journal

Entrepreneurship Theory and Practice

European Management Review

Journal of Small Business Management

RAC – Revista de Administração Contemporânea/Journal of Contemporary Administration

Emerald Emerging Markets Case Studies Journal

BASE - Revista de Administração e Contabilidade da Unisinos

Reviewer for Conferences

United States Association for Small Business and Entrepreneurship (USASBE)

Reviewer for 2022 Annual Meeting.

Academy of Management Annual Conference – Entrepreneurship and Organization Behavior Divisions

Reviewer for 2024 Annual Meeting.

Reviewer for 2023 Annual Meeting.
 Reviewer for 2022 Annual Meeting.
 Reviewer for 2021 Annual Meeting.

International Family Enterprise Research Academy

Reviewer for 2024 Annual Meeting.
 Reviewer for 2023 Annual Meeting.
 Reviewer for 2022 Annual Meeting.
 Reviewer for 2019 Annual Meeting.

McGill International Entrepreneurship Conference

Reviewer for 2019 Annual Meeting.

National Association of Postgraduate and Research in Administration (ANPAD-Associação Nacional de Pós-Graduação e Pesquisa em Administração).

Reviewer for 2019 Annual Meeting.

Research in Entrepreneurship and Small Business (RENT)

Reviewer for 2024 Annual Conference.

PROFESSIONAL MEMBERSHIPS

Academy of Management (2020 – present)
 Brazilian Bar Association (OAB-Rio de Janeiro) (2008 – present)
 British Academy of Management (2021 – present)
 European International Business Academy (2014 – 2016)
 Family Firm Institute (2019 – present)
 International Family Enterprise Research Academy (IFERA, 2018 – present)
 National Association of Postgraduation and Research in Administration (Brazil) (2016 – present)
 Project Management Institute (2019 –2021)
 United States Association for Small Business and Entrepreneurship (USASBE) (2021-present)
 Southern Management Association (2023 – present)

OTHER PROFESSIONAL EXPERIENCES

Jan 2022 –January 2023 Co-Chair Special Interest Group Family Businesses (USASBE)
 July 2021 – June 2023 Ifera PhD Ambassador.
 July 2021 – June 2023 Ifera Research Development Team
 July 2020 – June 2023 Ifera Latam Communications and Community Coordinator.
 Aug 2008 – Present Lawyer associated at OAB (Brazilian Bar Association) – Section of Rio de Janeiro, Brazil.
 Jul 2011 – Aug 2021 Partner at DDJ Desenvolvimento Profissional Ltda.
 May 2014 – Present Partner at Korumak Serviços Ltda.

Appendix H: PO and SLOs

Documents Included:

- PO and SLO Plan
- SLO 2 Assessment Rubric

Please complete this template by filling in the text fields, selecting options from the drop-down menus, and checking applicable boxes. All programs are required to select at least 1 Program Outcome and at least 2 Student Learning Outcomes. Bachelor's programs are required to select at least 1 Program Outcome and at least 5 Student Learning Outcomes.

Educational program name: **PhD in Entrepreneurship**

Program type: **Doctorate Degree**

College: **Jim Moran College of Entrepreneurship**

Department: **N/A**

Location(s): ☒ Tallahassee, FL ☐ Panama City, FL ☐ Republic of Panama ☐
Distance/Online

Modality: **100% Face-to-Face**

Start term: **Fall 2026**

Responsible individual(s): **Graduate Program Coordinator**

Program Outcome

PO Name	<i>PO – Degree Program Enrollment</i>
PO Statement	<i>The number of students enrolled in the Doctoral program will increase.</i>
Description of Assessment Plan	<i>For this Program Outcome, we will track our unduplicated student enrollment in the fall of each academic year. Enrollment data will be gathered from the student enrollment dashboard available at the Office of Institutional Research website at: https://ir.fsu.edu/enrollment.aspx. Only degree-seeking students enrolled in the PhD in Entrepreneurship program will be included in the degree program enrollment count. The JMC Graduate Program Coordinator will report the enrollment data and will be responsible for arranging the department discussion every August/September.</i>
Numeric Target	<i>Over the next 5 years, we aim to increase enrollment as outlined below:</i> <i>Year 1 (Fall 2026) = enrollment of 4 students</i> <i>Year 2 (Fall 2027) = enrollment of 4 students</i> <i>Year 3 (Fall 2028) = enrollment of 8 students</i> <i>Year 4 (Fall 2029) = enrollment of 8 students</i> <i>Year 5 (Fall 2030) = enrollment of 8 students</i>

