

CURRICULUM VITAE
FOR
MARCIA HILLARY TAYLOR, Ph. D.

ACADEMIC EXPERIENCE

Assistant Professor, Department of Nutrition and Hospitality Management, East Carolina University, Greenville, North Carolina: August 2004 – present.

Visiting Lecturer, Cecil B. Day School of Hospitality Administration, Georgia State University, Atlanta, Georgia: August 2002 – July 2004

Senior Lecturer, School of Hospitality and Tourism Management, University of Technology, Jamaica, Kingston, Jamaica, W.I.: January 1997 – August 2002

Program Director, September, September 1997 - 2000

Head of School (Acting), September 1999 - August 2000

Instructor, Hospitality Administration Program, Department of Nutrition, Hospitality and Fashion, Buffalo State College, Buffalo, NY; Fall 1994 - Fall 1996.

Instructor, Hospitality Administration Department, Morris Brown College, Atlanta, GA; Fall 1990-Spring 1994.

Graduate Research Assistant, Department of Hotel, Restaurant and Institutional Management, Virginia Polytechnic Institute and State University; Summer 1993.

Graduate Assistant, Office of Academic Enrichment Programs, Virginia Polytechnic Institute and State University; Spring 1993.

INDUSTRY EXPERIENCE

Sheraton Century Center, Atlanta, GA; 1989-1991, Financial Controller - 279 Rooms, Convention Hotel - On-site, full charge accounting. Responsible for all financial

and accounting functions.

Courtyard by Marriott, Birmingham, AL; 1989, General Manager - 156 Rooms, Restaurant and Lounge.

Specialty Restaurant Corporation, Atlanta, GA, 1988-89
Regional Controller (Nashville, TN, Birmingham, AL, Jacksonville, FL, and Atlanta, GA).
Responsible for the operation of the regional accounting office, financial reporting, and cost controls of six restaurants.

Omni Hotels Corporation

Omni at Charleston Place, Charleston, SC, 1987-88
Assistant General Manager - 443 Rooms four-stars, four diamonds convention hotel and retail complex - Responsible for the daily operations of the Rooms Division, Engineering, Security, and Management Services (Financial).

Omni International Hotel - Union Station, St. Louis, MO, 1985-86
Director of Management Services - 546 Rooms, four stars, four diamonds hotel and convention hotel. Acting General Manager in the absence of General Manager

Omni Netherland Plaza, Cincinnati, OH, 1983-84
Director of Management Services - 440 Rooms, four stars, four diamonds convention hotel.

Dunfey Hotel, Atlanta, GA, 1981-83, Director of Management Services - 400 Rooms

Director of Management Services - Responsible for the implementation of corporate policies and procedures, on-site accounting functions, reporting financial and managerial information, internal controls, budgeting and profit analysis. Project Manager for IBM 36 computer. A member of the Executive Operating Committee reporting to the Corporate Office and the General Manager. Opening manager for the Omni International Hotel - Union Station and Omni Netherland Plaza. Trainer for the Management Development Training Program.

Cable Beach Inn, Nassau, Bahamas, 1984-85. General Manager, 123 Rooms beachside resort.

Executive Hotel, Stamford, CT, 1978-81 - 176 Rooms Commercial hotel.
Positions held; Assistant Manager/Rooms Division Manager, 1979-81, Front Office Manager 1978-79. Responsible for the general operations of the Rooms Division, and supervision of Sales, Food and Beverage and Accounting departments. Wrote policies

and procedures manual. Initiated and wrote job description and training programs for all departments.

EDUCATION

Doctor of Philosophy (Ph.D.), Department of Hospitality and Tourism, Virginia Polytechnic Institute and State University, Blacksburg, VA., 2002. **Specialization:** Strategic Management

Master of Business Administration (M.B.A.), Lubin School of Business, Pace University, White Plains, NY., 1981, **Specialization:** Management - Organizational Development and Training.

Bachelor of Business Administration (B.B.A.), Pace University, New York, NY, 1978, **Specialization:** Marketing.

Associate of Arts and Sciences (A.A.S.), New York City Community College, Brooklyn, NY, 1976, **Specialization:** Marketing.

