

## Wanda M. Costen, Ph.D.

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- Education:** Doctor of Philosophy in Sociology, 2001  
**Washington State University**  
**Pullman, Washington**
- Dissertation:** “Where Are the Women? Occupational Sex Composition in the Securities Industry”
- Masters of Business Administration (Executive Program), 1996  
Emphasis: Strategic management  
**Pepperdine University**  
**Culver City, California**
- Bachelor of Science, 1986  
Concentration: Basic Life Sciences  
**United States Military Academy**  
**West Point, New York**
- Areas of Specialization:** Strategic Human Resources  
Managing Diversity  
Race and Gender Inequality  
Sociology of Organizations  
Social Stratification  
Qualitative Methods  
Educational Technology
- Academic Experience:** **Northern Arizona University** Flagstaff, AZ  
*Executive Director & Associate Professor* July 2014-present  
- Responsible for the all leadership and administration of the School of Hotel & Restaurant Management to include managing the \$2.2MM budget, hiring and managing 21 faculty and 6 staff members.  
-Develop and implement SHRM’s strategic plan, as well as coordinate with faculty in facilitating the SHRM curriculum.  
-Partner with NAU development and advancement to fundraise for SHRM needs.  
-Partner with the SHRM National Council of Industry Professionals to ensure SHRM graduates meet the needs and expectations of the hospitality industry.

**Academic  
Experience:**

**University of West Indies-Mona** Kingston, Jamaica  
*Fulbright Scholar* September 2013-June 2014  
-Partnered with faculty in Behavioral Sciences & General Management to conduct research, and enhance their scholarly productivity.  
-Presented a public lecture entitled, “*The Role of Gender Diversity in Maximizing Jamaica’s Economic Potential*”.  
-Conducted research on gender inequality in tourism in Jamaica.  
-Guest lectured in courses on teamwork, diversity, and human resources.  
-Worked with doctoral students on developing dissertation studies.  
-Served as faculty advisor for the UWI-Mona Human Resources Management Association of Jamaica student club.

**University of Tennessee, Knoxville** Knoxville, TN  
*Associate Professor* June 2011-July 2014  
*Assistant Professor* August 2005-May 2011  
- Taught the strategic management capstone course, as well as the human resources management and employment law courses.  
- Developed Working with Diversity course, which was taught in Fall 2011.  
- As Interim Director of Graduate Studies developed and formalized comprehensive exam procedures, facilitated handbook revisions, and advocated for the creation of three hospitality doctoral seminars.  
- Co-Meeting Planner of the 2008 Women in Retailing and Hospitality Leadership Conference.  
- Co-Director of the 2007 and 2006 UT-Project GRAD Summer Institute.

**University of Nevada, Las Vegas** Las Vegas, NV  
*Assistant Professor* August 2001- June 2005  
-Taught the strategic management capstone, the introductory, and diversity courses, as well as the graduate and undergraduate human resources courses.  
-Actively involved in recruiting Clark county ethnic minority high school students to the university and the college.  
-Served as the faculty advisor for International Food Service Educators of America.

**Washington State University** Pullman, WA  
*Lecturer* August 1997 - May 2001  
-Taught the introductory course and an elective in the Hotel and Restaurant Administration (HRA) Program.  
-Served as the faculty advisor for the Student Chapter of Society for Foodservice Management, as well as the Phi Kappa Tau Fraternity.  
-Involved in engaging first year students in various departmental activities to influence their selection of HRA as their major.

**Professional  
Experience:**

**ARAMARK Services, Inc.** Pleasanton, CA  
*Human Resources Director* April 1995 - July 1997  
-Recruited all management talent and conducted all aspects of human resources for 109 managers and approximately 1600 employees, including investigating complaints, providing guidance on employee issues, and conducting training sessions for the western region of the U.S. with sales of \$75 million.

**Greyhound Lines, Inc.** Los Angeles, CA  
*District Manager* December 1993 - April 1995  
- Led terminal operations in the Southwest Region of the U.S. totaling \$75+ million in sales, 14 Customer Service Managers and 300 front line employees.  
- Developed Customer Focus Standards and measurement tools throughout the country.  
- Increased on-time performance from 76.01% to 92.3%, and reduced controllable costs by \$400 thousand.

**Pepsi-Cola Company** Phoenix, AZ  
*Territory Development Manager* December 1992 -November 1993  
*Fountain District Manager* April 1991-November 1992  
*Fountain Sales Representative* June 1990-March 1991  
- Decision-making authority over the day-to-day operations affecting a 1,000 account customer base and an \$18 million P&L.  
- Improved customer satisfaction percentiles from 78 to 95.  
- Served on the Diversity Council and Minority Recruiting Task Force.

**Xerox Corporation** Phoenix, AZ  
*Marketing Representative* April 1989 - May 1990  
- Generated 50+ new account sales through negotiations, investment analyses, presentations, and customer support training.  
- Achieved Sales Representative of the Month by delivering 291% of plan.