Student Learning Outcome #1

SLO Name	<i>SLO - Research Communication</i>
SLO Statement	<i>Students will demonstrate effective oral and written communication.</i>
Description of Assessment Plan	<i>This SLO will be assessed through two graded assignments in the Foundations of Entrepreneurship Research II course. Assignment #1 will be a written research proposal. Assignment #2 will be an oral presentation of the proposed research. An analytic rubric will be used to determine a score for each assignment. The two assignment grades will be combined in order to be used for an overall communication score.</i>
Numeric Target	<i>At least 75% of the students scored an 80% or higher for the overall communication score (Assignment #1 grade + Assignment #2 grade = Overall Communication Score)</i>
Student Learning Outcome #2	
SLO Name	<i>SLO – Original Research</i>
SLO Statement	<i>Students will ask original research questions and conduct research studies using appropriate methodology to address them.</i>
Description of Assessment Plan	Doctoral students produce and defend a dissertation. A committee of three professors and one external member evaluate student's original research skills according to a rubric. The rubric has 4 criteria: Conceptual Adequacy and Mastery of Literature, Coherence and Organization, Methodological and Technical Adequacy, Significance of Contribution to the Field. Each criterion is evaluated based on a 3-point scale: Exemplary (4 Points), Proficient (3 Points), Developing (2 Points or below). Only criteria #1, 3 and 4 are used in assessment of this SLO on original research skills. Committee members' scores will be averaged for each criterion. See the rubric attached. At the end of each dissertation defense, committee members will receive a link to the dissertation evaluation form and will be asked to complete it. At the end of each academic year (Summer, Fall, Spring), the Graduate Program Director will aggregate the assessment data and will present the report at the Graduate Committee meeting in August for further analysis and consideration of appropriate changes to support student learning.
Numeric Target	<i>At least 75% of the students will earn an average score of 3 points or higher on the 3 rubric criteria.</i>

PhD Entrepreneurship

Original Research Rubric

Criterion	Exemplary (4)	Proficient (3)	Developing (2 or below)
(1) Conceptual Adequacy & Mastery of Literature	Research questions and hypotheses are original, precise, and strongly grounded in literature. Literature review is comprehensive, integrates seminal and current works, and frames a clear gap. Conclusions are insightful, advance theory/practice, and outline future directions.	Research questions and hypotheses are clear and relevant. Literature review covers most important works, though integration may be uneven. Conclusions are aligned with findings but provide limited implications.	Research questions/hypotheses are vague, misaligned, or absent. Literature review has major omissions or lacks synthesis. Conclusions are weak, inconsistent, or unsupported.
(2) Coherence & Organization	Paper is highly organized, polished, and accessible to readers beyond the field. Logical flow enhances comprehension. Language is precise, professional, and free of jargon misuse. Few or no proofreading errors.	Paper is generally organized, though some sections lack clarity or cohesion. Language is serviceable but occasionally vague or jargon-heavy. Noticeable proofreading errors but they do not impede meaning.	Paper is disorganized and difficult to follow. Writing requires specialized knowledge to understand. Language is unclear, inappropriate, or full of jargon. Frequent proofreading errors interfere with comprehension.
(3) Methodological & Technical Adequacy	Methods are highly appropriate and rigorously applied. Analyses are clearly described, correctly executed, and fully justified. Conclusions are consistently	Methods are appropriate but inconsistently described or applied. Some analyses contain errors or are incomplete. Most conclusions are	Methods are inappropriate or poorly applied. Analyses are incorrect or unclear. Conclusions are invalid, misleading, or unsupported by data.

	supported by results.	supported by results.	
(4) Significance of Contribution to the Field	Contribution is groundbreaking: develops new theory, uses innovative methods, or generates unique data. Demonstrates strong scholarly and/or practical impact.	Contribution is meaningful: addresses underexplored issues, applies theory in new contexts, or extends current debates. Some practical or scholarly value.	Contribution is minimal: revisits well-trodden topics without originality, lacks relevance, or adds little theoretical/practical value.

Scoring Guidance:

Each criterion may be scored from 1–4. Each criterion is weighed equally at 25%. Partial points are possible (e.g., 2.75 points). Only criteria #1, 3 and 4 are used in assessment of learning outcome on original research.