AWARDS

HRIM Minority Scholarship Award, 1991, 1992; Spring & Summer 1993.

Pace University Scholarship Award, 1976, 1977, and 1978

CONSULTING ACTIVITIES

Adjunct Faculty, Nova Southeastern University, Weekend MBA Program, 2001-
Course taught - 21st Century management

Caribbean Regional HRD Program for Economic Competitiveness (CPEC) - Regional HRD Consultation - 2000 - present

Lecturer, University of the West Indies, Mona, Masters Degree in Tourism and Hospitality Management, 2000 - Course taught -Hotel Operations and Managerial Accounting, 1999/2000 - present

Team for Business Research & Consultancy, University of Technology, 1999-2000.

Lecturer, Institute of Business, Mona. Sandals Management Trainee Program, Summer 1997. - Hotel Operations

Training and coaching strategies seminars, Morris Brown College and Partner for International Education and Training. August 1994.

Hotel 21 East, Chicago, IL, 1988. Assisted with initial opening of the hotel.

Girls Scout of America Training Center (Hotel), Bedford, NY, 1982. Assisted with opening of the hotel and the training of personnel

PROFESSIONAL DEVELOPMENT

Blackboard Workshops - Quick start to on-line teaching (Nov, 05), Blackboard 6 training (June, 05).

WebCT Workshop, June, August & September, 2003

Mastering Case Writing workshop, November 2002.

Web page design workshop, June 2002.

Grant Writing Workshop, October, 2002

Sustainable Tourism Workshop, October 1997, 1998, 1999. Kingston, Jamaica

WTO: Seminar on Statistics and the Measurement of the Economic Importance of Tourism, July, 1997, Kingston, Jamaica

Leadership and Systems Thinking, February 1996, Buffalo State College

CHARMS Simulation exercise, June 1995 - The Statler Institute, Canisius College

CHASE Simulation exercise, June 1995 - The Statler Institute, Canisius College
Small Group Instructional Diagnosis (SGID) - February 1995, Buffalo State College

Fostering Critical Thinking across the Curriculum - October 1995, The Fourteenth Annual Conference on Teaching Quality, University at Buffalo

ACADEMIC PROFESSIONAL ACTIVITIES

Presented with Finley, Dori: “Overcoming Labor Issues: Tips from the field,” Making Tourism Work For You 11 Conference, October, 26, 2006, Greenville, North Carolina.

Presenter at Western Hospitality Institute, Distinguished Lecture Series in Montego Bay, Jamaica, Understanding the Fundamental Principles of Strategic Marketing and The Strategies of Product analysis used in marketing, April 10 and 11, 2006.

Presented with Finley, Dori and Calvert, Charles “Use of Guest Workers in Seasonal Resorts: A Pilot Study. Hospitality and Tourism International Conference, October, 2005 – Montego Bay, Jamaica.

Moderator at CHRIE Annual Conference, Las Vegas, Nevada 2005.

Presented “Application of the Co-Alignment Model to Luxury Resorts” Southeast CHRIE Conference, March, 2005 – Atlanta, GA.

Presented with Nascimento, Maria, C. “An Analysis of the Economic Impact of the Cow Parade in Atlanta” Southeast CHRIE Conference, March, 2005 – Atlanta, GA.

Presented “Environmental Management Practices of Hotels in North Carolina” Southeast CHRIE Conference, October, 2004 - Lexington KY.

Presented with Mensah, Ishmael “Economic Multiplier Effect of Conventions and Trade Shows: A Case Study of the Georgia World Congress Center.” Southeast CHRIE Conference, February, 2004 – Atlanta, GA.

Presented with Antje Barabasch “Comparison of Hotel Classification.” Southeast CHRIE Conference, February, 2004 – Atlanta, GA.

Presented “Making Tourism a Viable Industry in Africa” at Southeast CHRIE Conference, November, 2003 - Wilmington, NC. Southeast CHRIE Conference, February, 2003 – Atlanta, GA.

Moderator at CHRIE Annual Conference, Palm Springs 2003.

Presented “The Future of Global Tourism” 6th Annual AfriCANDO Trade and Investment Symposium, Miami, July 2003.