**PacTel Paging** Phoenix, AZ  
*Account Representative* July 1988 - March 1989  
- Designed programs to meet and exceed customer expectations.  
- Increased East Valley sales by 30% and exceeded quota by 10%.

**Refereed  
Publications:**

Kalargyrou, V & **Costen, W.M.** (accepted). Diversity management research in hospitality and tourism: Past, present, and future. *International Journal of Contemporary Hospitality Management*.

Line, N.D. & **Costen, W.M.** (in press). Nature-based tourism destinations: A Dyadic approach. *Journal of Hospitality & Tourism Research*.

**Refereed  
Publications:**

**Costen, W.M.**, Waller, S.N., & Wozencraft, A. (2013). Mitigating race: Understanding the role of social connectedness and sense of belonging in African-American student retention in hospitality programs. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 12(1), 15-24.

Waller, S.N. & **Costen, W.M.** (2012). The legacy of the Lorraine Motel and the assassination of Martin Luther King Jr. *Journal of Unconventional Parks, Tourism and Recreation Research*, 4(1), 9-13.

Line, N.D., Runyan, R.C., **Costen, W.M.**, Frash, R.E., & Antun, J.M. (2012). Where everyone knows your name: Homophily in restaurant atmospherics. *Journal of Hospitality Marketing and Management*, 21(1), 1-19.

Waller, S.N., **Costen, W.M.**, & Wozencraft, A. (2011). If we admit them, will they stay: Understanding the role of social connectedness in the retention of African American students in a recreation and leisure studies program. *Scholar: The Journal of Recreation and Leisure Studies Education*, 26(1), 30-48.

**Costen, W.M.** & Salazar, J. (2011). The impact of training and development on employee job satisfaction, loyalty, and intent to stay in the lodging industry. *Journal of Human Resources in Hospitality & Tourism*, 10(3), 273-284.

Antun, J., Frash, R.E., **Costen, W.M.**, & Runyan, R. (2010). Accurately assessing expectations most important to restaurant patrons: The Creation of DinEX scale. *Journal of Foodservice Business Research*, 13(4), 360-379.

**Costen, W.M.**, Johanson, M. J., & Poisson, D. (2010). The Development of quality managers in the hospitality industry: Do employee development programs make cents. *Journal of Human Resources in Hospitality and Tourism*, 9(2), 131-141.

**Costen, W.M.** (2009). The value of staying connected with technology: An analysis exploring the impact of using a course management system on student learning. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 8(2), 47-59.

Barrash, D.I. & **Costen, W.M.** (2008). Getting along with others: The relationship between agreeableness and customer satisfaction in the foodservice industry. *Journal of Human Resources in Hospitality and Tourism*, 7(1), 65-83.

**Refereed  
Publications:**

**Costen, W.M.** & Green, A.L. (2006). Strategic recruitment: Aligning recruitment practices with business strategy. *International Journal of Business and Economics Perspectives*, 1(2), 67-78.

**Costen, W.M.**, Salazar, J., & Antun, J. (2006). Who's happy? The relationship between race/ethnicity and job satisfaction in the lodging industry. *International Journal of Diversity in Organisations, Communities, and Nations*, 6(2), 15-22.

**Costen, W.M.** & Barrash, D.I. (2006). ACE-ing the hiring process: A customer service orientation model. *Journal of Human Resources in Hospitality and Tourism*, 5(1), 35-49.

**Costen, W.M.**, Hardigree, C.E., & Testagrossa, M.A. (2003). Glass ceiling or Saran Wrap™? Women in gaming management. *UNLV Gaming Research and Review Journal*, 7(2), 1-12.

**Costen, W.M.**, Cliath, A.G., & Woods, R.H. (2002). Where are the racial and ethnic minorities in hotel management? Exploring the relationship between race and position in hotels. *Journal of Human Resources in Hospitality and Tourism*, 1(2), 57-69.

Corsun, D.L. & **Costen, W.M.** (2001). Is the glass unbreakable: Habitus, fields, & the stalling of women & minorities in management. *Journal of Management Inquiry*, 10(1), 16-25.

**Edited  
Volumes:**

**Costen, W.M.** (2012). Affirmative Action. In R.K. Prescott (Ed.), *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Comparable Worth. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Disciplinary Procedures. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Job Satisfaction. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Organizational Commitment. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Progressive Discipline. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Recruitment & Selection. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Recruitment. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** (2012). Selection Process. In R.K. Prescott (Ed.) *Encyclopedia of Human Resource Management*. San Francisco: Pfeiffer.

**Costen, W.M.** & Waller, S.N. (2011). Hospitality Management in Sport. In L.E. Swayne, & J. G. Golson (Eds.). *Encyclopedia of Sports Management and Marketing*. Thousand Oaks: Sage.

**Costen, W.M.**, Salazar, J., & Antun, J. (2011). Who's happy? The relationship between race and job satisfaction in the lodging industry. In J. H. Westover (Ed.) *Examining Job Satisfaction: Causes, Outcomes, and Comparative Differences*. Champaign, IL: Common Ground Publishing.

