

# NANCY SWANGER

Carson College of Business  
Washington State University  
Pullman, WA 99164-4736

**DATE:** August 15, 2016  
**RANK:** Associate Professor  
**NAME OF DEPARTMENT:** School of Hospitality Business Management

## EDUCATION

Highest Degree: Ph.D. Education  
Year Earned: 1998  
Name of Institution: University of Idaho  
Dissertation Title: Quick Service Chain Restaurant Managers:  
Temperament and Profitability

## RESEARCH/SCHOLARLY ACTIVITY

### Graduate Students

2013-2016	Doctoral Dissertation Committee Member, Zihui Ma (Hospitality and Tourism, Business, Washington State University - UNLV)
2013-2016	Doctoral Dissertation Committee Member, Lu Lu (Hospitality and Tourism, Business, Washington State University - Temple)
2013-2015	Doctoral Dissertation Committee Member, Jenni Sandstrom (Hospitality and Tourism, Business, Washington State University - WSU)
2012-2015	Doctoral Dissertation Committee Chair, Tyler Stumpf (Hospitality and Tourism, Business, Washington State University – hired at Humboldt State University, Strategic Management)
2011-2014	Doctoral Dissertation Committee Member, Jeongdoo Park (Hospitality and Tourism, Business, Washington State University)
2009-2010	Doctoral Dissertation Editorial Reviewer, Yanjun Yu (Information Systems, Business, Washington State University)

2005-2009	Doctoral Dissertation Committee Member, Tom Mayburry, "Identification of Industry Needs with Hospitality Management Curriculum Development: A Delphi Study" (Education, University of Idaho - SSCC)
2004-2006	Doctoral Dissertation Committee Member, Lisa Benson, "An Analysis of Critical Factors Related to Environmental Education Practices for Hospitality Management Students, Consumers, and Hospitality Managers" (Education, University of Idaho)
2000	Doctoral Dissertation Committee Member, Michelle D'Arcy-Evans, "Birth Stories Across Three Generations" (Education, University of Idaho - LCSC)

### Grants

Min, H., & Swanger, N., (2016). Summer Research Grant: Hospitality Hall of Fame Selection: A Delphi Study. Funded by WSU Carson College of Business, \$7500.

Sandstrom, J., & Swanger, N., (2015). Summer Research Grant – Leading a Successful Hotel: A Look at the General Manager's Ability to Utilize Multiple Leadership Styles. Funded by WSU Carson College of Business, \$7500.

Min, H., Stumpf, T., & Swanger, N., (2014). Summer Research Grant: Longitudinal Study of Hospitality Curriculum, Round Three. Funded by WSU College of Business, \$7500.

Swanger, N., Stumpf, T., & Sandstrom, J., (2013). Summer Research Grant: Assessing the Theoretical Contributions of Grounded Theory Method Research in Tourism. Funded by WSU College of Business, \$7500.

Konkel, M., Rasco, B., & Swanger, N., (2011). Prevention of *Campylobacter jejuni* disease in humans by reducing cross-contamination of raw vegetables and fruits (USDA proposal rejected), \$499,640.

Gursoy, D., & Swanger, N., (2007). Phase II – Generational Differences among Employees and Managers. Funded by Red Lion Hotels Corporation, \$8,000.

Gursoy, D., & Swanger, N., (2006). Phase I – Generational Differences among Employees and Managers. Funded by Red Lion Hotels Corporation, \$7,000.

Swanger, N., (2006). Teaching Innovation Grant. Funded by the WSU College of Business, \$3,000.

Gursoy, D., & Swanger, N., (2005). Undergraduate Teaching and Learning Assessment: School of Hospitality Business Management Required Course Learning Outcomes and Assessments. Funded by Washington State University, \$10,000.

Gursoy, D., & Swanger, N., (2003). Improving Teaching and Learning in the Undergraduate Hospitality Curriculum. Funded by Washington State University \$17,000.

Swanger, N., (2003). Teaching Innovation Grant. Funded by the WSU College of Business, \$4,000.

## **Publications**

### ***Articles in Refereed Journals:***

Stumpf, T., & Swanger, N. (2016). Making a hotel business work in a developing Pacific Island country: A grounded investigation, Asia Pacific Journal of Management, (submitted for review – ranking: Other).

Stumpf, T., Sandstrom, J., and Swanger, N. (2016). Bridging the gap: Grounded theory methods, theory development, and sustainable tourism research, Journal of Sustainable Tourism, 24, (12) pp TBD, Available online: <http://dx.doi.org/10.1080/09669582.2016.1149183> (ranking: B+, proposed journal ranking list)

Min, H., Gursoy, D., and Swanger, N. (2016). A longitudinal investigation of the importance of course subjects in hospitality curriculum: An industry perspective, Journal of Hospitality and Tourism Education, 28, (1) 10-20. Available online: <http://www.tandfonline.com/doi/full/10.1080/10963758.2015.1127168> (ranking: B)

Stumpf, T., and Swanger, N. (2014). Tourism involvement-conformance theory: A grounded theory concerning the latent consequences of sustainable tourism policy shifts. Journal of Sustainable Tourism, Available online: <http://dx.doi.org/10.1080/09669582.2014.959967> (ranking: B+, proposed journal ranking list)

Gursoy, G., Rahman, I., and Swanger, N. (2012). Industry's expectations from hospitality schools: What has changed? Journal of Hospitality and Tourism Education, 24, (4) 32-42. (ranking: B)

Mayburry, T. and Swanger, N. (2011). Identification of industry needs for baccalaureate hospitality graduates: A Delphi study. Journal of Hospitality and Tourism Education, 23, (4) 33-45. (ranking: B)

Swanger, N. and Gursoy, D. (2010). An industry-driven model of hospitality curriculum for programs housed in accredited colleges of business: e-Assessment Tool (e-AT) – Part IV, Journal of Hospitality and Tourism Education, 22, (2) 5-19. (ranking: B)

Swanger, N., Aherin, L., and Paxson, C. (2009). Innovative Ecotourism Projects: Impact on Environmental Concern of Students in Introductory Hospitality Courses, Journal of Hospitality and Tourism Education, 21 (2), 24-29. (ranking: B)

Kim, H., Shin, K., and Swanger, N. (2009). Burnout and Engagement: A Comparative Analysis Using the Big Five Personality Dimensions, International Journal of Hospitality Management, 28 (1), 96-104. (ranking: A)