Presented with Marshall, Lincoln, Roundtable presentation, “The Management of

Caribbean Festivals,” CHRIE Annual Convention, Orlando, 2002

Participated in the Master Plan for Sustainable Tourism Development planning sessions, sponsored by the Office of the Prime Minister, Tourism Division

Participated in the workshop on Employment on Cruise Ships, sponsored by the Office of the Prime Minister, Tourism Division, May 1998

Accepted with L Marshall, “All-Inclusive as a Marketing Strategy: A Caribbean Case Study.” International Seminars on Tourism Development, Cairo, Egypt, 1993.

(Conference canceled due to political unrest in area).

Presented with L. Marshall, Poster Session, "A Review of the Marketing Concept of All-Inclusive in The Caribbean." Council on Hotel, Restaurant and Institutional Education, Annual Conference, Chicago, 1993.

Presented with E. Tse, Roundtable Discussion, "A Research Proposal: The Role of Leadership and Strategy in The Hospitality Industry." Council on Hotel, Restaurant and Institutional Education, Annual Conference, Chicago, 1993.

Presented with Marshall, Poster session: "Current trends of Caribbean Casinos” accepted for presentation at CHRIE Annual Conference, Nashville, Tennessee, August 1995

Presented with Marshall, "The Expanding Caribbean Casino Industry: Current and Future Trends." Caribbean Studies Association Annual Conference, Manaus, Brazil, July 1995.

Presented with J. de Chabert, “A Spatial Characteristics of American Visitors to The United States Virgin Islands,” at the Caribbean Studies Association Annual Conference, Manaus, Brazil, July, 1995.

Paper accepted for presentation with de Chabert, J., "United States Tourists Propensity to Travel Abroad and to the USVI." The 4th Annual International Seminars on Tourism Development, October 1995 (Conference canceled).

Guest Speaker, Western New York Hotel/Motel Association, November 1995. Topic - Strategic Management for Small Hotels.

PUBLICATION

Taylor, Marcia, Rivera, David & Harris, Nancy - Propensity of Students to Participate in Study Abroad Programs. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 10 (1): Proceedings, Atlanta, GA, March, 2006.

Taylor, Marcia, Finley, Dori and Calvert, Charley (2005). Use of Guest Workers in Seasonal Resorts: A Pilot Study. *Hospitality and Tourism: Driving National and International Development*, International Conference Proceedings, Montego Bay, Jamaica, October 12 -15, 2005.

Taylor, Marcia, Finley, Dori and Weber, Mel (2005). Application of the Co-Alignment Model to Luxury Resorts. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 8 (2): Proceedings, Atlanta, GA, March 4, 2005.

Nascimento, Maria, C. and Taylor, Marcia (2005). An Analysis of the Economic Impact of the Cow Parade in Atlanta. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 8 (2): Proceedings, Atlanta, GA, March 4, 2005.

Taylor, Marcia (2004). Environmental Management Practices of Hotels in North Carolina. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 8 (1): Proceedings, Lexington, KY, October 22, 2004.

Taylor, Marcia and Barabasch, Antje (2004). Comparison of Hotel Classifications. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 7 (2): Proceedings, Atlanta, GA, February 13, 2004.

Mensah, Ishmael and Taylor, Marcia (2004). Economic Multiplier Effect of Conventions and Trade Shows: A study of the Georgia World Congress Center. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 7 (2): Proceedings, Atlanta, GA, February 13, 2004.

Taylor, Marcia (2003). Cruise Ships. In Brymer, R., Editor. **Hospitality and Tourism**, 11th Edition. Kendall/Hunt: Dubuque, IO.

Taylor, Marcia (2003). Making Tourism a Viable Industry in Africa. *Frontiers in Southeast CHRIE Hospitality and Tourism Research*, Vol. 7 (1): Proceedings, Wilmington, NC, November 14 -16, 2003.

Jayawardena, C. and Taylor, M. (2002). "Challenges in Implementing Tourism and Hospitality Joint Degree: The Case of UWI & UTech, Jamaica." In Jayawardena, C *Tourism and Hospitality Education and Training in the Caribbean*, Editor. UWI Press: Jamaica, W.I.

