

**THE GEORGE WASHINGTON UNIVERSITY
DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT
INTERNATIONAL INSTITUTE OF TOURISM STUDIES**

CAPABILITY STATEMENT

AT THE CENTER OF IT ALL

For more than two decades, The George Washington University (GW) has been a pioneer in tourism management, education, research and technical assistance since 1972, when it initiated its first tourism course at the graduate level. GW was the first university in the United States to offer a master's degree in tourism administration, and continued its tradition of "firsts" by creating in 1988 the International Institute of Tourism Studies (IITS), the first university-based World Tourism Organization Center for Tourism Education and Research.

In July 1994, the Institute (including the Tourism and Hospitality Management academic programs and faculty) was transferred to the University's School of Business and Public Management and a Bachelor of Business Administration degree and a Master of Business Administration degree with concentrations in Tourism and Hospitality Management were established. Candidates in the Doctoral program may include Tourism and Hospitality Management as a support field. In 1997, the tourism studies program and faculty became fully integrated into the Department of Tourism and Hospitality Management (DTHM). Currently, IITS and DTHM work together to continue GW's long-standing record of tourism research and academic excellence.

Surrounded by a world-class city, the GW and DTHM/IITS provide faculty, students and alumni with special access to public decision-makers, tourism resources and global leaders in the tourism and hospitality fields. No other locale in the United States has such a concentration of embassies; national, state and local tourism offices; cultural institutions; research organizations; and industry associations.

The DTHM/IITS attracts scholars and professionals from around the globe creating unique opportunities for long-term educational, research and consulting alliances. The eight full-time faculty and various adjunct professors of DTHM/IITS are educationally qualified and professionally experienced in a variety of fields resulting in a multi-disciplinary approach to teaching, research and service where constant emphasis is placed on real-world application. The full-time Department faculty are internationally recognized experts in such disciplines as tourism policy, tourism economics and

forecasting, market research, destination planning, services marketing, ecotourism, sports management, cultural heritage tourism, airline profitability and health tourism. GW's tourism faculty are actively involved in today's forces that shape the tourism industry while being on the cutting-edge of tomorrow's developments.

In addition to teaching and research, faculty members consult, author textbooks, and contribute to professional journals such as *Annals of Tourism Research*, *Tourism Management*, *Journal of Hospitality and Tourism Research*, and *Journal of Leisure Research*, among others. They also serve on the boards of industry groups such as the Association of Travel Marketing Executives, the Travel & Tourism Research Association, and the Pan American Federation of Hotels and Tourism Schools.

Faculty members have worked with local, regional and national tourism agencies in the United States, Egypt, Venezuela, Bermuda, Russia and the Persian Gulf States; businesses such as USAir and Arthur Andersen; and organizations including The World Tourism Organization, The World Travel and Tourism Council, the Travel Industry Association of America, the U.S. Department of Commerce's Tourism Industries, the U.S. Environmental Protection Agency, the National Trust for Historic Preservation and the World Bank.

Such broad experience means Department faculty provide students, alumni and consulting research clients with a solid theoretical grounding as well as first-hand knowledge of the industry. The instructors' network of professional contacts and resources enable GW's Department of Tourism and Hospitality Management and the Institute to be leaders in creating strategic global alliances that are shaping the tourism industry of tomorrow.

VISION

"We believe that tourism should help improve the quality of life globally. In every way possible, the Department of Tourism and Hospitality Management and the International Institute of Tourism Studies is committed to the realization of this vision as we strive to be recognized by students and professionals as one of the world's outstanding centers of tourism and hospitality management education and research."

A major DTHM/IITS priority is to analyze tourism policy utilizing the collateral resources of the University and its Washington metropolitan area advantages.

Through quality management education, the Institute seeks to prepare professional leaders and to generate knowledge designed to improve travel, tourism and hospitality services, ultimately contributing to the following outcomes:

- ◆ Quality of life improvements, including educational development, health improvement and inter-cultural appreciation;
- ◆ Expanded opportunities for world development through freedom of travel and international understanding;
- ◆ Conservation and preservation of unique cultural, historical and ecological resources; and
- ◆ Enhancement of the economic prosperity of tourist destinations.

The Institute is committed to the continuous improvement of its program of action and to perform a leadership role at the international, regional, national and local levels. This commitment has enabled the DTHM and the IITS to successfully accomplish a number of “firsts” in the tourism and hospitality management and educational fields.

MISSION

“The Department of Tourism and Hospitality Management and the International Institute of Tourism Studies are committed to being first in tourism and hospitality management education and research worldwide.”

The George Washington University was the **first**:

- ◆ to offer a Master of Tourism Administration program in the United States.
- ◆ to establish Event Management curricula.
- ◆ to organize the International Policy Forum (1979).
- ◆ to be designated as a Center in the World Tourism Organization (WTO) Tourism Education Network.
- ◆ to establish an Endowed Professorate in Tourism Policy.
- ◆ to launch a nationally and internationally syndicated tourism radio program, “The Travel Minute.”

- ◆ to initiate a complete professional certificate program and master's concentration in Event Management.
- ◆ to link sport management with tourism in a graduate degree.
- ◆ to relate tourism education to an Olympic games study experience.
- ◆ to develop a curriculum focus on ecotourism.
- ◆ to launch health tourism courses in the United States.
- ◆ to develop tourism forecasting curriculum.
- ◆ to deliver a Destination Management Certificate Program.
- ◆ to use accelerated tourism education delivery systems.
- ◆ to establish linkage with the certification process of Certified Travel Councilor (CTC), Certified Corporate Travel Executive (CCTE), Certified Travel Marketing Executive (CTME), and Certified Special Events Professional (CSEP).
- ◆ to launch the Event Management and Marketing and Ecotourism Archives in the special collections unit of Gelman Library.
- ◆ institution of higher education both nationally and internationally to receive full accreditation for curricula in Event Management.
- ◆ to establish the International Consortium of Event Management Programs.
- ◆ to author a dictionary of 1700 event management terms also validated in Canada and Australia.

CONCEPTUAL FRAMEWORK

The Department of Tourism and Hospitality Management Programs are based upon a conceptual frame of reference that is divided into four elements:

- ◆ Dynamic Element -- The Tourism Phenomenon
- ◆ Services Element -- The Tourism System
- ◆ Functional Element -- Tourism Management
- ◆ Consequential Element -- Tourism Impacts

An element is defined as essential knowledge required to understand tourism as a determining factor influencing the quality of life in contemporary society. Students are exposed to all elements of the framework; however, emphasis is placed on the services element at the undergraduate level, and on the functional and consequential elements at the graduate level.