Swanger, N. and Gursoy, D. (2007). An industry-driven model of hospitality curriculum for programs housed in accredited colleges of business: Program learning outcomes – Part III, Journal of Hospitality and Tourism Education, 19 (2), 14-22. (ranking: B) \*\*2008 JHTE Article of the Year Award\*\*

O'Fallon, M., Gursoy, D., and Swanger, N. (2007). To Buy or Not to Buy: Impact of Labeling on Purchasing Intentions of Genetically Modified Foods, International Journal of Hospitality Management, 26 (1), 117-130. (ranking: A)

Gursoy, D. and Swanger, N. (2007). Performance-Enhancing Internal Strategic Factors: Impacts on Financial Success, International Journal of Hospitality Management, 26 (1), 213-227. (ranking: A)

Swanger, N. (2006). Visible Body Modification (VBM): Operationalizing Grooming Standards, Florida International University Hospitality and Tourism Review, 24 (1), 69-76. (ranking: Other)

Swanger, N. (2006). Visible Body Modification (VBM): Evidence from Human Resource Managers and Recruiters and the Effects on Employment. International Journal of Hospitality Management, 25 (1), 154-158. (ranking: A)

Swanger, N. and O'Fallon, M. (2006). Beverage Alcohol Sales to Minors: The Risk Environment. Journal of Foodservice Business Research, 8 (3), 67-80. (ranking: Other)

Gursoy, D. and Swanger, N. (2005). An Industry-Driven Model of Hospitality Curriculum for Programs Housed in Accredited Colleges of Business – Part II. Journal of Hospitality and Tourism Education, 17 (2), 46-56. (ranking: B)

Gursoy, D. and Swanger, N. (2004). An Industry-Driven Model of Hospitality Curriculum for Programs Housed in Accredited Colleges of Business – Part I. Journal of Hospitality and Tourism Education, 16 (4), 13-20. (ranking: B)

Swanger, N., and Rutherford, D. (2003). Foodborne Illness: The Risk Environment for Chain Restaurants in the United States. International Journal of Hospitality Management, 23 (1), 71-85. (ranking: A)

Swanger, N., and Rutherford, D., (2002). Quick Service Restaurant (QSR) Drive-Thru Hot Beverages: Still a risk? Florida International University Hospitality and Tourism Review, 20 (2). (ranking: Other)

Harris, K., Swanger, N., Taylor, J., Thomas-Haysbert, C., Zhao, J. (2002). Revving Up for a New Year: Faculty Take to the Field. Journal of Hospitality and Tourism Education. 14 (4), 41-46. (ranking: B) \*\*Awarded an Emerald Management Review Citation of Excellence (for readability)\*\*

Swanger, N. (2001). Quick Service Chain Restaurant Managers: Temperament and Profitability. Journal of Restaurant and Foodservice Marketing. 4 (4), 303-319. (ranking: Other) (Journal name changed to Journal of Foodservice Business Research)

### **Other Scholarly Publications/Presentations:**

Stumpf, T., & Swanger, N. (2016). On the Role of Relational Contracting in Pacific Island Hotel Business Ventures. APacCHRIE 2016, Bangkok, Thailand (refereed conference proceedings)

Stumpf, T. S., & Swanger, N. (2016). Engaged Scholarship in Hospitality and Tourism: From Principle to Practice in A Developing Pacific Island Country. Western Federation CHRIE Regional Conference, Denver, CO, February 5 – 6, 2016.

Sandstrom, J., Swanger, N., & Umbreit, T. (2015). Why do hospitality graduates leave the industry? A qualitative study. Twentieth Annual Graduate Student Research Conference in Hospitality and Tourism, (refereed conference proceedings)

Stumpf, T. S., & Swanger, N. (2015). Transaction cost economics as meta-theoretical approach for examining hotel management in Pacific Island countries. Twentieth Annual Graduate Student Research Conference in Hospitality and Tourism, (refereed conference proceedings)

Stumpf, T. S., & Swanger, N. (2013). Change, Control and Consequence: A Comparative Analysis of Tourism Policy in the Developing Pacific, ICHRIE Conference. (refereed conference proceedings)

Stumpf, T. & Swanger, N., and Sandstrom, J. (2013). Grounded Theory Method, Theory Development, and Tourism Research, ICHRIE Conference. (refereed conference proceedings)

Harbour, J. & Swanger, N. (2012). Hospitality: Our World, Your Opportunity. Dubuque, IA: Great River Technologies, a division of Kendall/Hunt. (digital textbook)

Mayburry, T., and Swanger, N. (2010). Identification of Industry Needs for Baccalaureate Hospitality Graduates: A Delphi Study, ICHRIE Conference. (refereed conference proceedings)

Swanger, N. (2009). Various Definitions. In Abraham Pizam, Editor, International Encyclopedia of Hospitality Management, 2<sup>nd</sup> ed., Elsevier: Butterworth-Heinemann. (revised entries)

Kim, H.J., and Swanger, N.A. (2008). Burnout and Engagement: A Comparative Analysis Using Personality Traits, ICHRIE Conference. (refereed conference proceedings)

Kim, H.J., and Swanger, N.A. (2008). Burnout and Engagement: A Comparative Analysis Using Personality Traits, WSU Academic Showcase. (sub-committee abstract selection)

Powell, F., Gursoy, D., Chi, C., and Swanger, N. (2008). Leading the next generation, Thirteenth Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism. (refereed conference proceedings)

Swanger, N. (2008). Quick service restaurant operations and management (revised). In Kathryn Hashimoto and Robert A. Brymer (Eds.), Hospitality & Tourism, 13<sup>th</sup> ed. Dubuque, IA: Kendall/Hunt. (book chapter)

Kim, H.J., Shin, K.H., and Swanger, N.A. (2007). Job Engagement and Job Burnout in Fast Food Restaurants: The Role of Big Five Personality Dimensions, Annual Asia-Pacific CHRIE Conference. (refereed conference proceedings)

Swanger, N., Benson, L., and Paxson, C. (2007). Innovative Ecotourism Projects: Impact on Environmental Concern of Students in Introductory Hospitality Courses, Annual EuroCHRIE Conference. (refereed conference proceedings)

Swanger, N. and Gursoy, D. (2006). An Industry-Driven Model Of Hospitality Curriculum For Programs Housed In Accredited Colleges Of Business – E-Assessment Tool (EAT), Proceedings of the International Council of Hotel,