Wright, J.M. & **Costen, W.M.** (Eds.) (2010). *Frontiers in Southeast CHRIE Hospitality & Tourism Research: Vol 14, No. 1*.

Wright, J.M. & **Costen, W.M.** (Eds.) (2009). *Frontiers in Southeast CHRIE Hospitality & Tourism Research: Vol 13, No. 2*.

**Book Chapters:**

**Costen, W.M.**, & Sherf, D. A. (2016). Contract Services Management. In R.A. Brymer & *Hospitality & Tourism: An Introduction the Industry* (16<sup>th</sup> ed.)(107-122). Dubuque, IA: Kendall Hunt Publishing.

Burke, O., Weekes, T., & **Costen, W.M.** (2015). Football, Culture and Community Development in Greater August Town. In C.A.D. Charles (Ed.) *Perspectives on Caribbean Football* (73-88). Hertford, Hertfordshire, UK: Hansib Publications Limited.

**Costen, W.M.** (2010). Contract Services Management. In S. Pinard (Ed.) *Introduction to Hospitality and Tourism Management* (127-137). Dubuque, IA: Kendall Hunt Publishing.

**Costen, W.M.** (2008). E-Hospitality: Technology in the Hospitality Industry. In R. A. Brymer & K. Hashimoto (Eds.) *Hospitality & Tourism: An Introduction the Industry* (13<sup>th</sup> ed.) (183-192). Dubuque, IA: Kendall Hunt Publishing.

**Costen, W.M.** (2008). Contract Services Management. In R. A. Brymer & K. Hashimoto (Eds.) *Hospitality & Tourism: An Introduction the Industry* (13<sup>th</sup> ed.) (173-182). Dubuque, IA: Kendall Hunt Publishing.

**Book Chapters:** **Costen, W.M.** (2006). E-hospitality: Technology in the hospitality industry. In R. A. Brymer & K. Hashimoto (Eds.) *Hospitality & Tourism: An Introduction to the Industry* (12<sup>th</sup> ed.) (107-116). Dubuque, Iowa: Kendall Hunt Publishing.

**Costen, W.M.** (1999). Human Resources Management in Hospitality and Tourism. In R. A. Brymer (Ed.) *Hospitality and Tourism: An Introduction to the Industry* (167-174). Dubuque, Iowa: Kendall Hunt Publishing.

**Refereed  
Conference  
Proceedings:**

**Costen, W.M.**, Daniell, R.B., DiPietro, R., & Clifton, C. (2014). LGBT tourists' motivations: Exploring an emerging tourism platform. *Proceedings of the International CHRIE 2014 Conference* (pg 6).

Line, N.D. & **Costen, W.M.** (2011). Environmental attitudes, motivation, and attachment: Toward a model of nature-based tourism. *Proceedings of the International CHRIE 2011 Conference*.

Line, N.D. & **Costen, W.M.** (2010). Nature-based tourism: The Effects of a gateway city. *Frontiers in Southeast CHRIE Hospitality & Tourism Research: Vol 14, No. 2* (pp. 50-54).

**Costen, W.M.**, Waller, S.N. & Wozencroft, A. J. (2010). Does race matter? Understanding the role of social connectedness in student retention in hospitality programs. *Proceedings of the International CHRIE 2010 Conference*.

[http://scholarworks.umass.edu/refereed/CHRIE\\_2010/Wednesday/7/](http://scholarworks.umass.edu/refereed/CHRIE_2010/Wednesday/7/)

Poisson, D.K. & **Costen, W.M.** (2008). The impact of perceived investment in employee development on job satisfaction, organizational commitment, and intent to leave for servers in the foodservice industry. In S.R. Lonis-Shumate (Ed.), *Frontiers in Southeast CHRIE Hospitality & Tourism Research: Vol 12, No. 1* (pp. 31-35).

**Costen, W.M.** (2008). Exploring the impact of online study sessions on student academic performance. In S. Beldona & K. Lin (Eds.), *Globalization & Technology: Impact on Business, Hospitality, and Higher Education* (pp. 11-17).

**Costen, W.M.** & Salazar, J. (2007). Why resort employees continue to work: The impact of empowerment, customer focus, and job perceptions on employee job and company satisfaction. In S.R. Lonis-Shumate & M. Van Hyfte (Eds.), *Frontiers in Southeast CHRIE Hospitality & Tourism Research: Vol 11, No. 2* (pp. 55-59).

**Refereed  
Conference  
Proceedings:**

Jetter, L., **Costen, W.M.**, & Salazar, J. (2007). Understanding the impact of organizational communication and Human Resources practices on hotel employee job satisfaction. In Weber, M. (Ed.), *Frontiers in Southeast CHRIE Hospitality & Tourism Research: Vol 11, No. 1* (pp. 31-34).

**Costen, W.M.** (2006). What matters to recruiters? Hiring criteria in the foodservice industry. *Proceedings of the Conference of Minority Public Administrators: Leadership Transitions in Public Administration* (pp. 26-32).