DEGREE PROGRAMS

Bachelor of Business Administration (BBA)

Concentration: Tourism and Hospitality Management

**Bachelor of Business Administration/Master of Tourism Administration Joint
Degree**

Master of Tourism Administration (MTA)

Concentrations: Destination Management
Travel Marketing
Event Management
Sport Management
Individualized Studies

*(International Hotel Management, Environmentally Sustainable
Tourism, Aviation, Ecotourism, Cultural Heritage Tourism, Health
Tourism)*

Master of Business Administration (MBA)

Concentration: Tourism and Hospitality Management

Doctoral Studies:

Students pursue existing Ph.D. program fields within the School such as marketing, international business or public policy and take Tourism Hospitality Management courses as a support field.

Accelerated MTA Program

Concentration, Support & Secondary Field or Individualized Program:

The Institute also offers concentration, support or secondary fields and individualized study programs in cooperation with other undergraduate and graduate degree programs throughout the University.

The educational emphasis is on management and policy development in tourism. Students receive a solid foundation in management and a practical understanding of how these principles apply to tourism and hospitality. Through classroom and field-based learning experiences, students prepare for management positions in today's tourism industry and for leadership roles in the industry of the future. They learn how to think globally and act locally.

SERVICE

The DTHM/IITS faculty also provide service related to these degree programs, including advice and assistance to government and private sector organizations both

domestically and abroad, as well as to various University committees. The faculty works closely with the Cooperative Education Office and participates actively in job placement and career development services, including presentations at the annual *Career Week* programs conducted by the GW Career Center. Each semester the faculty conducts a colloquium, which brings together the University community, associates in the Washington metropolitan area, and Department alumni and students to focus on important issues facing the industry.

A Meritorious Service Award is given periodically to leaders making substantial contributions to the tourism field. Past award recipients include: Willibald Pahr (WTO), David L. Edgell (United States Travel and Tourism Administration), Ricardo Anzola-Betancourt (Interamerican Institute of Tourism), Brian Dwyer (USAir), Donald E. Hawkins (GW), Douglas Adair (International Council for Hotel, Restaurant and Institutional Education-CHRIE) and Steadman Graham (Director, Forum on Sport and Event Management and Marketing).

RECENT NOTABLE RESEARCH ACCOMPLISHMENTS

IITS is proud of its most recent research and development accomplishments. Since its beginning, and in particular in recent years, IITS has been a leader in travel and tourism training and research and intends to continue this tradition into the next millenium. In the last few years, IITS has fostered strong relationships with key public and private sector organizations at the national and international level. Our research team is continually being sought out for their expertise and professional abilities. A brief description highlighting the accomplishments of which we are especially proud follows.

- ◆ Enhanced access to sponsored research activities, which include involvement in several USAID Indefinite Quantity Contracts including RAISE and GEF Red Sea; National Park Service, Department of State, World Bank, and other government agencies.
- ◆ Formation of the GW Aviation Institute, an interdisciplinary, collaborative effort established by the GW Transportation Research Institute, IITS and the Institute for Crisis, Disaster and Risk Management. The GW Aviation Institute is the first attempt by a major university in the U.S to combine the efforts of federal state and local government with industry and academia to promote a comprehensive approach to aviation safety and security issues facing the industry in the 21st century.

- ◆ Success in the development of an exemplary career education certificate program with three different areas of concentration including, Event Management, Travel Destination Management and Marketing, and Aviation Safety and Security Management. In addition to being offering these programs on-campus, IITS has succeeded in and continues to partner with other universities to offer our certificate programs on-site throughout the world, including such destinations as Chicago, Los Angeles, Jordan, Egypt, Morocco, Hong Kong and many more. In addition, we are now one of the leaders in Internet based distance learning programs. We have adapted Prometheus, GW's Internet based training delivery system, to deliver our certificate programs via the Internet anywhere in the world.

- ◆ In June 1998, IITS, the Multilateral Investment Guarantee Agency (MIGA) and other members of The World Bank Group, and The World Travel & Tourism Council formed a partnership to systematically reduce barriers to sustainable tourism growth. The Partnership is intended to foster strategic linkages among businesses, associations, the World Bank Group, regional banks, academic institutions and governmental entities to ensure tourism development that is economically, socially and ecologically sustainable. Another goal of the project is to reduce barriers to sustainable growth and focus on building local capacity - human resources and physical infrastructure. The Partnership is also examining the state of the world's aviation infrastructure. Our long-term goal is to enhance global transportation, thereby stimulating travel, tourism, trade and related commerce. Joining the partnership in its vision, the U.S. Department of Transportation (DOT) adds its emphasis on promoting competition and safety throughout the international aviation industry. IITS and the GW Aviation Institute will co-sponsor the Global Summit on Aviation Infrastructure to be held in November of 1999 as part of this initiative.

- ◆ In 1998, IITS was became the first University member to form the Green Globe Alliance, a collaboration relationship with the World Travel and Tourism Council, and GREEN GLOBE International. As a result of this MOU, IITS has already begun several major cooperative initiatives including a working paper on coastal and marine tourism with the Coastal Resource Center of the University of Rhode Island. In addition, IITS has conducted an extensive study of environmental importance within the tourism industry worldwide, funded by SGS/GREEN GLOBE. Remark, a leading survey analysis software package, was utilized for this study.

- ◆ In 1998, the US Environmental Protection Agency (EPA) established a major 5-year cooperative agreement with IITS. The purpose of this project is to establish a long-term private/public sector roundtable. This will be the first cross-sector, national

forum for tourism discussion. The first Roundtable meeting, which was held in December of 1998 at GW, was deemed a success by all involved. A report was created which is currently being circulated for industry review.

- ◆ Washington's universities have great potential to contribute to the preservation and sustainable use of D.C.'s heritage assets. Recently, IITS conducted studies of economic development options; provided strategic planning assistance to the Historical Society of Washington, D.C. for the City Museum and Neighborhood Gateways (Shaw/U St., Georgia Avenue and Dupont Circle) initiative; on-going support for the Travel Academy at Roosevelt High School and created a tourism management proposal focused on creating pride and ownership in Washington, D.C. tourism through local entrepreneurship and management. In January, GW technicians and faculty leaders (American studies, geography, education, museum education/studies, Washington Studies, historic preservation, and tourism) met with UDC representatives and the Historical Society of Washington, D.C. to determine how else universities might assist neighborhood development through a heritage conservation and sustainable tourism initiative.

RECENT RESEARCH AND DEVELOPMENT ACCOMPLISHMENTS

IITS supports the mission of the School of Business (SB) through the conduct of research which directly benefits students, alumni, community, industry, business and governments, at home and abroad. The overall objective of IITS is to conduct research and development activities in the tourism sector leading to the following desired outcomes:

- Quality of life improvements related to travel experiences, including educational development, health improvement and cultural understanding
- Conservation and preservation of fragile cultural, historical and natural resources
- Provision of economic, social and environmental benefits to nations and local communities through sustainable development.