Restaurant, and Institutional Education Conference. (refereed conference proceedings)

Swanger, N. (2006). Quick service restaurant operations and management (revised). In Robert A. Brymer and Kathryn Hashimoto (Eds.), Hospitality & Tourism, 12<sup>th</sup> ed. Dubuque, IA: Kendall/Hunt. (book chapter)

Swanger, N. (2006). Crisis in the Food Court: A Case Study. In D. G. Rutherford, Editor, Hotel Management and Operations, 4<sup>th</sup> ed., New York: John Wiley & Sons, Inc. (book case study)

Gursoy, D., Umbreit, T., and Swanger, N. (2005). Chaotic Changes in Distribution Channels: Implications for Hospitality Companies, Annual EuroCHRIE Conference - Paris. (refereed conference proceedings)

Swanger, N., Gursoy, D., and DesRosier, T. (2005). An Industry-Driven Model Of Hospitality Curriculum For Programs Housed In Accredited Colleges Of Business – Program Learning Outcomes, Annual EuroCHRIE Conference - Paris. (refereed conference proceedings)

Swanger, N., and Gursoy, D., (2005). Organizational Success and Failure: An Empirical Test of a Structural Model, Manila International Conference on Business, Economics, and Information Technology. (refereed conference proceedings)

O'Fallon, M., Gursoy, D., and Swanger, N. (2005). To Buy or Not to Buy: Impact of Labeling on Purchasing Intentions of Genetically Modified Foods, Tenth Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism. (refereed conference proceedings)

Swanger, N. (2005). Various Definitions. In Abraham Pizam, Editor, International Encyclopedia of Hospitality Management, Elsevier: Butterworth-Heinemann. (book chapter)

Gursoy, D. and Swanger, N. (2004). Curriculum Development: A Comparison of Industry Perspectives. Proceedings of the International Council of Hotel, Restaurant, and Institutional Education Conference. (refereed conference proceedings)

Gursoy, D. and Swanger, N. (2004). Assessment of Curriculum: Industry Perspectives. Proceedings of the International Society of Travel and Tourism Educator's Annual Conference – Hong Kong. (refereed conference proceedings)

Swanger, N. and O'Fallon, M. (2004). Beverage Alcohol Sales to Minors: The Risk Environment for Retail Operations In The United States. Proceedings of the

4th Annual Hawaii International Conference on Business (refereed conference proceedings)

Swanger, N. (2004). Quick service restaurants (revised). In Robert A. Brymer (Ed.), Hospitality & Tourism, 11<sup>th</sup> ed. Dubuque, IA: Kendall/Hunt. (book chapter)

Swanger, N. (2003). Service learning projects as extra credit. A volume in AAHE's Series on Service-Learning in the Disciplines (Hospitality). American Association for Higher Education, Washington, D.C. (book chapter)

Swanger, N. (2002). Quick service restaurants. In Robert A. Brymer (Ed.), Hospitality & Tourism, 10<sup>th</sup> ed. Dubuque, IA: Kendall/Hunt. (book chapter)

Swanger, N. (2001). Quick Service Chain Restaurant Managers: Temperament and Profitability. In H.G. Parsa and F.A. Kwansa (Editors), Quick Service Restaurants, Franchising and Multi-unit Chain Management. New York: The Haworth Hospitality Press. (book chapter)

Swanger, N. (2001). To Change or Not to Change: A Case Study at the Front Desk. In Rutherford, D.G., Editor, Hotel Management and Operations, 3<sup>rd</sup> ed., New York: John Wiley & Sons, Inc. (book case study)

Swanger, N., and Rutherford, D., (2001). Quick service restaurant drive-through hot beverages: An updated study of the risk environment. Proceedings of the Sixth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, USA, 6, 400-402. (refereed conference proceedings)

### **Invited Presentations**

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|------|---|
| 2016 | Teak, Inc. dba Subway Development, Boise, ID – “Who are These People and Why Do I Have to Work with (and Feed) Them?”   |
| 2016 | National Association of College and University Food Services, Pacific and Continental Regional Conference, Coeur d' Alene, ID - “Who are These People and Why Do I Have to Work with Them?” |
| 2015 | Northern Trust Wealth Management, West Region – Phoenix, AZ, “Generations of Wealth”  |
| 2015 | Columbia Hospitality Management Team – Seattle, WA, “Who are These People and Why Do I Have to Work with Them?”   |



- 2014 Cesar Ritz Colleges Commencement Address – Brig, Switzerland
- 2014 Presidents' Luncheon – Skagit Valley College, Expansion of Hospitality to Everett
- 2014 Washington Health Care Association – Executive Leadership Conference, Seattle, WA – Senior Living Program
- 2013 Chancellor's Seminar Series – WSU Vancouver, Expansion of Hospitality to Vancouver
- 2013 Hospitality Financial & Technology Professionals – Annual Convention and Tradeshow, Dallas, TX, "Generations in the Workplace"
- 2013 HSMAI – Annual WA State Event, Seattle, WA, Hospitality Internship Panel (with Caroline Grotheer, 2013 WSU graduate)
- 2013 Assisted Living Federation of America HR Roundtable, Seattle, WA
- 2012 Assisted Living Federation of America, Dallas, TX, "Recruiting the Next Generation of Leaders in Senior Living"
- 2012 Hospitality Financial & Technology Professionals – Greater Puget Sound Chapter, Seattle, WA, "Generations in the Workplace"
- 2011 Washington Lodging Association, Tulalip, WA, "Generations in the Workplace"
- 2011 Presenter – Delta Sigma Pi, WSU
- 2011 Gritman Medical Center, Moscow, ID, "Generations in the Workplace"
- 2011 Bargreen-Ellingson, Pullman, WA, "Generations in the Workplace"
- 2011 Starwood University, Seattle, WA, "Generations in the Workplace"
- 2010 Presenter – Delta Sigma Pi, WSU

