

ADDRESS

Home: 1860 Oakland Drive, Mt. Pleasant, Michigan 48858 • 989.779.9907

Office: Finch 105, Central Michigan University, Mt. Pleasant, MI 48859
989.774.7311, fax 989.774.2161

Title/Rank: Associate Professor (tenured)

EDUCATION

<u>Degree</u>	<u>Major</u>	<u>Minor</u>	<u>College or University/Year</u>
Ph.D.	Parks, Recreation & Tourism Resources	Labor & Industrial Relations	Michigan State University, 2000
<i>Dissertation: The analysis of the human capital and segmented labor market theories as an explanation for the use, influences, and value placed on training in Michigan lodging organizations.</i>			
M.S.A.	General Administration		Central Michigan University, 1992
<i>Master's Research Paper: The effectiveness of sales training on hotel general managers and sales managers.</i>			
B.A.	Recreation & Park Administration (Commercial)	Hospitality Services Administration	Central Michigan University, 1986

PROFESSIONAL EXPERIENCE (FULL TIME)

1. Title/Rank: Professor
Employing Agency: Central Michigan University, Mt. Pleasant, MI
Dates of Employment: May 1991 to present.

Faculty member dedicated to the Commercial Recreation and Facility Management concentration. Taught thirteen different courses for CMU (four of which were new). Currently teach courses in quality service, leisure promotions/marketing, tourism, philosophy/research, and commercial recreation. Teaching evaluations average 3.5 (on a 4.0 scale) on the Student Opinion Survey (SOS). Peer evaluation in 2002 indicated high scores in all teaching areas. Have supervised student interns and advise, on average, one hundred undergraduate majors each semester and two graduate student scholarly options. Conduct, publish, and present research, complete service learning and service projects, attend conferences, and serve on university, department, association and community committees. Promoted to tenure-track position August, 1993; promoted to Assistant Professor Fall, 2000; granted tenure Fall, 2001; promoted to Associate Professor Fall, 2004; promoted to Professor Fall, 2009.

2. Title/Rank: Owner
Employing Agency: Recreation Resources, LLC and Leisure Instruction, Training, and Education, Inc., Mt. Pleasant, Michigan
Dates of Employment: 1992 to present.

Provide consulting services to various industries, primarily in leisure and hospitality settings centered on quality service, marketing and training. Designed recreation marketing website (recreatetoday.com) that provides an all-inclusive recreation inventory within a geographic area. Custom design, develop, and facilitate training systems, programs, and materials ranging from several hours to five days, for few to hundreds of employees in an agency. Design strategic/marketing plans; conduct research studies and mystery shopping analysis, and develop participant and facilitator training manuals.

3. Title/Rank: Regional Director of Sales
Employing Agency: Courtyard by Marriott, Livonia, MI
Dates of employment: February 1990 to August 1991.

Directed, analyzed and coordinated up to 15 hotels sales and marketing activities. Hired, trained and supervised a staff of eight sales managers and one secretary located in five midwestern states. Developed hotel marketing strategies, promotions, advertising, and public relations activities. Responsible for \$20,000,000 room sales budget, forecasting, and pricing strategies. Negotiated national business contracts for all 600 Marriott products, specifically oriented toward the 180 Courtyard by Marriott hotels.

4. Title/Rank: Senior Sales Manager
Employing Agency: Courtyard by Marriott, Livonia, MI
Dates of Employment: December 1988 to February 1990.

Directed sales activities for two hotels. Negotiated profitable hotel business through aggressive direct sales activities. Supervised eight-person regional office. Trained and developed entry-level sales managers. Conducted training programs for hotel staff. Organized group and transient business activities within hotel.

5. Title/Rank: Catering Sales Manager
Employing Agency: Marriott Hotels, Schaumburg, IL
Dates of Employment: November 1987 to December 1988.

Solicited corporate and social accounts for hotel during peak and off peak seasons. Exceeded all sales goals. Programmed activities, events, meeting arrangements and food and beverage needs of groups for up to 500. Serviced all customers throughout preplanning, event and post event activities. Acted as liaison between all hotel departments and clients.

6. Title/Rank: Asst. Restaurant Manager/Purchasing Agent
Convention/Catering Intern
Employing Agency: Marriott Hotels, Schaumburg, IL
Dates of Employment: January 1986 to November 1987.

Purchased, distributed and evaluated all controllable and liquor items. Conducted monthly inventories, analyzed budget expenditures and created purchasing manual procedures for hotel.

Developed schedules and evaluated staff performance. Provided high quality service to both employees and customers. Assisted Director of Restaurants with hiring, training and supervision of 40 personnel in all food and beverage areas (fine dining, lounge, room service and the main dining room). Completed internship in all convention and catering areas including convention service, sales and banquets.

7. Title/Rank: Recreation Intern
 Employing Agency: Radisson Resorts, Alexandria, MN
 Dates of Employment: May 1985 to August 1985.

Led, coordinated, and developed recreation programs in newly established resort activity department. Programs included youth, teen and adult programming, marina operations and activities, children's programs, and athletics including tennis, horseback riding and aquatics.