In pursuit of this objective, IITS concentrates its efforts on the following three focal areas of research and related development activities:

Focus Area #1: Economic Impact Analysis: IITS is a leader in developing methodologies for determining the economic impact of tourism on developed and developing country economies. As an example of this, Dr. Frechtling recently served as the principal advisor for the World Conference on the Measurement of the Economic Impact of Tourism,

sponsored by the World Tourism Organization, OECD, World Bank, and other international bodies, which was scheduled for Nice, France, June 15-18, 1999

Focus Area #2: Sustainable Development Policies and Practices: IITS is committed to improving the environmental performance of the tourism and hospitality industry, at the destination and the business operations level. As part of this effort, IITS continues its efforts to help governments avoid policies that frustrate or impede smart growth, particularly in the area of environmental protection, social and economic suitability, human resource development, investment and infrastructure development.

Focus Area #3: Information and Decision Support Studies: As a world leader in tourism research, a significant portion of IITS' efforts are devoted to identifying trends related to product innovations (e.g. ecotourism, cultural heritage tourism, sport tourism, health tourism, etc.) and examining the liberalization of policies affecting all sectors of the tourism and hospitality industry, including support of GATTs—for example-- aviation reform through liberalization of air transport regimes, and privatization of airlines and airports to improve competition, lower fares, increase passengers and create jobs across the economy. Because this area is so broad, IITS has divided this focus into three sub-focus areas by geographic location of impact. The three sub-areas are international, domestic and the Washington, DC metropolitan area.

IITS serves as the principal tourism research unit of the Department of Tourism and Hospitality Management and faculty of the School of Business and Public Management. Additionally, IITS encourages interdisciplinary research involving faculty and students throughout the university, including scholars and professionals nationally and internationally.

Since the last rechartering IITS has given high priority to interdisciplinary research, particularly to the formation of the Aviation Institute with two institutes from the engineering school (put in) and cultural-heritage related activities with faculty from the departments of geography, American studies, museum studies and museum education.

Recent Research and Development Accomplishments

As explained previously, IITS has focused on three core competency areas for its research and development efforts. These areas provide a basis for organizing the initiatives of the faculty and research staff. The following are current and pending research initiatives categorized within these areas. (* indicates research funded through the Office of Sponsored Research; other project funded through contributions or gifts

through the GW SB Development Office or through user fees, code for project: C=Completed; IP=In Progress; P=Proposed).

Focus Area #1: Economic Impact Analysis

***Review of Basic Tourism Data Methodologies for the Florida Tourism Industry Marketing Corporation (Frechtling).** Review of measurement methodologies covering air and auto visitors to Florida and recommendations for improvement. Sponsor or Contributor: Florida Tourism Industry Marketing Corporation. C

***An Exploratory Study of International Travel to U.S. National Parks (Frechtling).** Study of foreign visitor usage of National Park Service (NPS) areas through sample surveys interviews of park superintendents, and econometric modeling. This project linked IITS with GW's Department of Economics; Addendum study approved to conduct a survey of international tour operators. Sponsor or Contributor: National Park Service. IP

***Red Sea Coastal and Marine Resource Management Project for the Republic of Egypt Tourism Development Authority (Hawkins, Frechtling, Cunningham).** Development of demand forecasts for tourism development for the Egyptian Red Sea. Also, conducted comparative advantage study and strategic plan. Sponsor or Contributor: USAID. C.

Economic Impact Study of Tour Buses (Delpy). Sponsor or Contributor: American Bus Association. C.

Economic Impact Study of the Tennis Masters Series Indian Wells (Delpy). Sponsor or Contributor: Tennis Series Indian Wells Tournament. C.

Research on Potential Sports Markets for Marriott Corporation (Delpy). Sponsor or Contributor: presented to John Monahan, Director of Sports for Marriott. P.

MIGA/WTTC/GWU Tourism Investment and Infrastructure (Hawkins). Partnership to reduce barriers to sustainable tourism growth over the next decade—includes support for a distance education course and a publication on impediment issues. Multilateral Investment Guarantee Fund (MIGA). IP

Focus Area #2: Sustainable Development Policies and Practices

***EPA 5-Year Sustainable Tourism Industry Program (Hawkins/Lamoureux).** This is a five-year cooperative agreement with the EPA to establish a permanent public private sector roundtable on travel and tourism related environmental issues. Seed funding for first 2 years secured Sponsor or Contributor: Environmental Protection Agency (EPA). IP

***EPA Green Events Certification Study (Goldblatt).** Using the Biosphere 2 facility Earth Day celebration as a model green event, this study will develop certification guidelines for green events. Sponsor or Contributor: EPA C

WTTC/GW Green Globe Alliance (Hawkins). Focus on using GW IITS and cooperating university resources to conduct environmental management systems training and capacity building; also, to conduct strategic environmental assessments for tourism destinations in the Western Hemisphere. Training program being developed cooperatively with Haigler Bailly. Sponsor or Contributor: Ministries of Tourism and destination management organizations. IP

SGS Environmental Survey of the Tourism Industry (Hawkins/ Lamoureux). Survey of world travel and tourism industry to determine relative importance of environmental issues. Sponsor or Contributor: SGS. C

Armenian Tourism Training and Internship Program (Hawkins). Three year project focusing on enhancing tourism expertise in Armenia. Sponsor or Contributor: US Dept. of State. P

Heritage Tourism Video Project (Spivack/Ogilvie). A partnership with Frost Productions Inc., McLean, VA, to develop film and video suitable for the public cable market, classroom education, and distance learning. P

Tourism and the Environment Educational Video Project (Spivack). "Tourism and the Environment: Putting The Pieces Together" is an educational video program and workbook providing effective examples of how environmental conservation can be utilized in creating tourism products which produce beneficial outcomes for the community, the visitor and industry alike. Sponsor or Contributor: US Virgin Islands Energy Office and the U.S. National Park Service. C

Can Mass Tourism Be Green Tourism: A Debate (Spivack). This video presents a provocative discussion that provided some engaging insights into the debate about whether mass tourism can be environmentally sustainable, and can ecotourism exist on a larger development scale. Sponsor or Contributor: IITS. C

Rural and Agricultural Incomes with a Sustainable Environment Indefinite Quantity Contract (Hawkins). Sponsor or Contributor: US AID.

Task Order #1: Develop paper and presentation on small business practices and environmental management systems. C.

Task Order #2: Tourism Cross Cutter Initiative. IP.

Task Order #3: Competitiveness in the Dominican Republic. IP.