- 2010 Presenter – The Resort Academy (partnership with Lakeland High School and the Coeur d’ Alene Resort), Coeur d’ Alene, ID
- 2008 Scholarship and Service Awards Banquet, WSU Panhellenic and Interfraternity Councils, Pullman, WA, “A vs. C, or Should We All Get a B?”
- 2008 Subway Rally, Spokane, WA, “Hospitality: Building Your Business from the Inside Out” (Keynote Address)
- 2007 Subway Rally, Wilsonville, OR, “Hospitality: Building Your Business from the Inside Out” (Keynote Address)
- 2005 Presenter – Idaho Business Week, University of Idaho (07/25)
- 2004 Presenter – Idaho Business Week, University of Idaho (07/26)
- 2003 Presenter – Idaho Business Week, University of Idaho (07/30)
- 2003 Business Professionals of America, Regional Conference, University of Idaho (Opening Address)
- 2001 Business Law class, Pullman High School, Pullman, WA “Employment Law” (Guest Lecturer)
- 1999 Introduction to Business/Marketing/Economic Education class, University of Idaho, “Franchising/Business Ownership” (Guest Lecturer)
- 1998 Introduction to Management class, University of Idaho, “Franchising” (Guest Lecturer)
- 1987-1998 Chain Restaurant Management classes, Washington State University, Pullman, WA, Various Topics, (Guest Lecturer)
- 1998 Explorers class, Lewis-Clark State College, “Customer Service” (Guest Lecturer)
- 1997 Office of Admissions, Lewis-Clark State College, Lewiston, ID, "Making and Keeping Customers--On Both Sides of the Counter" (Presented Workshop)

- 1997 Nez Perce Tribal Casino, Lapwai, ID, "Making and Keeping Customers--On Both Sides of the Counter" (Paid Presenter)
- 1997 North Idaho Counselor Day, Lewis-Clark State College, Lewiston, ID (Technical Education Presenter)
- 1997 Lewis-Clark State College, Office of Admission-Information Sessions: Orofino, Lewiston, Grangeville (Technical Education Presenter)
- 1996 Marketing class, Lewiston High School, Lewiston, ID, "Franchising" (Guest Lecturer)
- 1996 Occupational Relations class, Lewis-Clark State College, Lewiston, ID, "Supervision" (Guest Lecturer)
- 1996 Fall Recruiting Tour, Lewis-Clark State College, Lewiston, ID, "Technical Programs" (Presenter)
- 1995 Introduction to Business class, Walla Walla Community College, Clarkston, WA, "Owning a Business" (Guest Lecturer)
- 1994 TacoTime International, Inc., Convention, Reno, NV, "Guest Service: The Whole Enchilada" (Keynote Address)
- 1994 National Restaurant Association - Restaurant, Hotel/Motel Show, Chicago, IL, "Project Hospitality: Building Foodservice Sales" with Professor Don Smith (Presenter)

## **CONSULTING/ADVISING/SERVICE ACTIVITIES**

### **National/International Organizations**

- 2016 Ad hoc Paper Review – International Journal of Hospitality Management
- 2016 Ad hoc Paper Review – Journal of Hospitality and Tourism Research
- 2015 Outside Reviewer – Dr. Hugo Tang, Tenure and Promotion to Associate Professor, Purdue University
- 2015 Ad hoc Paper Review – International Journal of Hospitality Management

- 2014 Ad hoc Paper Review – International Journal of Hospitality Management
- 2013 Outside Reviewer – Dr. Mary Dawson, Tenure and Promotion to Associate Professor, University of Houston (Unofficial)
- 2013 Ad hoc Paper Review (2) – Journal of Hospitality and Tourism Education
- 2013 Ad hoc Paper Review (2) – Journal of Hospitality & Tourism Research
- 2013 Host – 18th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Seattle, WA
- 2009-2012 Awards Committee Member – International CHRIE
- 2012 Ad hoc Paper Review (2) – Journal of Hospitality and Tourism Education
- 2012 Ad hoc Paper Review (3) – International Journal of Hospitality Management
- 2011 Outside Reviewer – Dr. Godwin-Charles Ogbeide, Tenure and Promotion to Associate Professor, University of Arkansas
- 2011 Ad hoc Paper Review (1) – Journal of Hospitality and Tourism Research
- 2007-2010 Associate Editor – Journal of Hospitality Marketing and Management
- 2010 Session Moderator – International CHRIE Conference, San Juan, Puerto Rico
- 2010 Ad hoc Paper Review (1) – International Journal of Hospitality Management
- 2009 Ad hoc Book Review – Butterworth-Heinemann/Elsevier
- 2009 Ad hoc Paper Review (1) – International Journal of Hospitality Management

- 2009 Ad hoc Paper Review (Services Management and Marketing) – International CHRIE Conference, San Francisco, CA
- 2009 Paper Review Track Chair (Education) – Hospitality and Tourism Graduate Education and Research Conference, Las Vegas, NV
- 2008 Ad hoc Book Review – John Wiley & Sons, Inc.
- 2008 Paper Review Track Chair (Education) – Hospitality and Tourism Graduate Education and Research Conference, Orlando, FL
- 2006-2008 Mentor Committee Member – Women’s Foodservice Forum
- 2007 Ad hoc Study Guide Review – John Wiley & Sons, Inc.
- 2007 Ad hoc Paper Review (1) – International Journal of Contemporary Hospitality Management
- 2007 Ad hoc Paper Review (Human Resources) – International CHRIE Conference, Dallas TX
- 2007 Paper Review Track Chair (Education) – Hospitality and Tourism Graduate Education and Research Conference, Houston, TX
- 2006 Session Moderator – International CHRIE Conference, Washington, DC
- 2006 Paper Review Track Chair (Education) – Hospitality and Tourism Graduate Education and Research Conference, Seattle, WA
- 2005 Session Moderator – International CHRIE Conference, Las Vegas, NV
- 2004 Session Moderator – International CHRIE Conference, Philadelphia, PA
- 2003 Ad hoc Book Review – Prentice Hall Publishing
- 2000-2001 Idaho Representative – MarkED Consortium, Professional Development/Teacher Education Project

1994-1997 Vocational Education Advisory Committee Member –  
Lewiston High School, Lewiston, ID

**Washington State University**

2015 – present Institutional Effectiveness Council, Academic Support  
Services subgroup – Theme 2: Transformative Student  
Experience

2015 – present High-Achieving Students Workgroup

2014 – present WSU North Puget Sound at Everett Campus Building  
Planning Committee