PROFESSIONAL EXPERIENCE (PART TIME)

1. Title/Rank: Instructor
 Employing Agency: Wayne County Community College, Detroit, MI
 Dates of Employment: January 1990 to May 1991.

Instructed evening hospitality courses including computer systems, customer service, food and beverage, front office operations and introduction to hospitality courses.

TEACHING/COURSE INSTRUCTION

<u>YEAR</u>	<u>FALL and SPRING</u>
2008	RPL 118/119, 261, 545, 518*
2007	RPL 545, 460, 343, 261, 118/119
2006	RPL 261, 545, 343
2005	RPL 261, 545, 460
2004	RPL 261, 545, 460
2003	RPL 261, 545; Sabbatical Fall 2003
2002	RPL 206, 261, 545, 460/400D
2001	RPL 206, 261, 545, 460/400A
2000	RPL 261, 545 (supervised student interns)
1999	RPL 261, 545, 215, 500A
1998	RPL 261, 215, 545, 460 (supervised student interns)
1997	RPL 206 , 261, 561, 215, 545
1996	RPL 261, 509 , 500A, 500B, 500C (supervised student interns)
1995	LEAVE OF ABSENCE
1994	RPL 119, 261, 500A, 500B, 500C (supervised student interns)
1993	RPL 119, 261, 561, 500A, 500B (supervised student interns)
1992	RPL 119, 261 , 561, 500B, 500C, 500G (supervised student interns)
1991	RPL 119, 561 (supervised student interns)

*course overload; bolded courses are new "preps"

COURSES TAUGHT AND DEVELOPED:

RPL 118	Introduction to Recreation
RPL 119	Introduction to Leisure Services

RPL 206	Recreation Activities Leadership
RPL 215/310	Pre-Internship in Leisure Studies
RPL 261	Introduction to Private and Commercial Recreation
RPL 343	Tourism
RPL 561	Seminar in Commercial Recreation
RPL 509	Microcomputers
RPL 460/400/500*	Quality Service Systems
RPL 545/500*	Marketing of Leisure Services
RPL 518	Philosophy and Research in Recreation
RPL 500B**	Handling Dissatisfaction
RPL 500C**	The Competitive Edge (career management skills)

* Courses developed and successfully sent through the curricular process.

** Courses developed and taught as special theme courses

ADVISING:

Undergraduate: Average 100 majors

Honors Projects:

1. Amanda Stemen (RPL 206 – Fall, 2001)
2. Tanya Donahue (Senior Honor's Project – Completed Spring 2003-Special event development, marketing, implementation and evaluation for Climb for Wishes)
3. Beth LeFleur (Senior Honor's Project – Completed Spring 2004 – Marketing plan development and implementation for CMU Club Soccer)

Graduate Committees:

Megan Romola *
 Marla Ann Petruziello *
 DaHun Kim *
 Tonya McCleod (thesis) *
 Orlando Turner*
 Cheryl Nordin*
 Betty Dunn*
 Nancy Winzer*
 Ashley McMeel*
 Darcie Schafer*
 Meng-Hsui Tsai
 Felicia Powers
 Jason Long
 Amanda Reed-Rierson
 Heather Bleshenski
 Steve McClain

* students that have graduated

TEACHING AWARDS/RECOGNITION:

1. 2003 nominee for the University Teaching Excellence Award
2. 1997 recognition by the College of Education, Health and Human Service for Teaching Excellence and Leadership

3. 1995 nominee for the University Teaching Excellence Award

STUDENT SERVICE/PROJECTS/DEVELOPMENT:

1. Develop service learning opportunities for students in courses including:
 - a. Tourism: students completed an excursion tour for the Lilly Conference and the best tours were selected to be implemented at the 2007 and 2006 annual conferences. Students in the class received all expenses paid to implement the tour.
 - b. Quality Service Systems: students completed a thorough service analysis including mystery-shopping evaluations of leisure businesses. These comprehensive reports are provided to the agency (e.g. Mackinac Island, Frankenmuth, and Midland/Mt. Pleasant recreation organizations).
 - c. Marketing in Leisure Services: students complete a marketing plan for a provided or chosen leisure, recreation, or tourism agency. The plans are provided to the individual agency.
 - d. Introduction to Private and Commercial Recreation: students are linked with professional alumni to complete a mentoring project through email in one project and volunteer for a special event for persons with disabilities with Access Recreation for another project to achieve course objectives while providing service to the community.
 - e. Philosophy and Research: students conduct applied research projects for a specific recreation organization (e.g. 2008 Oakland County Parks/Recreation).
2. Tourism Cares for Tomorrow: National Tour Association student program. Took 10 CMU students to a three-day student mentoring program at the annual convention in Detroit, Michigan, November, 2005. These students were the only undergraduates in attendance at the convention where they interacted with 3,500 tourism industry professionals.
3. Tourism Caring for America:
 - a. Mississippi Gulf Coast restoration project. Took 42 students and 4 professionals to Mississippi for a three-day tourism industry volunteer clean-up project. CMU students were the only undergraduates attending of the 330 participants. March, 2006.
 - b. Mt. Vernon restoration project. Took 4 students to Virginia for a two-day tourism industry volunteer clean-up project. CMU students were the only undergraduates included in over 400 industry professionals. May, 2005.
4. Students completing independent study under my advisement: Kristi Gruelich, 2003; Chris Stovak, 2003 and 2004; Sheena Verity, 2005 (RPL 499: Research), Carolyn Gregorich, 2006 (RPL/HSA 343), Sara Donohue and Jason Eggleston, 2007 (RPL 343); and Lauren Furneaux, 2008 (RPL 518).
5. Complete research with students and involve students in research activities. Sponsored five student research projects in the Student Research and Creative Endeavors Exhibition event (1995-2003). Sponsored seven student group projects at the EHS-SRCEE, 2005.