**Conference  
Presentations:**

Line, N.D. & **Costen, W.M.** (2011, July). *Environmental attitudes, motivation, and attachment: Toward a model of nature-based tourism*. Paper presented at the International CHRIE 2011 Conference, Denver, CO.

Line, N.D. & **Costen, W.M.** (2010, October). *Nature-based tourism: The Effects of a gateway city*. Paper presented at the Southeast CHRIE Conference, Beaufort, SC.

**Costen, W.M.**, Waller, S.N., & Wozencroft, A. J. (2010, July). *Does race matter? Understanding the role of social connectedness in student retention in hospitality programs*. Paper presented at the International CHRIE 2010 Conference, San Juan, Puerto Rico.

Waller, S.N., **Costen, W.M.** & Qualls-Brooks, P. (2010, March). *A descriptive study of the National Civil Rights Museum at the Lorraine Motel as a destination attraction: Who visits and why not ask why?* Paper presented at the Southeast Travel and Tourism Association Conference, Nashville, TN.

**Costen, W.M.** (2008, October). *Exploring the impact of online study sessions on student academic performance*. Paper presented at the International Conference on Business, Hospitality, and Tourism Management, Ocho Rios, Jamaica.

Young, C.A., Corsun, D.L. & **Costen, W.M.** (2008, July). *The Art of teaching with cases*. Education roundtable presentation at the International CHRIE 2008 Conference, Atlanta, GA.

**Costen, W.M.** & Waller, S.N. (2008, May). *If we build it, they will come; but will they stay?* Paper presented at the National Conference on Race and Ethnicity in American Higher Education, Orlando, FL.



**Conference Presentations:**

Poisson, D. & **Costen, W.M.** (2008, February). *The impact of perceived investment in employee development on job satisfaction, organizational commitment, and intent to leave for servers in the foodservice industry.* Paper presented at the Southeast CHRIE Conference, Atlanta, GA.

**Costen, W.M.** & Salazar, J. (2007, August). *What matters? Organizational and job attributes that influence employee job satisfaction in lodging.* Paper presented at the Multicultural Foodservice and Hospitality Alliance Conference, San Francisco, CA.

**Costen, W.M.**, Salazar, J., & Antun, J. (2006, June). *Who's happy? The relationship between race and job satisfaction in the lodging industry.* Paper presented at the 6<sup>th</sup> International Conference on Diversity in Organizations, Communities, and Nations, New Orleans, LA.

**Costen, W.M.** (2006, February). *What matters to recruiters? Hiring criteria in the foodservice industry.* Paper presented at the National Conference of Minority Public Administrators, Winston Salem, NC.

**Costen, W.M.** (2005, April). *Dictatorship or mentorship: The relationship between graduate students and faculty advisors.* Paper presented at the American Educational Research Association Annual Meeting, Montreal, Quebec, Canada.

**Costen, W.M.**, Green, A. L., & Simmons, M. (2005, January). *Strategic recruitment: Aligning recruitment practices with business strategy.* Paper presented at the International Academy of Business and Public Administration Disciplines Conference, Las Vegas, NV.

**Costen, W.M.**, Cliath, A.G., & Woods, R.H. (2002, January). *Where are the racial and ethnic minorities in hotel management? Exploring the relationship between race and position in hotels.* Paper presented at the 7<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX.

**Costen, W.M.** (2001, March). *It's not just numbers: Gender job segregation in the securities industry.* Paper presented at the 72<sup>nd</sup> Pacific Sociological Association Annual Meeting, San Francisco, CA.

**Costen, W.M.**, Corsun, D.L., & Rutherford, D.G. (2001, January). *Using Bourdieu's stratification theory to pierce the glass ceiling in hospitality: A Conceptual analysis and research propositions.* Paper presented at the 6<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism.

**Conference Presentations:** **Costen, W.M.** & Rutherford, D.G. (2001, January). *Gender job segregation in the managed services industry*. Paper presented at the 6<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism.

**Roundtable Presentations:** Daniell, R.B. & **Costen, W.M.** (2011, September). *Watching videos as a study aide: Analyzing the perceived effectiveness of videotaped exam reviews on student performance outcomes in a hospitality course*. Paper discussed at the 2011 European Association for Research on Learning and Instruction, Exeter, UK.

**Costen, W.M.** (2011, August). *Watching videos and passing exams: Exploring the impact of videotaped lectures on student academic performance in a hospitality course*. Paper discussed at the 2011 European Association for Research on Learning and Instruction, Exeter, UK.

**Invited Presentations:** **Costen, W.M.** (2016, March). *Women's Leadership Panel*. Presented to NAU faculty, staff, and students.

**Costen, W.M.** (2015, October). *Delegation*. Presented to the Accounting & Finance Women's Alliance-Flagstaff chapter.

**Costen, W.M.** (2015, October). *Gender & Leadership*. Presented to the Flagstaff Women in Leadership Network.

**Costen, W.M.** (2015, October). *Women of Color in the Academy*. Presented to NAU faculty.

**Costen, W.M.** (2015, June). *Start your story: The role of continuing education in hospitality & tourism*. Presented at the Arizona Governor's Conference on Tourism.