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

ACTION ITEM VII



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VII

February 24, 2026

SUBJECT: Proposal to Terminate STEM Teaching BS Degree

PROPOSED COMMITTEE ACTION

Request to approve the termination of the Anne Spencer Daves College of Education, Health, and Human Sciences STEM Teaching Bachelors of Science Degree

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governor Regulation 8.012

BACKGROUND INFORMATION

The Florida Board of Governors Regulation 8.012 states that each university's Board of Trustees has the responsibility and authority to terminate degree programs in order to "ensure the efficient use of state resources and maintain quality and relevancy of academic programs."

The Anne Spencer Daves College of Education, Health, and Human Sciences and the College of Arts and Sciences has identified continued low student demand for the STEM Teaching degree. Much of the degree content will be offered in the newly created FSU-Teach STEM Teaching undergraduate certificate program, affording students in STEM disciplines across campus the ability to complete the necessary coursework for careers in K-12 STEM education.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) has been notified of the University's intention to terminate this program, pending Board of Trustees approval.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Florida BOG Academic Degree Program Termination Form – STEM Teaching with Attached SACSCOC Notification of Termination

Submitted by: Office of Faculty Development and Advancement



Academic Degree Program Termination

In Accordance with Board of Governors Regulation 8.012,
Academic Program Termination and Temporary Suspension of New Enrollments

Institution: Florida State University

Program Name: STEM Teaching

Degree Level(s): BS **CIP Code:** 13.1205

Effective term for termination: Summer 2026

First term when no new students will be accepted into the program

Anticipated phase-out term: Summer 2030

First term when no student data will be reported for this program

Each university board of trustees has the responsibility and authority to approve termination of degree programs at the undergraduate, graduate, and professional levels with the exception of master's degree programs in nursing, which must be approved by the Board of Governors in accordance with Board Regulation 8.008. Upon termination of a degree program, the university will submit to the Board of Governors' office a request for termination prior to the start of the effective term. Upon resolution of any outstanding issues regarding the program's termination, the change will be added to the State University System Academic Degree Program Inventory, and a letter of notification shall be provided to the institution.

1. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2030 System Strategic Plan, "[SUS 30 Extraordinary Impact?](#)"

[Programs of Strategic Emphasis List](#)

☐ Yes, it does qualify as a Program of Strategic Emphasis.

X No, it does not qualify as a Program of Strategic Emphasis.

Does the program fall under one of the CIP codes listed below that qualifies for the Programs of Strategic Emphasis Waiver? (*for baccalaureate programs only*)

CIP CODE	CIP TITLE
11.0101	Computer and Information Sciences
11.0103	Information Technology
13.1001	Special Education and Teaching
13.1202	Elementary Education and Teaching
14.0801	Civil Engineering
14.0901	Computer Engineering
14.1001	Electrical and Electronics Engineering
14.1901	Mechanical Engineering
27.0101	Mathematics
52.0301	Accounting
52.0801	Finance
52.1201	Management Information Systems

☐ Yes. If yes, students in the program are eligible for the Programs of Strategic Emphasis waiver. Refer to [Board Regulation 7.008](#).

X No

2. Was the program identified by Board staff as not meeting the degree productivity threshold on the degree productivity report?

X Yes

☐ No

3. Will this degree program be offered as a major under a different CIP code?

☐ Yes. If yes, what will the new CIP be for this major? CIP _____

X No

Much of the degree program content will be offered in the new [FSU-Teach STEM Teaching](#) undergraduate certificate program (CIP 13.1205).

4. Provide a narrative rationale for the request to terminate the program.

The degree program is being terminated due to lack of student demand. In order to enter the associated major, students must be enrolled in a primary degree in math or science, thus making it difficult for students to complete the additional 32 credits hours associated with the STEM Teaching degree major. Offering the content in the form of an undergraduate certificate program will lead to more students completing the necessary coursework to pursue a career in K-12 STEM education.

5. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.

The degree is only being offered on the Tallahassee campus. Negative impacts on enrollments and enrollment planning have not been identified, and resources will not be reallocated due to the offering the new undergraduate certificate program.

6. Explain how the university intends to accommodate any students or faculty currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program.