Focus Area #3: Information and Decision Support Studies

Focus sub-area 3.A.: International Information and Decision Support Studies

Community Tourism Assessment for Bluefields Community, Jamaica. (Hawkins, Lamoureux). Tourism Analysis and potential tourism product identification in the community of Bluefields on the southern coast of Jamaica. Graduate students traveled to Jamaica to conduct this project. Sponsor: USAID/Jamaica. C

Bluefields Sustainable Tourism Initiative (Hawkins/Lamoureux). Assessment for community tourism development in the Bluefields Bay area, Jamaica and development of a business strategy for the Bluefields Area Sustainable Industries Corporation. Sponsor or Contributor: USAID/Jamaica. C

World Summit on Aviation Infrastructure, sponsored by the GW Aviation Institute, with IITS as the lead institute. (Jenkins/ Frechtling). International conference proceeded by an issues electronic panel using Prometheus. Following the conference in 1999, a book and public television program will be published. Sponsor or Contributor: IITS, DOT, WTTC, World Bank and others. C

Aviation Institute Initiatives (Jenkins/ Hawkins). The AI is co-sponsored by IITS and 2 GW chartered research institutes in the Engineering School. It receives core funding from two airlines. Presently, AI conducts the Arlie Aviation Group Project, the Aviation Capacity Building through a special \$9million authorization/appropriation over a 3-year period to the FAA through Congress; and an Aviation Award Program. Sponsor or contributor: Airlines, FAA, private donations, fees. IP.

Travel Minute (Spivack). Internationally syndicated short feature radio program on travel airing on 250 radio stations. Program ends with SB tag. Sponsor or Contributor: Current: LLGMA. New proposal is being sent to AMTRAK. C.

Annotated Bibliography on Health and Tourism Issues (Frechtling). The results of a search of more than 1.5 million references on six electronic bibliographic databases, classified according to the tourism system, consequential elements and functional elements. Sponsor or Contributor: Pan American Health Organization. C.

Health and Tourism Educational Video Project (Spivack). "Tourism, Health and the Environment: Prescriptions of a Partnership" is an instructional video focused on the growing demand for health motivated travel, the simultaneous demand for quality and "healthy" environments, and the implication of tourism as it related to the health and well being of the host community. Sponsor or Contributor: Pan American Health Organization. C

Tonga Millennium Celebration (Goldblatt). The Kingdom of Tonga desires to develop a millennium celebration that will promote sustainable events. A feasibility study has been conducted for this event. Sponsor or Contributor: AKG Group. C

DOME (Data on Meetings and Events) (Goldblatt). The ICCA organization and other European and Asian tourism organizations desire to develop an internet based research compendium of projects focusing on meetings, incentives, conventions, and expositions. Sponsor or Contributor: ICCA and other organizations. C

Risk Management Video Production (Goldblatt). A 20-minute educational video program describing common risks associated with events and strategies for reduction, removal, and transference. Sponsor or Contributor: J&H Marsh McLennan Insurance Company. C

Event Rental Certification Study (Goldblatt). Identify body of knowledge and determine feasibility of establishing a certificate or certification program. Sponsor or Contributor: American Rental Association. C.

Jordanian and Palestinian Tour Guide Program USAID (Hawkins). Three week training program including study tour in Jordan and Egypt for 60 Jordanian and Palestinian tour guides in training. Sponsor or Contributor: Helwan University, Cairo Egypt, under a contract from US AID. C

Analysis of the Conversion Rate of Guest Telephone Reservations at Choice Hotels (Yu). Signature Training Program is designed to improve telephone reservation conversion rate in hotel front office operations. This empirical study examines the effectiveness of the Signature Training Program by analyzing before training and after-

training room sales performance of a sample of Choice Hotels in the U.S. Sponsor or Contributor: Training Division, Choice Hotels International. C

Sport Tourism Conference (Delpy) An opportunity for networking and continued education in the field of sport travel and tourism. Sponsor or Contributor: Cartan Tours, SportsTravel magazine, American Airlines. C.

Tourism and Event Management Training Program (Hawkins/Lamoureux). Strategy for the development of tourism management education and training in the Middle East and Mediterranean region in Palestinian Authority, Jordan, Morocco, and Tunisia. Sponsor or Contributor: Middle East and Mediterranean Travel and Tourism Association (MEMTTA)/ US Dept. of State. C.

Focus sub-area 3.B.: U.S. Information and Decision Support Studies

The Relationship of Guest Satisfaction and Employee Satisfaction in Hotel Operations (Yu). The Accor North American Division is sponsoring this project aimed at identifying possible correlation between guest and employee satisfaction. Sponsor: Accor North American Division. C.

Sport Management Consultation (Delpy). The Convention Store is interested in building a sport division. Dr. Delpy provides on an on-going basis contact names and introductions. Sponsor or Contributor: The Convention Store. C

NCAA Sport Tourism Preferences and Decision-making Factors (Delpy). Sponsor or Contributor: John Monahan, Director of Sports for Marriott. P.

Test market research for a new wireless application device to be used at sport events (Delpy). Sponsor or Contributor: Pablo San Gabriel, investor. P.

Theatre Three, Inc. (Goldblatt). Needs assessment and feasibility analysis for new event fundraising program. Sponsor or Contributor: Theatre Three, Inc. C.

Study of Tourism Linkages between Washington and Philadelphia for the Bicentennial of the move of the Federal Capital in 1800 (Hawkins/Ogilvie) Building on the development of the Washington City Museum and similar projects in Philadelphia, this study would develop strategies to strengthen both projects through linkage. Potential Congressional funding. P

Columbus, Ohio Oktoberfest Celebration (Goldblatt). A fifteen-year-old festival desires new management. A study is being conducted to determine appropriate future management for the festival. Sponsor or Contributor: German Village Society. C

Focus sub-area 3.C.: Information and Decision Support Studies to Benefit the Washington, DC Metropolitan Area.

Washington DC Baseball Team Research (Delpy). Research on the Baltimore Oriole's fans and the potential impact of a Washington, DC professional baseball team. Sponsor or Contributor: Washington Baseball Club, LLC. C.

Development and Implementation of Basic Tourism Methodologies for Northern Virginia Planning District (Frechtling/Hawkins/Ogilvie) Developing instrument for an economic survey of tourism in northern Virginia, including comparison with national measures. This project will utilize departmental interns in its implementation. Northern Virginia Planning District has applied for a grant from the state of Virginia to support this research. P

Washington DC Cultural Heritage Tourism Initiatives (Hawkins/Ogilvie) Proposals being developed for GW IITS support of City Museum, Neighborhood Tourism Gateways Project, and DC Heritage Tourism Passport Program. Sponsor or Contributor: Congressional appropriation to Historical Society of Washington, DC Government, DC Heritage Tourism Coalition, and possibly National Endowment for the Humanities. IP

Tourism in the Potomac Basin (Spivack/Ogilvie/grad student). A DTHM graduate student will conduct research on tourism in the Potomac Basin. Sponsor or Contributor: US National Park Service. IP

Along the Potomac (Ogilvie) Dr. Ogilvie has completed a guide to the Potomac River entitled Along the Potomac. C

Timeline Productions (Goldblatt). Audit organization and communities celebrating hallmark event to promote sale of timeline products, which was applied to the IITS/DTHM 25th anniversary celebration. Sponsor or Contributor: Timeline Productions. C.