Waller, S.N. & **Costen, W.M.** (2012, September). *Managing across generations: Boomers, X, Y, & M*. Presented to the Tennessee Recreation & Parks Association Annual Conference, Knoxville, TN.

**Costen, W.M.** (2010, August). *Generations: Renew, respect, restore*. Presented to the Department of the Interior at the 2010 Annual Blacks in Government Conference, Kansas City, MO.

**Invited  
Presentations:**

**Costen, W.M.** (2010, January). *Best practices in teaching*. Co-presenter of the creating syllabi session hosted by the University of Tennessee Graduate School, Knoxville, TN.

Waller, S.N. & **Costen, W.M.** (2008, November). *Exploring ethnic minority students' campus experiences and the impact on recruitment and retention in ESLs*. Presented at the Research Seminar in Exercise Science/Sport Studies, University of Tennessee, Knoxville, TN.

**Costen, W.M.** (2008, April). *Using Blackboard to create online review sessions*. Presented at the University of Tennessee's ITC Faculty Showcase, Knoxville, TN.

**Costen, W.M.** (2008, March). *Empowering women: Ingredients for survival in the 21<sup>st</sup> century*. Facilitated the multicultural panel discussion at the 2008 Women of Color Summit, Knoxville, TN.

**Costen, W.M.** (2008, January). *Best practices for graduate student success*. Member of a panel hosted by the Black Graduate & Professional Student Association, Knoxville, TN.

**Costen, W.M.** (2007, July). *Diversity simulation game*. Facilitated at the 2007 INROADS National Leadership Development Institute, Nashville, TN.

**Costen, W.M.** (2007, April). *Respecting religious differences*. Presented at University of Tennessee's Diversity Week, Knoxville, TN.

**Costen, W.M.** (2007, March). *Women faculty retention: A Case study from UNLV*. Presented at the Association of Women Faculty brown bag luncheon, University of Tennessee, Knoxville, TN.

**Costen, W.M.** (2007, February). *Leading through collaboration*. Presented at the Women in Business 4<sup>th</sup> Annual Leadership Conference at the University of Illinois, Urbana-Champaign.

**Costen, W.M.** (2006, September). *Who's your customer? Understanding diverse tourists in Tennessee*. Presented at the 2006 Tennessee Governor's Conference on Tourism, Knoxville, TN.

**Costen, W.M.** (2006, February). *Unlocking your potential: Transcending barriers*. Presented at the Women in Business 3<sup>rd</sup> Annual Leadership Conference at the University of Illinois, Urbana-Champaign.

**Costen, W.M.** (2006, February). *Managing your most valuable asset: Human resources management & diversity*. Presented at the Certified Tennessee Tourism Professional (CTTP) program, Knoxville, TN.

**Invited  
Presentations:**

**Costen, W.M.** (2004, November). *Managing a diverse workforce*. Presented at Lower Colorado Region of the Bureau of Reclamation in Boulder City, NV.

**Costen, W.M.** (2004, June). *Leading in a diverse world*. Presented at NEW Leadership Nevada in Las Vegas, NV.

**Costen, W.M.** (2004, May). *Diversity awareness*. Presented at UNLV Athletic Department training session.

**Costen, W.M.** (2004, May). *Diversity in the workplace*. Presented at the Dickinson, ND Human Relations Commission Breakfast.

**Costen, W.M.** (2003, February). *Enhancing intercultural leadership skills*. Presented at the Diversity on the Great Plains & Its Role in Developing Quality of Place Conference at Dickinson University.

**Costen, W.M.** (2003, January). *Campus diversity*. Presented at UNLV Staff Training on understanding underrepresented students.

**Costen, W.M.** & Nguyen, M. (1999, October). *Bridging cultural gaps*. Presented at the Washington State Restaurant Association Education Foundation Annual Conference.

**Costen, W.M.** & Nguyen, M. (1998, October). *Bridging cultural gaps*. Presented at the Washington State Restaurant Association Education Foundation Annual Conference.

**Research grants:** **Costen, W.M.** (2007). *Exploring the impact of online study sessions on student academic performance*. UT Office of Instructional Technology Project RITE grant of \$3,000.

**Costen, W.M.**, Waller, S.N. & Polite, F. (2007). *UTK-Project GRAD Summer Institute*. Co-Director. Residential pre-college academic program targeting Austin East and Fulton High School students. Program funded by the UT Office of the Chancellor, and the College of Education, Health, and Human Sciences for \$130,000.

**Costen, W.M.**, Waller, S.N. & Mundava, M. (2006). *If we build it they will come, but will they stay? Exploring ethnic minority students' campus experiences and the impact on recruitment and retention processes*. UT Professional Development Grant of \$3,181.44.