2016 Crimson Spirit Trainer

2016 Fall Move-In Day, Freshman

2016 External Reviewer – Patty Cady, Department of English,  
WSU College of Arts and Sciences (promotion)

2016 Interview with Stacey Denny, Spokane Journal of Business,  
Senior Living Program

2016 Football Recruits Lunch – Carson College of Business  
Representative (January 23)

2016 Etiquette Dinner and Fashion Show Table Host – WSU  
Academic Success and Career Services (January 21)

2015 Etiquette Dinner and Fashion Show Table Host – WSU  
Academic Success and Career Services (January 21)

2015 Evenings of Excellence – Bellevue, WA

2015 Etiquette Dinner, WSU Men’s Basketball Team

2015 Guest Speaker – Alpha Kappa Psi “Employment Readiness”

2015 Seattle Daily Journal of Commerce, Contributed Article:  
What’s going on with hotels/restaurants? June 25, 2015  
[http://www.djc.com/news/re/12078950.html?query=Swanger  
&searchtype=all](http://www.djc.com/news/re/12078950.html?query=Swanger&searchtype=all)

2015 Spokane Journal of Business, Contributed Article: WSU  
Program Looks to Fill Hospitality Training: Online courses

designed to help working students, April 09, 2015  
<http://www.spokanejournal.com/local-news/ws-u-program-looks-to-fulfill-hospitality-training/>

- 2015 Out-of-State Destination Parent Reception, Carson College of Business representative (March 28)
- 2014 – 2015 Dean’s Search Committee, Carson College of Business
- 2015 Honors Thesis Evaluator – Shanna Uskoski, Hospitality Business Management Major
- 2015 Etiquette Dinner and Fashion Show Table Host – WSU Academic Success and Career Services (January 28)
- 2013 Interview with Joe Smith, KGW TV, Expansion of Hospitality to WSU Vancouver, November 01  
<http://www.kgw.com/news/business/Hospitality-industry-bouncing-back-in-the-Northwest-230290211.html>
- 2013 Presentation to Congressional/State Staff Tour (August 15)
- 2013 Interview with Mike Williams, *Coast River Business Journal*, article on OR/WA tourism
- 2012 Interview with Kelsey Watts, KHQ News Spokane, Campus Hotel Project, August 28
- 2012 Presentation to Board of Regents Audit & Finance Committee, Campus Hotel Project, August 23 (quoted in *Daily News* article and on local radio broadcast on August 24)
- 2012 Interview with Elizabeth Ecker, *Senior Housing News* “Senior Living Education Attracting Students, Needs More Industry Support” July 30.  
<http://seniorhousingnews.com/2012/07/30/senior-living-education-attracting-students-needs-more-industry-support/>
- 2012 CUB Restaurant RFP Selection Committee
- 2011 Presentation to Board of Regents, Focused Discussion- Hospitality Business Management, September 02
- 2011 Interview with Christine Rushton, *The Daily Evergreen* “School of Hospitality Ranks Globally” September 07. [Article

- regarding study placing SHBM ninth worldwide in hospitality research]
- 2011 Interview with Robert Strenge, WSU News “Four West Side Execs Provide Management Training in Senior Services at WSU” September 01. [Article regarding SHBM/Seniors Housing partnership to deliver course]
- 2011 Interview with Peter Neurath, *Puget Sound Business Journal* “Senior Living Firms Help Train Leaders at Washington State University” September 02. [Article regarding SHBM/Seniors Housing partnership to deliver course]
- 2010 Interview with Malia Jacobson (May 12), *Seattle Business* “Elevating Service – Hospitality Schools, and Their Graduates, Adjust to a New Environment” September 2010. [Article regarding changes and trends in hospitality and how hospitality education is preparing students to meet the changing needs of industry]  
<http://www.seattlebusinessmag.com/article/elevating-service?page=0,1>
- 2010 Honors Thesis Evaluator – Sarah Davenport, Hospitality Business Management Major
- 2010 Interview with Pratik Joshi (April 20), *Tri-City Herald*, “Tri-city Restaurant Owners Feeling Cautious” April 25, 2010. [Article regarding the impact of the economy on restaurant operators]
- 2009 Honors Thesis Evaluator – Christopher Mitchell, Finance Major
- 2009 Honors Thesis Evaluator – Caitlin MacKay, Hospitality Business Management Major
- 2009 Interview with Allan Brettman (March 05), *The Oregonian*, “Burgerville to Try Beer and Wine Sales” March 09, 2009. [Article regarding the implications of a QSR adding alcohol choices to their menu]
- 2008 Guest Speaker – Center for Fraternity and Sorority Life, Ethical Leadership Series – December 03, 2008
- 2008 Interview with Cheryl Sternman Rule (August 26), Freelance Food & Nutrition Writer for *Restaurants & Institutions*,



- “Business: Restaurant Menu Suggestions That Sell” October 01, 2008. [Article regarding the psychology of the menu and menu board design]
- 2007 Interview with Hope Tinney (August 14), *Washington CEO*, [article regarding corporate social responsibility in the College of Business]
- 2007 Interview with Elaine Porterfield, Washington State University College of Business *Dividend*, Vol. 21, pp. 12-15 [Hospitality Goes Green]
- 2007 Interview with Bill Spain (August 13), *MarketWatch* – Dow Jones, [article regarding the impact of foodborne illness on chain restaurants] Lead article in National Restaurant Association *SmartBrief* – August 31, 2007
- 2007 Cougar Pride Days
- 2002-2006 Faculty Advisor – Alpha Kappa Psi
- 2004-2005 Mentor – Washington Achievers Scholars Mentor Program
- 2005 Guest Speaker – Alpha Kappa Psi “Entrepreneurship”
- 2002 Guest Speaker – Alpha Kappa Psi “Ethics in Business”
- 2002 Freshman Seminar Faculty Participant, HA 181
- 2002 Interview with Bill Virgin, *Seattle Post-Intelligencer*, “The Lesson That Dave Thomas Taught Us” January 21, 2002.
- 2002 Interview with M. L. Diamond, *Asbury Park Press* (New Jersey), “Do You Have a Future in Fast-food?” January 21, 2002.
- 2001 Guest Speaker – Alpha Kappa Psi “Success in Entrepreneurship”
- 2001 Freshman Seminar Faculty Participant, HA 181
- 2001 Interview with Brenda Carlos, *Hospitality News*, “For Tomorrow’s Managers, Introduction to Hospitality” Fall 2001, Vol. 1, No. 1