All students currently admitted and enrolled in the degree will be afforded the opportunity to complete the degree through Spring 2030. Faculty associated with the degree program will continue to teach STEM teaching courses and the undergraduate certificate coursework. Faculty associated with the degree will also teach math and science coursework in our high-demand Elementary Education BS and MS degree programs.

7. Provide the date the teach-out plan was submitted to the institution's accreditor. Include a copy of the notification letter with your submission.

December 17, 2025; see attached.

8. Identify the process for evaluating and mitigating any potential negative impact of the proposed action on the current representation of faculty and students in the program.

Negative impacts to the representation of faculty and students have not been identified, as the faculty are being retained and students interested in the content can pursue the undergraduate certificate program.

9. If this is a baccalaureate program, explain how and when the Florida College System institutions have been notified of its termination so that students can be notified accordingly.

In accordance with university policy, CEHHS has notified the Office of Admissions and the Division of Undergraduate Studies of their intention to terminate the degree program. All current admitted and enrolled students in the degree have been notified in writing of the intended termination, with Spring 2030 being the final semester to complete the degree. All academic advising websites have been updated and a university-wide communication has been issued to all FSU academic advisors and academic support units. CEHSS has also notified all state college institutions and their academic advising units of their intent to terminate the degree program.

Required Signatures

Provost's Signature

Date

Board of Trustees Chair's Signature

Date

Date Approved by the Board of Trustees



FLORIDA STATE UNIVERSITY
OFFICE OF THE PROVOST

December 17, 2025

Dr. Michelle Madden
Director of Substantive Change
Southern Association of Colleges and Schools, Commission on Colleges
1866 Southern Lane
Decatur, GA 30033-4588

Dear Dr. Madden:

This serves as notification (SC034393) that the university intends to close the **Bachelor of Science (B.S.) in STEM Teaching** effective May 11, 2026.

Program faculty made the decision in Fall 2025 to terminate this program due to low student demand. There are 38 students currently enrolled in the B.S. in STEM Teaching degree plan codes who intend to complete the program. The program coordinator notified students of the degree termination via email and asked them to clarify their intentions of either completing within the teach out period. Students will not incur any additional charges as a result of the program closure.

The termination will not negatively impact any faculty members or staff, all of whom will continue teaching and supporting programs within the School of Teacher Education in the College Education, Health, and Human Sciences. The School of Teacher Education website, the Undergraduate Academic Program Guide, and the University Bulletin have been revised to reflect the termination of the B.S. in STEM Teaching program.

The closure is pending approval from the FSU Board of Trustees. It is also pending approval from SACSCOC.

Please let me know if you need additional information.

Sincerely,

Ruth Storm, Ph.D.
Associate Provost and Associate Vice President for Academic Affairs

cc:	Provost James Clark	Dr. Joe O'Shea	Mr. John Barnhill
	Dr. Jeannette Taylor	Ms. Hege Ferguson	Dr. Amy Guerette
	Dr. Damon Andrew	Dr. DeOnte Brown	Dr. Galiya Tabulda
	Dr. Kim Barber	Dr. James Hunt	



FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES
Academic Affairs Committee

ACTION ITEM VIII



FLORIDA STATE UNIVERSITY

BOARD OF TRUSTEES

Academic Affairs Committee

ACTION ITEM VIII

February 24, 2026

SUBJECT: Amended FSU Regulation 5.098 – Textbook and Instructional Materials Affordability and Transparency

PROPOSED COMMITTEE ACTION

Request to approve amendments to FSU Regulation 5.098, including updated title and content.

AUTHORITY FOR BOARD OF TRUSTEES ACTION

Florida Board of Governors Regulation 8.003

BACKGROUND INFORMATION

This amendment brings the current FSU Regulation 5.098 into compliance with Board of Governors Regulation 8.003: Textbook and Instructional Materials Affordability and Transparency. The amended regulation includes the requirement for faculty to post course syllabi at least 45 days before the first day of classes for each term. Per BOG Regulation, syllabi will remain posted for at least 5 years in an online syllabus library.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: FSU Regulation 5.098 – Textbook and Instructional Materials Affordability and Transparency

Submitted by: Office of the Provost; Office of Faculty Development and Advancement

FSU-5.098 Textbook and Instructional Materials Affordability and Transparency Requirements for Course Syllabi, Textbooks, and Instructional Materials

The Board of Trustees of Florida State University establishes the following procedures for posting course syllabi, ~~and~~ approving and adopting textbooks and instructional materials, and minimizing the cost of textbooks and instructional materials to students while maintaining the quality of their educational experience and continuing to ensure academic freedom.