- Research grants:** **Costen, W.M.** & Waller, S.N. (2006). *Knoxville area pre-college scholars (KAPS) program*. Co-Director of this county-wide pre-college academic program targeting low and moderate income high school students. Program funded by the UT Office of the Chancellor, College of Education, Health, and Human Sciences, and the Geier Fund for \$50,000.
- Costen, W.M.** & Waller, S.N. (2006). *UTK-Project GRAD Summer Institute*. Co-Director. Residential pre-college academic program targeting Austin East and Fulton High School students. Program funded by the UT Office of the Chancellor, College of Education, Health, and Human Sciences, and the Geier Fund for \$123,000.
- Costen, W.M.** (2005). *Barrier Analysis*. Lower Colorado Region of the Bureau of Reclamation sponsored project grant of \$25,200.
- Costen, W.M.** (2004). *Stereotype threat reduction*. William F. Harrah College of Hotel Administration seed grant of \$3,000.
- Costen, W.M.** (2003). *Le Reve Selection Process*. Wynn Resorts sponsored project grant of \$12,600.
- Costen, W.M.** (2002). *Women in Leadership*. William F. Harrah College of Hotel Administration seed grant of \$2,209.10.
- Costen, W.M.** (2002). *Habitus and the Glass Ceiling: An Empirical Study*. William F. Harrah College of Hotel Administration seed grant of \$2,250.
- Unfunded Research Grants:** **Costen, W.M.**, DiPietro, R.B. (2012). *LGBT Tourists' Motivations: Emerging Tourism Platform*. Caesars Hospitality Research Center and Caesars Foundation grant of \$49,951.00
- Gardial, S., Liu, Y., Angelle, P., **Costen, W.M.** & Morris, M.L. (2009). *ASTUTE: Advancing science and technology: The University of Tennessee experience*. NSF ADVANCE grant of \$3.8MM.
- Doctoral Student Committees:** James Talbert, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *Measuring hospitality and tourism academic administrators' academic leadership effectiveness through a transformational leadership framework*. Completed: July 2014. Chair.

**Doctoral  
Student  
Committees:**

Robert “Ripp” Daniell, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *The motives of away” game sport spectators: Subcultural identification, destination image, and away game motivation*. Completed: June 2013. Chair.

Nathan Line, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *An assessment of the relationship between market orientation and performance in destination marketing organizations*. Completed: April 2013. Co-chair.

Jewon Lu, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *The role of sense of community in online brand social networking*. Completed: November 2012. Committee member.

Jonghan Hyun, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *Cultural consumption in the United States: An Empirical examination of the phenomenon in an Asian-oriented commodity consumption context*. Committee member.

Robert Jones, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *Shopper Value: A Model of the Phenomenon and an Examination of the Impact of Perceived Occasion Importance, Perceived Recipient Importance, Shopping Context and Shopping Social Situation*. Completed: May 2012. Committee member.

Hyejune Park, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *The role of social network websites in consumer-brand relationship*. Completed: August 2011. Committee member.

Vertica Bhardwaj, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *The effects of consumer orientations on the consumption of counterfeit luxury brands*. Completed August 2010. Committee member.

Kelly Atkins, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Dissertation: *The Smart Shopping Construct: Scale Development and Validation*. Completed: August 2008. Committee member.

**Masters  
Student  
Committees:**

Trinette Mumford, University of Tennessee, Department of Exercise Science, Sport & Leisure Studies. Thesis: *An analysis of career mobility among Black women employed in leisure services organizations*. Committee member.

Laura Jetter, University of Tennessee, Department of Retail, Hospitality & Tourism Management. Professional paper: *Tourism Alliances: Understanding knowledge sharing and cooperative marketing in the tourism industry*. Completed: May 2008. Committee member.

Patricia Jones, University of Tennessee, Department of Exercise Science, Sport & Leisure Studies. Thesis: *Balancing Acts: A Qualitative investigation of Division I football players' roles of student and athlete*. Completed: April 2008. Committee member.

Kera Carey, University of Nevada, Las Vegas, Harrah Hotel College. Thesis: *Improving service quality in small communities: The Bahamas as a model*. Completed: August 2003. Chair.

Amy Beaulieu, University of Nevada, Las Vegas, Harrah Hotel College. Professional paper: *Characteristics of a meeting planner: Attributes of an emerging profession*. Completed: December 2002. Committee member.

Adam Bernstein, University of Nevada, Las Vegas, Harrah Hotel College. Professional paper: *Helping themselves: How an upscale, New York City restaurant company is coping with the effects of September 11<sup>th</sup>, 2001*. Completed: August 2002. Committee member.

**Teaching  
Experience:**

*Hospitality courses*

**HA 100 (NAU):** Introduction to the Hospitality Industry. This course provides an overview of the hospitality industry. Topics covered include history of the hospitality industry, hotel operations, restaurant operations, conventions and meeting planning, human resources, marketing, beverages, finance, leadership, and ethics.

**HA 315W (NAU):** Hospitality Leadership & Ethics. This course provides both a theoretical and practical overview of leadership and ethics. It is also the junior-level writing intensive course. Topics covered include core leadership theories, ethical issues facing leaders, effective communication, and critical writing skills.