- 2001 Interview with M.L. Lyke, *Seattle Post-Intelligencer*, “Five-day Fast-food Feast Sure is Filling—but Fulfilling?” June 13, 2001
- 2001 Interview with Elaine Williams, *Lewiston Morning Tribune*, “Cupboards Going Bare” March 4, 2001
- 2001 Interview with Elaine Williams, *Lewiston Morning Tribune*, “Maximum Minimum” December 16, 2001

**College of Business**

- 2015 – present Dean’s Team Member
- 2014 –2015 Dean’s Office Representative – Undergraduate Program Policy Committee
- 2014 Dean’s Development Firesides – Multiple dates/multiple locations
- 2014 Guest Speaker – MGMT 301, Cover Letters, Resumes, and References
- 2013 Advisor – Ethics Case Competition Team, University of Arizona
- 2013 Undergraduate Assessment Task Force
- 2013 Table Host – Etiquette Dinner, CUB
- 2013 Member – Search Committee, McClaskey Position, Vancouver
- 2011 Chair – Assistant Director of Development, Major Gifts Search Committee
- 2011 Judge – Business Plan Competition
- 2007-2011 Assessment Task Force (past Chair)
- 2006-2009 SHBM Representative – Undergraduate Program Policy Committee
- 2008 SHBM Representative – Faculty Governance Task Force
- 2008 Guest Speaker – Marketing 360, Franchising

2007	Participant – Cougar Pride Days
2007	Guest Speaker – Marketing 360, Franchising
2006	Guest Speaker – Marketing 360, Franchising
2005	Guest Speaker – Marketing 360, Franchising
2002	Member – Diversity Committee

**School of Hospitality Business Management**

2012-present	Member – Assessment Committee
2008-present	Member – Scholarship Committee
2014	Guest Speaker – HBM 235, Big Picture Hospitality and Tourism
2014	Guest Speaker – HBM 280, Franchising
2014	Guest Speaker – HBM 182, Personal Brand and Internships
2014	Guest Speaker – HBM 494, Applied Service Philosophy
2007-2008	Member – SHBM Director Search Committee
2004-2007	Member – Hospitality Outcomes Design Committee
2006	Guest Speaker – Sigma Iota Hospitality Club
2006	Member – SHBM Catering Manager Search Committee
2004	Member – Benchmarking Committee
2003-2004	Member – Ivar Haglund Distinguished Professor Search Committee
2004	Guest Lecturer – HBM 495 Case Studies and Research, Entrepreneurship (02/17, 02/19)
2004	Guest Lecturer – HBM 311 Hospitality Law, Foodborne Illness Lawsuits (03/02)

2003	Guest Lecturer – HA 311 Hospitality Law, Foodborne Illness Lawsuits (03/04)
2002	Presenter – Hospitality Business Alliance (Oregon Educators)
2002	Presenter – Hospitality Business Alliance Summer Institute
2001-Fall	personally advised 16 students
2001-Spring	personally advised 27 students
2000-Fall	personally advised 32 students
2000-Fall	met with several potential students and their parents to discuss HBM at WSU during two different Future Cougar Day receptions

**Community, County, State, and Regional**

2010 to present	Board Member – Family and Consumer Science Advisory Committee, Pullman High School, Pullman, WA
2008-2014	Washington Restaurant Association Education Foundation, Past President
2005-2014	Advisory Board Member – South Seattle Community College, BAS Curriculum Design
2011-2013	Member, Executive Committee – Board of Directors, Washington Restaurant Association
2015	Comfort at Christmas – Pajama/book drive for Alternatives to Violence on the Palouse
2015	Guest Speaker – Girl Scouts, Pullman, WA (01/06), Entrepreneurship and Customer Service
2013	Judge – Idaho Business Professionals of America Regional Conference, University of Idaho (01/25)
2012	Review Team Member for South Seattle Community College's Hospitality Management BAS program
2009	Scholastic Judge – Lewiston Junior Miss Program, Lewiston, ID

2009	Judge – Idaho Regional DECA Conference, Moscow, ID (12/10)
2009	Judge – Washington ProStart Invitational, Olympia, WA (03/08)
2009	Judge – Idaho State DECA Conference, Lewiston, ID (03/06)
2009	Judge – Idaho Business Professionals of America Regional Conference, University of Idaho (01/23)
2008	Judge – Idaho Regional DECA Conference, Lewiston, ID (12/11)
2003-2008	District 1 Trustee – Troy School District #287
2005-2008	Appointed Member – Curricular Materials Selection Committee (K-12), Idaho State Board of Education
2004-2007	Board of Directors, Secretary – Edward Ramsdale Scholarship Fund, Inc.
2007	Judge – Idaho Regional DECA Conference, University of Idaho (12/06)
2007	Judge – Idaho Business Professionals of America Regional Conference, University of Idaho (01/26)
2006	Judge – North Idaho Regional DECA, University of Idaho (12/07)
2002-2006	Member – Parent Advisory Committee, Troy High School
2005-2006	Mentor – Pullman High School Senior Project, Katie Freeman
2005	Judge – Idaho Business Professionals of America Regional Conference, University of Idaho (01/21)
2004-2005	Appointed Member – Latah County Youth Advocacy Council, Latah County Commissioners
2004	Judge – Idaho Regional DECA Conference, University of Idaho (12/07)

2003	Board of Directors – Latah Economic Development Council
2002-2004	Secretary and Co-founder – Moscow Cal Ripken Baseball Association
2003	Judge – Idaho Regional DECA Conference, University of Idaho (12/09)
2003	Judge – Idaho Business Professionals of America Regional Conference, University of Idaho (01/24)
2002	Judge – Idaho Regional DECA Conference, University of Idaho (12/12)
2002	Judge – Troy Jr. Miss Program (03/31)
2002	Judge – Idaho State Delta Epsilon Chi (DEX) Career Development Conference (02/21)
2001	Judge – Idaho Regional DECA Conference, University of Idaho (11/29)
2001	Presenter – Career Fair, McDonald Elementary School, Moscow, ID (04/20)
2001	Workplace Host – Career Shadow Day, Moscow Junior High School, Moscow, ID (04/11)
2001-2002	Board Member – Moscow Bear Boosters
1997-2002	5 <sup>th</sup> Grade Sunday School Teacher – St. Mary's Catholic Church
2000	Judge – Idaho Regional DECA Conference, University of Idaho (11/30)
2000	Testing Coordinator – Idaho Career Development Conference (State High School DECA Competition), Boise, ID
2000	Judge – Verbal Communications: Extemporaneous II Event, Business Professionals of America Regional Competition, Lewiston, ID
1996	Idaho Representative – National Restaurant Association Public Affairs Conference, Washington, D.C.