Wilson Plaza (Goldblatt). Needs assessment and feasibility and development of Events program at Wilson Plaza. Sponsor or Contributor: Wilson Plaza. IP

Potomac Curriculum (Ogilvie) An integrated humanities and sciences curriculum for middle school children through out the Potomac Basin (DC, MD, VA, WV, and PA) is being developed by an interdisciplinary, inter university (with public participation) team, using the Potomac River as the focus for the curriculum. P

Washington, DC -- Gateway Hub to the Potomac Region (Spivack/Ogilvie) An interactive multimedia CD-ROM together with a Guide/Workbook is being developed from data gathered from student/teacher/tourist interviews that will make accessible under-utilized, water oriented sites to future school tour groups. P

Sport Tourism Research for the DC Sports Commission (Delpy). Sponsor or Contributor: DC Sports Commission. Amount requested: \$10,000. P

Research on Spectators at Washington Capitals Games (Delpy). Contributor or Sponsor: Ted Leonsis and the Washington Capitals organization. Amount requested: \$15,000 including payment to students for data collection, entry, and analysis. C

CONSUMER INFORMATION/COMMUNICATIONS

The IITS has engaged in several consumer information/communication projects and activities. In 1993, the Institute published two lengthy reports on the status of the U.S. airline industry. In 1991, during the Persian Gulf War, the IITS summarized data on the implications the war would have on global tourism. Working with the University's media relations office, IITS faculty provided information and interviews with the news media on a regular basis. The University's magazine, *By George*, featured 15 university professors from various disciplines, including tourism, who provided their respective insights on the Persian Gulf War and its implications. Tourism faculty have been regular contributors to many travel trade, business and consumer periodicals.

FORUMS AND CONFERENCES

To date, IITS is actively involved through sponsorship in various professional forums, including the Teams '99 Sport Tourism Conference and the World Summit on Aviation Infrastructure.

The purposes of the forums are to investigate tourism policy issues and identify global trends and industry best practices, to continuously improve our academic degree programs and to provide technical assistance and continuing education opportunities. Following is a brief list of some of the key forums and symposiums conducted by the IITS:

- 1999** World Summit on Aviation Infrastructure
- 1998** The United States Environmental Protection Agency, the World Travel and Tourism Council and IITS hosted the first Sustainable Tourism Roundtable. This effort brought together 45 tourism industry stakeholders from the private, public and not-for-profit sectors to discuss the current barriers and drivers that the industry faces with regard to sustainability. Organizations represented include: Carnival Cruiselines, Carlson Hospitality Group, US Park Service, US Forest Service, Conservation International, National Geographic Traveler, and others. A summary report is currently in being reviewed and expected for release by June of 1999.
- 1998** TEAMS '98: Travel, Events and Management in Sports, a forum on sports tourism, was held September 17-19th, 1998 in Washington, DC. Co-sponsored by IITS and SportsTravel magazine, TEAMS 98 brought together over 300 industry stakeholders to create strategic alliances, identify untapped market opportunities and discuss the future of the rapidly expanding sport tourism market.
- 1997** Faculty were involved in the White House Conference on Aviation and Security and also assisted the GW President's Office to conduct the first International Conference on Aviation and Security. The conference, held in January, attracted over 650 attendees from around the world and was so successful that sponsorship has already been donated to convene a follow-up conference in 1998.
- 1995** Faculty and students were actively involved in the White House Conference on Travel and Tourism. The graduate level Tourism Policy course focused on the White House Conference. Faculty worked with the Council on Hotel, Restaurant and Institutional Education to infuse relevant policies and guidelines into the process.
- 1993** Presented a preview and discussion of the IITS produced video program, "Sustainable Tourism Development: The Case of the Islands," attended by approximately 50 individuals. The video program was also shown at several international conferences and events. Over 100 orders for video programs and workbooks were received as a result of this effort. The video program and workbook were produced in both Spanish and English

versions.

- 1992** Published the *Interim Assembly Report: Global Assessment of Tourism Policy*, and the *Assembly Report: Global Assessment of Tourism Policy-Policy Issues for the 1990's*.
- 1991** Conducted a symposium: "Public International Law Trends in Tourism: Can Law Travel as Fast as the New Tourist?" Cooperating sponsor for the seminar was the Section of International Law & Practice, American Bar Association. An estimated 55 individuals from law, hospital and tourism fields participated in the event.
- 1991** Conducted a symposium: 'Ecotourism: A New Conservation Financing Strategy.' This symposium was attended by 21 individuals from various governmental and non governmental organizations (NGOs) involved with economic development and conservation.
- 1991** Conducted a symposium: 'Human Resource Development: A Crisis for the Tourism and Service Industry.' This symposium, like all Forum events, was held at The George Washington University and was attended by an estimated 36 individuals, including 12 Visiting Fellows from Egypt who participated in a management training program conducted by the IITS.
- 1991** Published two *Tourism Policy Forum Briefs*.
- 1991** Produced a speaker slide program, *Global Assessment of Tourism Policy*.
- 1991** Produced a video, *Global Assessment of Tourism Policy*
- 1990** Conducted an International Assembly for the Global Assessment of Tourism Policy. There were 93 participants representing 24 countries for the entire event, and an additional 256 individuals who attended the colloquium on the second day of the Assembly, *Tourism and the Environment: Realities for the 1990's*. On the final day of the Assembly, a teleconference between representative Assembly delegates and a discussion panel assembled in Venezuela involved an additional 65 participants in the Forum process. The teleconference was made possible through the United States Information Agency's *WORLDNET*.

CONTRIBUTIONS

The following table lists some of the key organizations which have provided contributions to the IITS over the past several years:

<i>Contributions</i>
<ul style="list-style-type: none">• TCI Companies• Various donors to GW Gala for Excellence in Event Management• Various donors to Department of Tourism and Hospitality management 25th Anniversary Scholarship Fund• Detroit Convention and Visitors Bureau• Event Solutions Magazine• Peopleware• Jack and Anne Morton• Barbara and Leon Pomerance• The National Hockey League• Laux Company

IN-KIND SUPPORT

Other sources of in-kind support provided IITS projects include:

<i>Organization</i>
<ul style="list-style-type: none">• Hargrove, Inc.• The Ronald Reagan International Trade Center• Corcoran Gallery of Art• Aramark• National Caterer's Association• Future View• Ganzi Productions• AMTRAK• Virgo Publishing• Greater Washington Society of Association Executives• Intertech Publishing• Suburban Video• Time-Saver Software• Starbucks Coffee• Theatre Three• USAir• World Tourism Organization• PAHO• Ramada Inns• American Airlines

MEDIA DEVELOPMENT

Health and Tourism Educational Video Project. Through the support of the Pan American Health Organization, Dr. Sheryl Spivack, IITS Associate Director produced an educational video program, "Tourism, Health and the Environment: Prescriptions of a Partnership." The video explores the relationship of tourism to health and environmental issues by visiting a health resort, Rancho La Puerta in Tecate, Mexico. This instructional video focuses on the growing demand for health motivated travel, the simultaneous demand for quality and "healthy" environments, and the implication of tourism as it related to the health and well being of the host community. Particular emphasis is placed on environmental considerations for the delivery of healthy products and services, including food sanitation and water quality. The narrative is available in both Spanish and English.