(1) COURSE SYLLABI:

(a) To maximize informed student choice, faculty must post course section syllabi for lecture, discussion, lab, and medicine courses to the FSU Syllabus Library at least 45 days before the first day of class for each term. Syllabi will be posted beginning Spring 2026 semester and remain posted for at least 5 years.

1. If course sections are added after the 45-day period, faculty must post those syllabi and required instructional materials when the course section is added in the registration system. If instructors are assigned to course sections after the 45-day period, the syllabi and required instructional materials for those sections must be posted when the instructors are assigned to the course sections in the registration system.

2. Syllabi must contain the components outlined in the FSU Syllabus Template which is aligned to Florida Board of Governors requirements and Faculty Senate University Curriculum Committee syllabus statement requirements.

(b) Attestation: The instructor of record must review all required course materials for each course they teach each semester, and must:

1. ~~The instructor of record must~~ attest that they will review all required materials for each course they teach each semester before the materials are presented or assigned to students.

2. ~~The instructor of record must~~ attest that the materials are appropriate for the course. If the materials for the course have been selected by someone other than the instructor of record, the individual responsible for selecting the materials for the course must complete this attestation.

3. The Office of Faculty Development and Advancement is responsible for developing and implementing processes to ensure compliance with these attestation requirements.

(2) TEXTBOOKS AND INSTRUCTIONAL MATERIALS

(a) Definitions:

1. The term “materials” includes but is not limited to textbooks, test and assignment questions, assigned and supplemental readings, and any other instructional material the instructor plans to assign to students to purchase, read-, or ~~and~~ review ~~in~~ for the course, which may be available in printed or digital format.

2. The term “textbook assignment application (the Application)” means the online, application used by the University to create a public, searchable database of the lists of required and recommended textbooks and instructional materials that students purchase for course sections offered for the upcoming term, which courses are included in the university’s course registration system and on the university’s website. Individualized courses, such as directed individual studies, internships, thesis dissertation defense, and performance, are exempt from the requirements associated with the Application.

(b) The Office of the Provost shall notify each college of the textbook and instructional material adoption deadline for each semester. The deadline shall be at least 45 days before the first day of class for each term.

(c) Selection of instructional materials is an instructor's responsibility, subject to a department's role over curriculum. As much as possible, the selection of instructional materials should:

1. enable students to obtain the highest quality products at the lowest available price. Institutional initiatives for accomplishing this goal may include but are not limited to

- ~~1. Purchasing digital textbooks in bulk;~~
- ~~2. Expanding the use of open-access textbooks and instructional materials;~~
- ~~3. Providing rental options for textbooks and instructional materials;~~
- ~~4. Increasing the availability and use of affordable digital textbooks and learning objects;~~
- ~~5. Developing mechanisms to assist in buying, renting, selling, and sharing textbooks, and instructional materials;~~
- ~~6. Assessing the length of time that textbooks and instructional materials remain in use;~~
- ~~7. An evaluation of cost saving for textbooks and instructional materials, which a student may realize if individual students are able to exercise opt-in or opt-out provisions for the purchase of the materials; and~~

2. consider the use of innovative pricing techniques and payment options for textbooks and instructional materials in consultation with providers, including bookstores, and

3. include an opt-in or opt-out provision for students which ~~and~~ may be approved only if there is documented evidence that the options reduce the costs of the textbooks and instructional materials.

(d) No later than 45 days before the first day of class, the instructor or designee shall identify in the Application the textbooks and instructional materials both required or recommended for purchase in each course section. This information will be available online to students through the Application ~~textbook assignment application~~. If instructors are assigned after the 45-day period, the required textbooks and instructional materials must be posted in the Application when the instructor is added to the registration system.

(e) Using the Application ~~Upon accessing the website to enter this information,~~ the instructor or designee shall confirm that:

1. When making a choice between a new edition of a textbook and a previous edition, the instructor has determined that the new edition differs significantly and substantively from the previous edition and that, based on this review, the adoption of the new edition is warranted based on the value to the student of changing to a new edition or the extent to which an open-access textbook or instructional material is available; and

2. The instructor or department intends for students to use all instructional materials that are listed as required for a course. When requiring the purchase of a bundled package rather than one or more of its discrete parts, the instructor requires student use of substantially all of the items that the package contains.