**Teaching  
Experience:**

**HA 345 (NAU):** Hospitality Organizational Behavior & Human Resources Management. This course provides a comprehensive overview of human resources management, and organizational behavior in hospitality organizations. Topics covered include staffing, training, employee development, group development, communication, compensation, progressive discipline, and strategic human resources management.

**HRT/RCS 311 (UT):** Human Resources Management in Hospitality and Retailing. This course provides students with the tools they will need to effectively manage their employees as a frontline manager. Topics covered include staffing, employee development, compensation, governance, and strategic human resource management.

**HRT 330 (UT):** Working with Diversity in the Service Industry. This course provides students with a basis for improved understanding and ability to effectively manage a diverse hospitality/service industry workforce. Dimensions of diversity are presented and discussed from historical, psychological, and sociological perspectives to provide a depth of understanding and appreciation of difference, and its impact on society and work.

**HRT 410 (UT):** Strategic Planning for the Hospitality Industry. This is a strategic management course designed to provide students with an understanding of how to strategically manage a business. Topics covered include functional and business-level strategy, internal & external analyses, organizational structure, control systems, and implementing strategic change.

**HRT 425 (UT):** Legal Issues in Service Management. This course is an employment law course designed to provide students with knowledge of the most pertinent laws for a frontline manager. Laws covered include FLSA, NLRA, FMLA, OSHA, Title VII of the Civil Rights Act of 1964, and ADA.

**HRT 532 (UT):** Human Resources Management in the Service Industry. This course has a strategic orientation and is designed to provide students with the human resources management tools they can implement as multi-unit managers. Topics include strategic human resources management, staffing, employee development, compensation, governance, and culture.



**Teaching  
Experience:**

**RHTM 625 (UT):** Strategy doctoral seminar. This course is designed to provide doctoral students with a foundational understanding of the strategy literature. Key literature explored includes: what is strategy, strategic planning, strategic formulation, strategic orientation, strategy in hospitality & tourism, and strategy in retailing.

**HMD 101 (UNLV):** Introduction to the Hospitality Industry. This course provides an overview of the hospitality industry. Topics covered include history of the hospitality industry, hotel operations, restaurant operations, on-site foodservice management, conventions and meeting planning, human resources, marketing, tourism, gaming, recreation and leisure, beverages, finance, leadership, and ethics.

**HMD 320 (UNLV):** Working with Diversity. This course provides students with a basis for improved understanding and ability to effectively manage a diverse hospitality/service industry workforce. Dimensions of diversity are presented and discussed from historical, psychological, and sociological perspectives to provide a depth of understanding and appreciation of difference, and its impact on society and work.

**HMD 359 (UNLV):** Personnel Administration in the Hospitality Industry. This course provides students with the human resource management tools necessary for front line managers. Topics covered include staffing, employee development, compensation, governance, and strategic human resource management.

**HMD 407 (UNLV):** Organizational Behavior Applied to the Service Industries. This course is designed to help students understand individual and group behavior in organizations. Topics covered include: group/team development, conflict resolution, negotiation, power and politics, organizational culture, and work stress.

**HMD 454 (UNLV):** Hotel Operations Management. This is a capstone course that is designed to introduce students to strategic management. Topics covered include: external and internal analysis, competitive strategy, functional and business strategy, organizational structure, implementing strategic change, and strategy in the global environment.

**HOA 703 (UNLV):** Human Resources Management. This is a graduate level human resources course that is designed to provide students with the human resource management tools necessary for middle managers. The course has a strategic orientation that demonstrates the importance of tying human resources strategic goals and objectives to the overall organizational strategy.

**Teaching Experience:**

**HA 181 (WSU):** Introduction to the Hospitality Industry. This course provides an overview of the hospitality industry. Topics covered include history of the hospitality industry, hotel operations, restaurant operations, on-site foodservice management, conventions and meeting planning, human resources, marketing, tourism, beverages, finance, leadership, and ethics.

**HA 284 (WSU):** Managed Services Industry. This course highlights the key facets of the on-site foodservice industry. Topics covered include menu planning and development, the contract and the client, branding, bundling services, the sales process, retention, and an overview of each segment of the industry.

**HA 320 (WSU):** Industry Experience. In this course students develop resume writing, interviewing, and negotiation skills. Additional topics include dressing for success, researching organizations, and finding the right fit.

*Management courses*

**MGT 301 (WSU):** Principles of Management. This course is designed to provide students with a broad overview of key management concepts. Topics covered include the management environment, planning and decision-making, organization, leadership, and management controls.

*Sociology courses*

**SOC 444 (WSU):** Sociology of Professions and Occupations. This course offers students a sociological perspective of work. Topics covered include the social organization of work, work and inequality, gender and race on the job, work and family, and work in the 21<sup>st</sup> century.