Tourism and the Environment Educational Video Project. Through the support of the US Virgin Islands Energy Office and the U.S. National Park Service, Dr. Spivack and the IITS produced an educational video program and workbook, "Tourism and the Environment: Putting The Pieces Together." Using a case study methodology, the video program focuses on the Virgin Islands and Harmony Resort. The video provides effective examples of how renewable energy sources, recycled materials and resource management programs can be utilized in creating tourism products which produce beneficial outcomes for the community, the visitor and industry alike. The purpose of the video is to present broad policy guidelines, and the workbook is designed to assist students and destination managers in applying the principles in local settings.

Can Mass Tourism Be Green Tourism: A Debate. In the Fall of 1996, the George Washington University's IITS convened a seminar to discuss issues related to mass tourism and ecotourism development. This video presents a provocative discussion between two leading authorities in the field, Ted Manning and Herb Hiller. Manning and Hiller provide some engaging insights into the debate about whether mass tourism can be environmentally sustainable, and can ecotourism exist on a larger development scale. Moderator for the discussion is Dr. Douglas Frechtling, associate professor of tourism studies at The George Washington University.

The Travel Minute. The IITS produces an internationally syndicated radio program, "The Travel Minute," which is broadcast to over six million listeners on 260 domestic and 178 international radio stations. This program is designed to be a daily summary of travel updates to inform listeners on developments in all segments of the travel industry. The program provides a unique angle on business and leisure destinations,

keeping listeners informed of the latest news affecting airlines, hotels, resorts, auto rental companies, frequent flier programs, jet commuter schedules, marketing trends and other issues of consumer interest. The purpose of this program is to place the IITS at the forefront of educational leadership in travel data collection, analysis and information dissemination. The "Travel Minute" is produced by Dr. Spivack.

CAREER EDUCATION

One of the greatest accomplishments IITS has made in recent years is the creation of several new career education certificate programs, and the enhancement of several existing ones. In 1998, IITS separated from Educational Services Institute in an effort to bring quality professional education programs directly to their students. The Career Education Certificate Program is divided into three concentration areas: Event Management; Tourism Destination Management and Development; and Aviation Safety and Security Management.

In addition to being offered in Washington, the certificate courses can be delivered on-site anywhere in the world, in both a generic format or customized to the needs of a particular organization or group of individuals. A complete list of the certificate classes currently being offered is as follows:

Event Management Program

Core Courses

- ◆ Best Practices in Event Management
- ◆ Event Coordination
- ◆ Event Marketing
- ◆ Risk Management: Financial, Legal, and Ethical Safeguards

Elective Courses

- ◆ Catering Design and Coordination
- ◆ Corporate Event Management
- ◆ Event Fund Raising Introduction to Event Information Systems (EIS)
- ◆ Event Laboratory
- ◆ Event Management Motivational Seminar
- ◆ Event Sponsorship
- ◆ Exposition/Trade Show Planning Management and Marketing
- ◆ Government, Civic, and Political Events
- ◆ Meetings and Conferences
- ◆ Sport Event Marketing and Management
- ◆ Starting, Growing, and Managing an Event Business
- ◆ Wedding Planning, Coordination, and Consulting Workshop

- ◆ Event Protocol

Tourism Destination Management and Marketing Program

Core Courses

- ◆ Tourism Assessment and Project Development
- ◆ Environmental Management Systems for Sustainable Tourism Development
- ◆ Strategic Tourism Marketing

Electives

- ◆ Applied Marketing Research
- ◆ Database Target Marketing
- ◆ Electronic Marketing and Internet Applications
- ◆ Safety and Security for Tourism Destinations
- ◆ Sport Tourism Development
- ◆ Customer Service - Best Practices
- ◆ Cultural Heritage Tourism
- ◆ Tourist Guide Techniques
- ◆ Tourism Investment Promotion
- ◆ Ecotourism Management
- ◆ Ecolodge Development
- ◆ Coastal Tourism and Marine Ecotourism Management

Ecotourism Workshops

- ◆ Workshop One: Communities and Ecotourism
- ◆ Workshop Two: Regional Planning and Developing Ecotourism Destinations

Aviation Safety and Security Management Program

Core Courses

- ◆ Introduction to Aviation Safety and Security Management
- ◆ Safety Data Management and Analysis
- ◆ Case Study (Individual, independent study)

Electives Courses

- ◆ Airport Security Operations
- ◆ Airline Operations
- ◆ Response/Mgmt. Of Aviation Disasters
- ◆ Human Factors
- ◆ Passenger Protection and Crashworthiness
- ◆ Aviation Crash Investigation
- ◆ Disruptive Passengers
- ◆ Air Traffic Control Management
- ◆ Dangerous Goods and Hazardous Cargo

Distance Learning. Both the Tourism Destination Management and Marketing Program and the Event Management Program are also available through distance learning. These courses are delivered through GW's Internet based delivery system making them accessible anywhere in the world.

Post Graduate Certificate Programs. During the past five years, the IITS has conducted several on-site post graduate certificate training programs for professionals outside the United States, providing continuing education opportunities for over 100 professionals in over eight countries specializing in areas such as ecotourism planning and management, and conference and meetings management. Projects included:

<i>Country</i>	<i>Trainees</i>	<i>Sponsor</i>	<i>Year</i>
Southeast Asia	14	WTO/UNDP	1988
Mongolia	1	WTO/UNDP	1989
Egypt	12	USAID	1990
Egypt	1	USAID	1991
Egypt	12	USAID	1992
Thailand	1	Rangsit Univ.	1994
Egypt	8	USAID	1994
Kyrgyzstan	4	Eurasia Found.	1994
Egypt	6	USAID	1994
Mauritius	1	Air Mauritius	1994
Malaysia	1	Malaysia	1995
Jordan	70	USAID	1998

Seminars and Conferences. Periodically the Institute offers timely professional development and industry meetings. In 1992 and 1993, IITS offered conferences cooperatively with the Bermuda College Centre for Tourism Research and Innovation on Island Tourism. In 1994, IITS' Forum on Sport and Event Management sponsored a Sport Safety and Security at Sport Events Conference May 2-3, and joined The Ecotourism Society in offering the First International Forum on Ecotourism Development, October 23-29 at Maho Bay, St. John, USVI which attracted 240 participants from 30 countries. IITS also organized TravComm, a conference on tourism, information technology and tourism, in cooperation with Caribbean Latin

American Action and the Caribbean Hotel Association, in Miami, December 4-6, 1995. In 1998, IITS in conjunction with GW's Department of Strategic Management and the SB Green Team, held the "Sustainable Tourism, Entrepreneurship and Technology" panel discussion to address the challenges currently facing both the private and public sectors.