WORKING PAPERS

Taylor, Marcia & McArthur, Laura – Cultural Knowledge, Attitudes and Experiences of Hospitality Majors.

Taylor, Marcia, Finley, Dori and Calvert, Charles - The Effect of the U.S. Labor Shortage on the Jamaican Hotel Industry.

Taylor, Marcia, Finley, Dori and Calvert, Charles - Strategies Used in Seasonal Resorts to Address the Labor Shortage: Use of “Guest” Workers as a Competitive Advantage

Taylor, Marcia, Finley, Dori – The Co-Alignment Model and Human Resources: The Application in Luxury Hotels.

Taylor, Marcia & Michael Olsen. – “The Co-alignment Principle and Hotels” submitted to The International Journal of Hospitality Management (submitted for publication)

Taylor, Marcia – “The NAACP Hotels Report Card Influence on African American Associations.

FACULTY SERVICES AND RESPONSIBILITIES

East Carolina University

CHE -Ad Hoc Committee on Technology and Distance education

University Study Abroad Committee

Planning Committee- “Making Tourism Work for You II”- 2006

Tourism Center – MS degree committee

Advisor, National Society of Minorities in Hospitality

Hospitality Management Search Committee – 2005, 2006

College of Human Ecology (CHE) International Education Committee, Chair

International Faculty Committee

CHE Undergraduate Research Committee - 2005

NUHM Study Abroad program coordinator (Europe, 2005 and 2006, 2007)

Georgia State University

Advisor, National Society of Minorities in Hospitality

Coordinator for mentor program (Advisory Board)

Program coordinator – Study Abroad Program (Europe, 2004)

University of Technology - Served on the following committees

Degree Program Director

Academic Board/Faculty Board

Marketing Committee

Steering Committee for the Joint Degree

Advisor to graduating seniors

Curriculum Committee - Department and Advisor Board
School's Advisor Board Committee
Curriculum Development - Joint program with UWI
Final Year project Advisor - Diploma and Degree
Accreditation committee - Chair
Lillian's Advisory Committee
Journal Committee
Academic Development Committee
Academic Policy Committee
Research Committee
Multimedia Committee

Buffalo State College

Selection Committee for the President's Award for Excellence in Teaching; in Research, Scholarship, and Creativity; in Librarianship and in Academic Advisement
NHF Scholarship Committee
International Student Advisory Council
Student Affairs Committee - NIA Mentor Program
Budget committee - NHF (Chair)
FASE Budget committee
Ad-hoc Bylaws committee- NHF
Faculty Advisor - National Society of Minority Hoteliers
Faculty Advisor - Caribbean Students Association
Faculty Enhancement Project - Summer freshman orientation advisor
Uncommitted student advisor
Hospitality Program students advisor

Morris Brown College, Faculty Advisor:

National Society of Minority Hoteliers,
Internship and Co-op program
Undergraduate students' advisor
Research Committee
President Special Project Committee

**OTHER CONTRIBUTIONS TO
INSTRUCTIONAL PROGRAMS**

Developed Curriculum for Joint UTech/UWI Bachelor of Science Degree in Hospitality and Tourism Management. Implemented 1998

Developed new Hospitality and Tourism Curriculum for Buffalo State College. Curriculum changed from Food System Management to Hospitality and Tourism

Management. Approved for implementation August 1997.

Developed new Hospitality Administration Curriculum for Morris Brown College Hospitality Administration Department. Accepted and implemented, Fall 1995.

Supervised the planning and implementation of "Springfest" 1992-1994 - Hospitality conference and career fair held each year between March and April for four days.

PROFESSIONAL AFFILIATIONS

**Hospitality Sales and Marketing Association International (HSMIAI), 2002 –present:
Education Special Interest Group – Advisory Board Member – 2005 -
present**

Board Member, Georgia Chapter, 2003 – 2004.