## HONORS AND RECOGNITIONS

2010-present	W. Terry Umbreit Distinguished Professor
2012	Ranked 15 <sup>th</sup> in Research Productivity Tiers for Prolific Hospitality Authors 2001-2010 <sup>1</sup>
2012	HBM 497 Senior Living Management – Assisted Living Federation of America 2012 Best of the Best Award (category: Human Resources and Staff Development)
2010	College of Business Dean’s Excellence Fellow, Washington State University
2009	College of Business Dean’s Excellence Fellow, Washington State University
2008	<u>Journal of Hospitality and Tourism Education</u> Article of the Year Award
2008	College of Business Dean’s Excellence Fellow, Washington State University
2006	Granted Tenure and Promoted to Associate Professor, College of Business, Washington State University
2005	College of Business Dean’s Excellence Fellow, Washington State University
2005	Nominated – Women of Distinction Award, Washington State University
2005	Who’s Who among America’s Teachers – nominated by Karina Sparks
2004	College of Business Dean’s Excellence Fellow, Washington State University
2003	Faculty Distinguished Service Learning Award, Washington State University
2002	Emerald Management Review Citation of Excellence – manuscript in the <u>Journal of Hospitality &amp; Tourism Education</u>

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<sup>1</sup> Way, K.A., Harrington, R.J., & Ottenbacher, M.C. (2012). Hospitality Author and University Productivity in the 21<sup>st</sup> Century, Journal of Culinary Science & Technology, 10 (3), 239-258.

1999 Associated Students of Lewis-Clark State College  
Outstanding Teaching Award

1998 President's Award for Outstanding Teaching, Lewis-Clark  
State College

## TEACHING LOADS/EVALUATION SCORES

Teaching Evaluations For Nancy Swanger						
Course Prefix #	Semester Taught	Number Of Students	Course Rating	Department Average	College Average	Adjusted Score*
HBM 182-01	S-16	63/83	4.73	NA	NA	4.92
HBM 182	F-15	87/114	4.30****	4.25	4.25	NA
HBM 182	S-15	105/126	3.52	NA	3.19	3.52
HBM 375	S-15	23/27	3.32	3.45	3.41	3.32
HBM 375	S-14	14/20	3.71	3.63	3.38	3.71
HBM 497-05 (HotelDev)	S-13	20	3.69	3.50	3.37	3.68
HBM 497-01 (SrLivMgmt)	F-12	15/16	3.74	3.36	3.30	3.73
HBM 497-02 (SrLivMgmt)	S-12	27/33	3.79	3.55	3.27	3.78
HBM 497-01 (SrLivMgmt)	F-11	13/14 (in-class) 5/14 (online)	3.89 3.93	3.51	3.29	3.88 3.93
HBM 182	S-11	68/85	3.61	NA	3.13	3.63
HBM 131	F-10	107/105**	2.79	NA	3.30	2.90
HBM 358-1	S-10	28/29	3.52	3.59	3.25	3.48
HBM 358-2	S-10	28/28	3.17	3.59	3.25	3.22
HBM 358-1	F-09	22/23	3.49	3.44	3.10	3.51
HBM 131-2	F-09	82/90	3.57	3.42	3.10	3.59
HBM 358-1	S-09	38/43	3.60	3.48	3.18	3.63
HBM 358-2	S-09	35/37	3.36	3.48	3.18	3.39
HBM 131-2	F-08	97/109	3.67	3.58	3.15	3.69
HBM 358	F-08	38/42	3.45	NA	3.15	3.66
HBM 358-1	S-08	26/32	3.18	3.49	3.19	3.47



HBM 358-2	S-08	30/30	3.21	3.49	3.19	3.58
HBM 131-2	F-07	125/132	3.06	3.29	3.14	3.20
HBM 358	F-07	56/58	3.10	NA	3.14	3.21
HBM 280	S-07	66/73	2.96	3.54	3.11	3.00
HBM 358	S-07	68/76	3.13	NA	3.11	3.15
HBM 131-1	F-06	102/102	3.17	NA	3.10	3.28
HBM 131-2	F-06	92/99	3.32	NA	3.1	3.30
HBM 131-1	S-06	65/67	3.44	3.42	3.11	
HBM 131-2	S-06	65/67	3.51	3.42	3.11	
HBM 131-1	F-05	114/119	3.06	NA	3.20	3.07
HBM 131-2	F-05	107/113	2.99	NA	3.20	3.15
HBM 181-1	S-05	68/72	3.41	3.38	3.01	3.53
HBM 181-2	S-05	61/68	3.34	3.38	3.01	3.39
HBM 181-1	F-04	97/110	3.39	3.23	2.96	3.44
HBM 181-2	F-04	92/104	3.56	3.23	2.96	3.62
HBM 381	S-04	43/46	3.32	NA	3.00	3.38
HBM 181	S-04	89/89	3.48	NA	3.00	3.43
HBM 181-2	F-03	70/85	3.62	NA	2.93	3.63
HBM 181-1	F-03	77/90	3.35	NA	2.93	3.41
HA 381	S-03	39	3.42	3.26	2.84	3.30***
HA 181	S-03	75	3.39	3.50	2.77	3.31
HA 181-2	F-02	40	3.49	3.42	2.45	3.39
HA 181-1	F-02	62	3.45	3.42	2.45	3.37
HA 381	F-02	36	2.88	2.99	2.69	3.08
HA 381	S-02	32	3.40	3.54	2.80	3.33
HA 182	S-02	75	3.27	3.34	2.73	3.17
HA 181	S-02	82	3.42	3.34	2.73	3.18

HA 181-1/2	F-01	60	3.31	3.46	2.61	3.15
HA 181-3	F-01	39	3.60	3.46	2.61	3.40
HA 220	F-01	31	3.10	3.49	2.88	3.08
HA 280	S-01	46	3.43	3.11	2.82	3.38
HA 220	S-01	76	2.95	3.11	2.82	3.08
HA 280	F-00	37	3.32	2.90	2.64	3.11
HA 220	F-00	46	3.37	2.90	2.64	3.30

\*as determined by students earning an A or B in the course (F03-present)