ENDOWED CHAIR AND SCHOLARSHIP PROGRAM

Endowed Professoriate. The University established the endowed professoriate in Fall 1994 for an initial three-year term. The first appointment is Dr. Donald Hawkins. With the permission of the Eisenhower family, the professoriate was named the Eisenhower Professor of Tourism Policy to honor President Dwight D. Eisenhower's contributions to developing America's travel industry, including initiation of the Interstate Highway System, expansion of National Park Service areas and access to them, and development of the United States Travel Service.

Scholarship Funds. The endowed Marriott Scholarship Fund made its first award in 1991 to a student from the People's Republic of China. The following year, a second award was made to another student from the People's Republic of China. The scholarship fund has reached a level which allowed for the granting of ten awards at \$4,000 each. The Department and IITS also continue to receive scholarship support from a variety of other third party donor sources which have allowed for the granting of seventeen tourism and hospitality management awards, seven graduate assistantships and four alumni awards during the 1998-99 academic year.

Visiting Scholar Program. The IITS has hosted professionals and policy makers under its visiting scholar program. The program is designed for study of tourism policy issues for periods of six to eighteen months. The program is available only to senior level managers, professors and policy makers, who have a doctoral degree or equivalent. During the last five years, the IITS has hosted 46 scholars from Spain, Egypt, India, Korea, the United States, and the World Bank.

DISSEMINATION ACTIVITIES

The faculty associated with the Institute also participate in international and national conferences, professional meetings and networking activities as a means of exchanging information and developing relationships with the scholarly community and business interests.

EDUCATIONAL TECHNOLOGY AND MULTIMEDIA INNOVATIONS

The IITS and the School have funded a network of microcomputers to link its offices together. It has also coordinated initial networking capabilities, linking the faculty home offices to the on-campus network. The Institute is exploring cooperative efforts with the World Bank's Multilateral Investment Guarantee Agency and the Gelman Library to utilize the Internet to disseminate multimedia information about tourism and investment projects worldwide.

LIBRARY AND NETWORKING RESOURCES

The tourism faculty have allocated a portion of all income received on external projects to the Gelman Library, in order to improve tourism related resources. Dr. Hawkins and Mr. Shmuel Ben-Gad worked with IITS students in 1993 to compile a guide to tourism research and information sources that can be accessed through special libraries and research centers or through electronic means.

FACULTY AND STAFF

The Department has eight full-time faculty and several highly qualified adjunct faculty. The Career Education Certificate Programs also employs over fifty instructors from all over the world.

Donald E. Hawkins, Eisenhower Professor of Tourism Policy and Research Professor of Medicine. BA (Sociology) 1958, King's College, Pennsylvania; MA (Counseling) 1960, Lehigh University; Ed.D. (Park and Recreation Administration) 1967, New York University.

Dr. Hawkins is the founder of the Tourism Studies Program at The George Washington University. He is the author or editor of over 100 articles or books including *Tourism in Contemporary Society*, *Ecotourism Planning and Management*, and *the Environmental Classroom*. He is also the founding editor of the *Journal of Leisure Research*, serves on the editorial boards for the *Journal of Travel Research and Tourism Management*, and served as the editor-in-chief of the *World Travel and Tourism Review*.

Dr. Hawkins is internationally recognized for his leadership role and research in tourism policy development, particularly in recent years in St. Kitts and Nevis, Bulgaria, Dominica, Honduras, Jordan, Egypt, Jamaica, Venezuela, Argentina, Bermuda, Panama, St. Lucia, Romania and the United States (particularly, Loudoun County, and Miami-Dade County, Florida). Dr. Hawkins research interests include ecotourism development; tourism policy analysis and strategic planning; hospitality and tourism education; and destination competitiveness strategies integrating tourism marketing, economic development, environmental management systems and foreign investment.

Responsibilities: Chair – Management Committee, International Institute of Tourism Studies

Management Committee; principal advisor, destination management; Co- Chair with Dean Susan Phillips, SB Strategic Directions Initiative Phone: (202) 994-7087; Email: dhawk@gwu.edu

Douglas C. Frechtling, Professor of Tourism Studies. BA (Economics) 1965, Hamilton College; M. Phil. (Economics) 1970, Ph.D. (Economics) 1973, The George Washington University.

Dr. Frechtling was the founding Executive Director of the United States Travel Data Center, Washington, DC. While there, he developed the first comprehensive Travel Economic Impact Model (TEIM) for the U.S. travel industry, still operated by the Travel Industry Association of America. Subsequently, he served as president of a hotel marketing firm, GuestPlus, Inc., and an associate at Airline Economics, Inc.

Dr. Frechtling has published articles tourism forecasting, the economic impact of tourism and tourism research in TOURISM MANAGEMENT, ANNALS OF TOURISM RESEARCH, the JOURNAL OF TRAVEL RESEARCH as well as other journals and books. He co-authored (with D. Jenkins) the report, "A Failed Partnership: Factors Contributing to Failures in the U.S. Airline Industry," featured in the GW MAGAZINE in 1993. He authored, PRACTICAL TOURISM FORECASTING (Butterworth Heinemann, 1996) and FORECASTING TOURISM DEMAND: METHODS AND STRATEGIES (Butterworth Heinemann 2001), the first books devoted to comparing a range of tourism forecasting techniques.

Dr. Frechtling is a Certified Travel Marketing Executive, a Fellow of the Tourism Society of Great Britain, elected to membership in the International Academy for the Study of Tourism, a past president of the Travel and Tourism Research Association and a recipient of that organization's Lifetime Achievement Award. He spent a decade as consultant to the World Tourism Organization (WTO), specializing in measuring and forecasting tourism demand and economic impact, and currently serves on WTO's Education Council.

Phone: (202) 994-4456; Email: frechtli@gwu.edu

Larry Yu, Associate Professor of Tourism and Hospitality Management, , Department Chair , BA (English) 1982, Hangzhou University; Ed.M. (Education) 1984, Boston University; Ph.D. (Tourism, Geography and Planning) 1988, University of Oregon.

Dr. Yu is the director of MTA program and faculty advisor responsible for planning a new International Hotel Development concentration in the MTA program. He serves as Treasurer for Travel and Tourism Research Association/Washington DC Metro Chapter. He was one of the lead researchers for the White House Conference on Travel and Tourism in 1995.

Dr. Yu has co-edited two books, A Host of Opportunities: Introduction to Hospitality Management (Nov. 1996) and Tourism in China (January 2003). His book "The International Hospitality Business: Management and Operations," published in 1999, is adopted by many business and hospitality management programs. He is co-guest editor for Tourism Recreation Research Journal, 1996, a special edition featuring hospitality and tourism development in Asia.

Published in India, TTRJ is the leading research journal on hospitality and tourism in developing countries. Dr. Yu serves on the editorial board of the Journal of Vacation Marketing, a referred tourism research journal published in London; and Journal of Hospitality and Tourism Education, the official publication of CHRIE. He has published 25 research articles and made numerous professional presentations.