**National Association of Black Owners, Operators and Developers – Education
Committee, 2003 - present**

Caribbean Tourism Association – 1998 - 2002

Council of Caribbean Hospitality Schools - 1997 - 2002 - Board member -2000 - 2002

**Jamaica Hotel and Tourism Association - 1997 – 2002 (Kingston Chapter Marketing
Committee)**

**Jamaica Chapter of Council of Caribbean Hospitality Schools - Founding
member/Vice Chair - Sept. 2000 - 2002**

Academy of Management - Member, 1993-1998

**CHRIE (Council on Hotel, Restaurant and Institutional Education) - Member, 1990-
Present: Marketing and Lodging SIG.
Professional Development Committee (2003-2004).**

**Florida/Caribbean CHRIE 1997 – 2002, Secretary 2000 /2001 and Vice Chair
2001/2002, Chair 2002.**

TTRA (Travel and Tourism Research Association) 1992-1994 & 1999 - 2002

SECHRIE, Southeastern Chapter of CHRIE - Member, 1990 – 1994, 2002 - present

HEMAR, Hospitality Educators Mid-Atlantic Region - Member 1994-1997

Association of Casino Education - Member, 1995 - 1999

Association of Caribbean Studies - Member, 1995

American Hotel and Motel Association - Member, 1995- 2002 and 2004 – present.

COMMUNITY SERVICE

HSMAI Annual Chinese Auction planning committee – 2003 and 2004

Senior Citizen Center, Atlanta, Georgia – Volunteer 2003 - 2004

United Quest Soccer Club, Marietta, Georgia – Executive Board Member – 2003 - present

New Kingston Civic Association – Annual Tree Lighting Concert, Chair Toy Drive Committee

Kingston 2002 - Organizing Committee for the 9th IAAF World Junior Championship, Jamaica, July 2002. Deputy Chair – Hospitality Committee (July 2001 – August 2002)
International Proxy Parents - 1998 – 2002

JAPEX - 2000 planning committee - Kingston Street Festival, May 2000

Small Hotels Initiative Committee - 1999 - 2002

Partners of the Americas - Western New York and Jamaica, 1994-2001

Western New York, Hotel & Motel Association, 1995-1996

Volunteer, Atlanta Food Bank, Atlanta Helping Hand 1992-1994

Member, Advisory Board, Tri-City High School, Hospitality Marketing Advisory Board 1992-1994

ACTIVITIES RELATED TO GRANTS AND CONTRACTS

College of Human Ecology Research/Creativity Activity Grant

St. Kitts grant proposal – Development of a strategic tourism marketing Plan from St. Kitts.

Ghana Tourism Capacity Development Initiative – Conducted workshops on Developing Standards and Curriculum, Competing for the Future, Tradeshows, and Leadership in Accra, Ghana, March, 2004. Worked in conjunction with the Standards Committee to develop occupational standards and certification in the hospitality/tourism industry in Ghana, and the development of a curriculum to be used by technical schools to train present and entry level employees.

A comparative study of hotel and restaurant standards and classification worldwide for the Ghana Tourism Capacity Development Initiative managed by the Robinson College of Business and sponsored by USAID.

Center of Development of Human Services, mini grant to develop training modules in "Team Building Training" designed for government agencies supervisors (\$1500).

Program Administrator, submitted and received \$15,000 grant from Partners for International Education Training, to train seven Egyptian hotel managers for two weeks, August 1994

Submitted and received \$20,000 grant from Partners for International Education Training, to train nine Egyptian government tourism officials, for six weeks, October 1994.

Research Assistant in a worldwide "White Paper" survey funded by the International Hotel Association. Activities included collection of data on the number of hotels, restaurants and employees worldwide. 1994

Research Associate in the development of a Marketing Plan for the Roanoke Valley Convention and Visitors Bureau. Activities include strategic planning, development of four survey instruments used in intercept interviews, mail surveys to potential visitors, and convention attendees and telephone interviews with tour operators; two focus groups - meeting planners and providers (Hotel managers, Attractions Directors, Airport and Car Rental Managers). 1993.

Tourist Survey, tourist surveys at the Manassas Visitors Center, funded by the Department of Tourism and Virginia Department of Economic Development, Virginia, July 1993.

Abstract Editor, Trends Data Base, Center for Hospitality Research and Service, Department of Hotel, Restaurant and Institutional Management, Virginia Tech, Spring 1993.