(f) Determination of a student's ability to pay for instructional materials will be made through assessment by the Office of Financial Aid. The university shall make required and recommended textbooks and instructional materials for each course

offering available to students who otherwise cannot afford ~~them the cost of the textbook~~. Students eligible for financial assistance may elect to have their FSU account credited with the approved funding so they may make textbook and instructional material purchases from the University Bookstore directly.

(g) Posting: The list of required and recommended textbooks and instructional materials shall be posted as early as feasible but at least 45 days before the first day of class for each term, and must:

1. ~~The textbook listings shall include the following information:~~ the international standard book number (ISBN), the author(s) listed, the title, the publisher, the edition number, the copyright and publication dates, and other relevant information necessary to identify the specific textbook or instructional material that is either required or recommended for each course;

2. include a unique identifier, if available, for materials that are open access or an open educational resource for which there is no cost and must include any relevant information necessary to identify the specific resource;

3. be searchable by general education status, the course subject, the course number, the course title, the course section, the name of the instructor of the course, the title of each assigned textbook or instructional material, and each author of an assigned textbook or instructional material;

4. be easily downloadable by current and prospective students ~~;~~ and

~~3. for general education core courses identified pursuant to section 1007.25, Florida Statutes, must include the syllabus and contain the course curriculum; the goals, objectives, and student expectations of the course; and how student performance will be measured.~~

5. ~~Information in paragraphs (1)(f) and (g) must remain posted in a public, searchable database for at least five academic years.~~

~~(i) The University offers dual enrollment courses to eligible students from partner schools which are taught exclusively on the FSU main campus or Panama City branch campus. FSU instructors select all course textbooks and instructional materials in accordance with the Board of Governors regulation and best practices that may reduce the cost of dual enrollment course textbooks and instructional materials.~~

(h) College deans will monitor compliance to ensure that each instructor has entered both the required or recommended textbooks and instructional materials by the deadlines established by the Provost. A request for an exception to the textbook adoption deadlines shall be submitted in writing to the Office of the Provost and shall provide a reasonable justification for the exception. ~~A course added less than forty five (45) days prior to the first day of classes is exempt from this notification requirement.~~

(i) Prohibitions: No employee of The Florida State University may demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to make specific purchases. However, subject to the requirements of the Florida Code of Ethics for Public Officers and Employees and both the outside activity requirements and conflict of interest restrictions set forth in the university's regulations and in collective bargaining agreements, an employee may receive:

1. Sample or instructor copies of textbooks or other instructional materials that cannot be sold if they are identified as samples and not for resale.

2. Royalties or other compensation from the sales of textbooks and other

instructional resources that include the instructor's own writing or work provided they follow institutional procedure for approval as outlined in the applicable Faculty Handbook;

3. Honoraria for academic peer review of course materials;
4. Fees resulting from activities such as reviewing, critiquing, or preparing support materials for textbooks or instructional materials; and
5. Training in the use of course materials and learning technologies.

(3) COMPLIANCE AND REPORTING:

(a) The Provost or designee shall determine and report compliance with this Regulation to the FSU Board of Trustees.

(b) The university board of trustees shall provide a report, by September 30 of each year, or as otherwise required by current law, to the Chancellor of the State University System, in a format determined by the Chancellor, that details:

1. The selection process for courses with high enrollment;
 2. Specific initiatives of the institution designed to reduce the cost of textbooks and instructional materials;
 3. Policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class;
 4. The number of courses and course sections that were not able to meet the posting deadline for the previous academic year;
 5. Compliance with the required components of the textbook and instructional materials list as required by ~~in~~ Florida Board of Governors regulations ~~Regulation 8.003~~;
 6. Attestation that all required materials have been reviewed each semester;
- and
7. Any additional information determined by the Chancellor.

(4) The Provost or designee is delegated authority to implement additional policies and procedures in furtherance of and consistent with the requirements set forth in herein, Florida Board of Governors regulations, ~~Regulation 8.003~~, applicable law, and governing collective bargaining agreements.

Authority: BOG Regulations 1.001(3) (j), 8.003; Sections 1004.085 Florida Statutes, BOG Regulation Procedure July 21, 2005

History: New 6-17-2009, Amended 2-19-2010, Amended 9-25-2017, 9-11-2020, 2-28-25,