Responsibilities: Chair, Department of Tourism and Hospitality Management Program ;; Advisor for MTA International Hotel Development Individualized Studies Concentration; Faculty liaison: Hospitality Industry Advisory Committee. Phone: (202) 994-8740; Email: lyu@gwu.edu

Lisa Delpy Neirotti Associate Professor of Sport Management and Tourism Studies. BA (Exercise Science) 1985, California Polytechnic State University, San Luis Obispo; MS (Sport Management) 1988, George Mason University; Ph.D. (Sport Administration) 1991, University of New Mexico.

Dr. Delpy has taught Sport and Event Management at GW for twelve years and has established a strong academic program at both the undergraduate and graduate levels. She is an international scholar in the area of marketing and management of mega-events, particularly the Olympic Games. Prior to working at GW, she traveled to 56 countries around the world, studying the development and organization of the Olympic Movement. She has since attended eleven Olympic Games either as a guest or researcher, as well as hundreds of other major sport events. Dr. Delpy Neirotti co-authored the book, *The Ultimate Guide to Sport Event Management and Marketing* and she is a recognized speaker at various conferences. Dr. Delpy Neirotti serves on the editorial board of *Sports Marketing Quarterly* and *SportsTravel Magazine*. She also is an Advisory Board Member of the Women's Sports Foundation (WSF) and manages their America Online sport marketing home page. In addition, Dr. Delpy Neirotti provides consultation to numerous corporate sponsors and sport commissions and is the founder of TEAMS: Travel, Events, and Management in Sports conference.

Responsibilities: Director for MTA program, Advisor for Sport Management Concentration Programs at the undergraduate and graduate levels. Also coordinator of MBA Tourism and Hospitality Management Concentration program, student internships and cooperative education experiences. Phone: (202) 994-6623; Email: delpy@gwu.edu

Sheryl M. Elliot (formally Sheryl Spivack) , Associate Professor of Tourism Studies. Ph.D. in Business Management, University of Buckingham, UK; MA in Tourism Development and Travel Administration, The George Washington University; BFA in Performing Arts, Drake University.

Dr. Elliott serves as the director for the undergraduate programs for the Department of Tourism & Hospitality Management. She is a founding member of the Pan American Federation of Hotel and Tourism Schools (CONPEHT) and current chair of the Washington, DC Industry Advisory Board for the National Academy Foundation, Academy of Travel and Tourism. Dr. Elliott has produced seven educational videos on topical issues in tourism and has been a contributing author to the following publications: *Annals of Tourism Research*, *World Travel and Tourism Review*, *Journal of Vacation Marketing*, *Tourism Management*, and *Papers de Tourism*. Most recently, she was part of the editorial team for the publishing of a seminal work on quality in tourism education, "TEDQUAL: Quality in Tourism Education," published by the World Tourism Organization. She is a frequent guest of television programs including CNN and NBC. Her current research interests include utilizing the Internet to deliver tourism course

Dr. Elliot was awarded the J. Desmond Slattery Marketing Award for marketing excellence given by the Travel and Tourism Research Association (TTRA) and the Odyssey Award for Innovative Travel Marketing given by the Travel Industry Association (TIA).

Responsibilities: Undergraduate Programs Director, BBA Field Speciation in Sport, Event and Hospitality Management. Phone: (202) 994-7047, Email:sherylgwu@aol.com, or sherylgw@gwu.edu

Ginger Smith, Associate Dean, College of Professional Studies, & Associate Professor of Tourism Studies, School of Business and Public Management. BA ,Cornell University; MA , University of Delaware; Ph.D. , School of International Service (International Relations), The American University, Washington, DC.

Dr. Ginger Smith is Associate Dean for the College of Professional Studies at The George Washington University (GW), Washington, DC, with a primary responsibility to co-develop and co-design multidisciplinary undergraduate, master's, and certificate level programs for adult learners in partnership with industry, government, and non-profit organizations. She also served as founding Director of GW's distance learning Accelerated Master of Tourism Administration and Deputy Director of the on-campus program. Before coming to GW, Dr. Smith served as founding Dean of the International School of Tourism and Hotel Management, Ana G. Mendez University System, San Juan, Puerto Rico.

For the U.S. Department of Commerce, Dr. Smith worked as Senior International Policy Analyst and Acting Director of Public Affairs and Acting Director of Policy and Planning for the U.S. Travel and Tourism Administration. She also chaired the APEC (Asia Pacific Economic Cooperation) Tourism Working Group and was a member of the OECD (Organization for Economic Cooperation and Development) Tourism Committee and Bureau. For the World Tourism Organization in Madrid, she chaired the Quality Tourism and Safety Committee and was a member of the Safety and Security Task Force and Environmental Indicators Project. She served on three task force committees (environmental concerns, technology, and safety and security) for the U.S. White House Conference on Travel and Tourism. Additional areas of tourism research and publication include terrorism, social and cultural heritage, sustainable economic development, and the reduction of barriers to trade in services through the interpretation of multilateral free trade agreements (GATS and NAFTA).

Dr. Smith holds a joint appointment as Associate Professor in GW's School of Business and Public Management where she teaches at the undergraduate, master's, and doctoral levels. She received a BA from Stanford and Cornell, MA from the University of Delaware, and Ph.D. in international relations from the School of International Service, The American University, Washington, DC.

Responsibilities: instructor MTA; Phone: (202) 994-1692; Email: smithg@gwu.edu

Tyra Hilliard, Assistant Professor of Tourism and Hospitality Management, B.S. (Business Administration) 1989, Georgetown University; M.A. (Education and Human Development) 1993, The George Washington University; J.D. 2000, Georgia State University.

Dr. Hilliard is the faculty advisor for the Event and Meeting Management concentration in the MTA program. She is Executive Director of the International Institute of Tourism Studies. She serves on the Bylaws Committee of the International Council on Hotel, Restaurant, and Institutional Education (I-CHRIE) and on the Education Committee of the Capital Chapter of the Professional Convention Management Association (PCMA).

As an event and meetings industry lawyer, Dr. Hilliard has authored numerous articles in industry publications like Successful Meetings, Association Meetings, and Corporate & Incentive Travel. Some of her recent articles include "Caught in the Web," (about a current patent dispute in the industry), "Trust

Me: a Lesson in Antitrust Issues," and "Let the Music Play" (on music copyright and licensing issues). Dr. Hilliard has also made numerous professional presentations to industry groups. She has been approached about authoring a book for the Wiley & Sons Events series, tentatively titled "Event Law."

Responsibilities: Advisor, Event and Meeting Management concentration; Faculty liaison: SB Honors Committee; Executive Director, International Institute of Tourism Studies. Phone: (202)994-6629; E-mail: tyrah@gwu.edu.

(Complete resumes for the above faculty can be obtained by calling (202) 994-6281)

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