\*\* includes 2 University of Idaho students not counted in WSU system

\*\*\*summary scores from Question 40 on previous evaluation format (F00-S03)

\*\*\*\*changed to a 5-point scale F15, using Blue online evaluations

### **Instructional Experience**

- 08/15 to present Associate Dean for Strategic Initiatives, Carson College of Business, Washington State University, Pullman, WA
- 08/09 to present Director, School of Hospitality Business Management, Washington State University: Pullman, WA
- 08/00 to present Associate Professor, School of Hospitality Business Management, Washington State University: Pullman, WA
- Courses Taught: Introduction to Hospitality  
Introduction to Industry Experience  
Hospitality Systems  
Foodservice Systems and Control  
Hospitality Leadership and Organizational Behavior  
Introduction to Senior Living Management  
ST: Hotel Development
- 08/14 to 08/15 Interim Associate Dean for Undergraduate Programs, Carson College of Business, Washington State University, Pullman, WA
- 08/99 to 05/00 Visiting Assistant Professor, Business/Marketing Education, University of Idaho: Moscow, ID
- Courses Taught: Machine Calculation  
Administrative Office Procedures  
Teaching Marketing Education

Computer Skills  
Business Communication

01/94 to 05/99 Associate Professor, Hotel/Restaurant Management, Lewis-Clark State College: Lewiston, ID

Courses Taught: Principles of Speech  
Basic Sanitation  
Food/Beverage Cost Controls  
Hospitality Supervision  
Front Office Operations  
Housekeeping Management  
Security Management  
Hospitality Marketing  
Human Resources Management  
Hospitality Law

## **PROFESSIONAL**

### **Instructional Currency/Qualifications**

2015	NIC (National Investment Center) for Seniors Housing and Care Conference, Washington, DC
2015	MUFSSO (Multi-Unit Foodservice Operators) Conference, Dallas, TX
2014	19th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Houston, TX
2013	Hospitality Financial & Technology Professionals – Annual Convention and Tradeshow, Dallas, TX
2013	18th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Seattle, WA
2012	Assisted Living Federation of America Annual Conference, Dallas, TX
2010	Accelerated Wine and Beverage Certificate Program Informational Program – Culinary Institute of America at Greystone, St. Helena, CA
2010	International CHRIE Conference, San Juan, Puerto Rico

- 2010 Northwest Food Show, Seattle, WA
- 2010 15th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism, Washington, DC
- 2010 Washington Lodging Association Conference,  
2009 Seattle, WA
- 2009 International CHRIE Conference, San Francisco, CA
- 2009 Salute to Excellence – National Restaurant Association, Chicago, IL
- 2009 National Restaurant Association  
2005-2007 Restaurant, Hotel-Motel Show,  
1999-2003 Chicago, IL  
1992-1997
- 2008 AACSB Assessment Workshop, Seattle, WA
- 2007 Keynote Address/Assessment Workshops – presented by Dr. Tom Angelo, Washington State University
- 2007 Women's Foodservice Forum, Leadership Luncheon, Chicago, IL
- 2007 Interactive Learning Systems Institute (Pacific Crest), Lewis-Clark State College
- 2007 Facilitator's Workshop (Pacific Crest), Lewis-Clark State College
- 2006 Performance Measure Workshop (Pacific Crest), Washington State University
- 2006 Women's Foodservice Forum, Regional Connects, Seattle, WA
- 2006 International CHRIE Conference (poster presentation), Washington, DC
- 2006 Women's Foodservice Forum, Summer Committee Meeting, Oak Brook, IL (McDonald's Hamburger University)

2006	International Pizza Expo, Las Vegas, NV
2005	EuroCHRIE Conference (two paper presentations), Paris
2005	Assessment Institute (Pacific Crest), University of Idaho
2004	International Society of Travel and Tourism Educator's Annual Conference (poster presentation), Hong Kong
2004	International CHRIE Conference (poster presentation), Philadelphia, PA
2004	International CHRIE Red Lobster Faculty Internship – Orlando, FL
2001	International CHRIE Marriott Faculty Internship – Marriott International, Inc., (orientation), Federal Way Courtyard, Sea-Tac Marriott (on-site visits, one week each)
2000	Enhancing Grantsmanship Writing with Dr. Robert Lowman, Pullman, WA
1987-2000	Chain Restaurant Management Conference, Washington State University, Pullman, WA
1999	Idaho Business Education Association-Annual Meeting, Post Falls, ID
1998	Developing Web-Centric Courses, Lewis-Clark State College, Lewiston, ID
1998	Lessons in Leadership-Dr. Robert K. Cooper, Eastern Washington University, Spokane, WA
1997	Franklin Time Quest, Spokane, Washington
1996-1997	International CHRIE Educator/Industry Forum, Chicago, IL

### **Industry Experience**

09/08 to present	Owner – Gambino's: Moscow, ID
08/88 to present	Owner – Subway: Moscow, ID
10/91 to 12/07	Owner – Subway: Clarkston, WA, Lewiston, ID (2 locations)
08/95 to 01/06	Owner – Miss Molly's Ice Cream Shoppe: Colfax, WA

08/95 to 01/06	Owner – Subway: Colfax, WA
01/90 to 01/06	Owner – Subway: Pullman, WA (2 locations)
10/02 to 12/05	Owner – Checkpoint Convenience Center: Pullman, WA
12/99 to 10/05	Owner – TCBY Treats: Moscow, ID
12/79 to 12/93	District Manager – Happy Day Restaurants: Lewiston, ID

### **Certification/Licensure**

2013	Mental Health First Aid USA Certification
2012	Discrimination and Sexual Harassment Prevention, Washington State University
2011	ServSafe® Certification, National Restaurant Association #7567562
2006	ServSafe® Alcohol Certification, National Restaurant Association #4804960
2006	Liquor Control Board Class 12 Mixologist Permit, State of Washington #120295824
2002	Foodservice Management Professional (FMP), National Restaurant Association
2001	Human Subjects Research Certification, Washington State University
1999	Advanced Occupational Specialist Certification (Hospitality/Vocational Marketing), State of Idaho

### **Current Memberships**

- Member – National Restaurant Association
- Member – International Council on Hotel, Restaurant, and Institutional Education
- Member – Cougar Athletic Fund, Washington State University
- Member – President’s Associates, Washington State University
- Member – Vandal Scholarship Fund, University of Idaho