**Supplementary Experience:**

**Costen Integrated Resources Consulting, Ltd.** Henderson, NV  
*Founder* June 2000-2005  
-Provide guidance to organizations on how to maximize the effectiveness of their human resources.  
-Recruited and selected 16 technical writers, and directly supervised four technical writers in developing training materials for 8000 new Wynn Las Vegas employees.  
-Assisted ARAMARK Services, Inc. in developing its diversity education initiative, and incorporating diversity into its leadership development series.

- Awards:**
- Research Associate, Securities Industry Alfred P. Sloan Foundation Grant with Dr. Mary Blair-Loy and Dr. Jerry Jacobs, 2000-2001.
  - Platoon Leader, United States Army, Frankfurt, West Germany.
  - University of Tennessee, College of Education, Health, & Human Sciences Dean's Service Award, 2011.
  - University of Tennessee, Women's Leadership Program participant, 2011-2012.
  - University of Tennessee, College of Education, Health, & Human Sciences Jackie DeJong Service Award, 2007.
  - University of Nevada, Las Vegas Leading from Within: Professional or Prospective Academic Department Chairs participant, 2003.
  - University of Nevada, Las Vegas Hotel Association Professor of the Year Award, 2001.
  - Washington State University Sociology Department DeMartini Graduate Teaching Award, 2000.
  - ARAMARK Partnership Award, 2000.
  - Washington State University Sociology Department Minority Fellowship, 2000 & 1999.
  - American Sociological Association Honor Student, 1999.
- Affiliations:**
- West Federation, Council on Hotel, Restaurant and Institutional member, 2014-present
  - Southeast Region Council on Hotel, Restaurant and Institutional member, 2005-2014
  - International Council on Hotel, Restaurant and Institutional Education member, 2005-present.
- Professional Service:**
- International Council on Hotel, Restaurant and Institutional Education, Secretary, 2015-present.
  - US Southeast, Central and South America CHRIE Federation, Secretary, 2012-2013.

**Professional  
Service:**

Southeast Region Council on Hotel, Restaurant and Institutional Education, President, 2011-2012.

Southeast Region Council on Hotel, Restaurant and Institutional Education, Vice-President, 2010-2011.

Southeast Region Council on Hotel, Restaurant and Institutional Education, Secretary-Treasurer, 2009-2010.

*UNLV Gaming Research and Review Journal*, Editorial Review Board, 2005-2007.

*Journal of Research on Leadership Education*, Editorial Review Board 2003-2010.

*Cornell Hospitality Quarterly*, Ad hoc reviewer, 2009-present.

*Journal of Hospitality and Tourism Research*, Ad hoc reviewer, 2009-present.

Graduate Education and Graduate Students Research Conference  
Ad hoc reviewer of conference research abstracts, 2004-2009.

International Council on Hotel, Restaurant and Institutional Education  
Ad hoc reviewer of conference research papers, 2006-2008.

Southeast Council on Hotel, Restaurant and Institutional Education  
Ad hoc reviewer of conference research abstracts, 2007-2014.

*International Journal of Hospitality Management*, Ad hoc reviewer, 2006.

*International Journal of Diversity in Organisations, Communities, and Nations*, Ad hoc reviewer, 2006.

*Creative College Teaching Journal*, Editorial Board, 2004-2005.

**University  
Service:**

Northern Arizona University Academic Chairs Council Executive Committee, 2016

Northern Arizona University Advisory Council on Curriculum and Assessment member, 2014-2016

Northern Arizona University Student Opinion Survey workgroup member, 2014-present.

**University  
Service:**

University of Tennessee Faculty Senate member, 2012-2015

University of Tennessee Vice Chancellor for Diversity Search Committee, 2012.

University of Tennessee Faculty Senate Athletics Committee, 2007-2012.

University of Tennessee Institutional Review Board, 2009-2012.

UTK-ITC Project RITE grants, Ad hoc reviewer of grant proposals, 2009.

National Education for Women Leadership Nevada Advisory Council, 2003.

University of Nevada, Las Vegas Women Sports Foundation Board, 2003.

University of Nevada, Las Vegas ALANA (African, Latino, Asian, Native American) Mentorship program mentor, 2003.

**College  
Service:**

University of Tennessee, College of Education, Health, & Human Sciences Associate Dean for Research & Academic Affairs Search Committee, 2012.

University of Tennessee, College of Education, Health, & Human Sciences Faculty Senate Chair, 2011-2012.

University of Tennessee, College of Education, Health, & Human Sciences Faculty Senate, 2007-2012.

University of Tennessee, College of Education, Health, & Human Sciences Faculty Senate Teller, 2007-2008.

University of Tennessee, College of Education, Health, & Human Sciences Faculty Senate Teaching Award Committee, 2006.

University of Nevada, Las Vegas, Harrah Hotel College Diversity Recruitment Committee, 2003-2004.

University of Nevada, Las Vegas, Harrah Hotel College Master's Admissions Committee, 2003-2004.

University of Nevada, Las Vegas, Harrah Hotel College International Food Service Executives of America faculty advisor, 2002-2004.

University of Nevada, Las Vegas, Harrah Hotel College Ace Denken Research Award Committee, 2002.