2008 RPL 518 – Seven research projects.

- 2007 RPL 460 – Quality Service Systems – Four *Mystery Shopping Projects – GMCC, Inc.*
- 2005 RPL 460 – Quality Service Systems in the Leisure Industry – Six *Mystery Shopping Projects – Mackinaw City/Mackinac Island*
- 2003 Kristi Gruelich, Mandi Hoover, Jamie Fisher, Jason Osterberg, Kevin Carter, and Chris Stovak
Quality of work life in the leisure industry
- 2002 Kendra Bethke, Kelly Buchholz, Joe Heintz, Jr., Jody Ternus, Meng-Hsiu Tsai, and Jennifer M. Wolbrink
Post-event evaluation and market research
- 2001 Katie Farina, Martin Leemaster, and Jacob Wesolek, students
The critical incidents in service quality
- 1996 Jackie Russell and Caroline Montcalm, students
Member satisfaction survey in a private club setting using Importance Performance Analysis
- 1995 Lynn Dominguez, Brad Johnson, and Lisa Sims, students
Examination of RPLSA department perceptions by alumni

SCHOLARLY AND CREATIVE ACTIVITIES

PUBLICATIONS:

PUBLICATIONS – BOOK and BOOK CHAPTERS

Janes, P. (2006). *Marketing Leisure and Tourism: Reaching New Heights* State College, PA: Venture Publishing, Inc.

Janes, P. (2003). *Training and development in the tourism industry, Chapter within the Managing employee attitudes and behaviors in the tourism and hospitality industry (S. Kusluvan, editor)*. New York, NY: Nova Science Publishers, Inc., p. 309-338.

PUBLICATIONS - JOURNALS

Janes, P. (2005). The challenges of providing training in small sized lodging properties. *Journal of Human Resources in Hospitality and Tourism*, 3(2), 125-150.

Pybus, D. & Janes, P. (2004). Expanding public recreation programs through partnership arrangements. *Current Municipal Problems*, 30 (4). 408-422.

Janes, P., & Collison, J. (2004). Community leader perceptions of the social and economic impact of Indian gaming. *Gaming Research & Review Journal*, 8 (1). 13-30.

Janes, P., and Wisnom, M. (2003). The use of Importance Performance Analysis in the hospitality industry: A comparison of practices. *Journal of Quality Assurance in Hospitality and Tourism*, 4 (1/2). 23-44.

Janes, P., Wisnom, M., and Pybus, D. (2003). Utilizing personality assessments in educational settings as a means of understanding interpersonal behavior changes from student to professional. *Journal of Teaching in Travel & Tourism*, 3 (3/4). 53-64.

Janes, P., Wisnom, M., and Pybus, D. (2003). A longitudinal study understanding the factors associated with post college changes in personality in recreation students. *Visions in Leisure and Business*, 20 (4). 4-12.

Yuan, S.; Yuan, M. and Janes, P. (1997). An Examination of University Student Gambling Practices. *Gaming Research & Review Journal*, 2. December, 7-17.

PUBLICATIONS – GENERAL

Pybus, D. & Janes, P. (2005). Recreation programming partnerships: What MRPA member organizations are doing. *Michigan Parks and Recreation*, Spring, 20-26.

Janes, P. (2000). Conference on Indian Gaming in Michigan Proceedings. The impacts of gaming on local communities. Travel, Tourism and Recreation Resource Center, Michigan State University, March.

Coles, R. (2000). *Careers in Recreation*. The American Association for Leisure and Recreation.
Janes, P. (2000). Wrote two new sections: Entertainment and Sport Venue Management (p. 17-18) and Event Management (p. 19-20). Revised/updated two sections: Employee Services (p.15-16) and Local Commercial Recreation (p. 23-24).

Janes, P. (2000). The analysis of the human capital and segmented labor market theories as an explanation for the use, influences, and value placed on training in Michigan lodging organizations. Dissertation. Michigan State University. UPI.

Janes, P. and Steele, D. (1995). Managing people in times of change. *Michigan Hotel, Motel and Resort Magazine*, December, 17.

PUBLICATIONS - PROFESSIONAL MANUALS

Janes, P. (2000). Spotlight on Quality Service: Quality Leadership, Facilitator and Participant Guides, College of Extended Learning, CMU.

Janes, P. (2000). Spotlight on Quality Service: Service Orientation, Facilitator and Participant Guides, College of Extended Learning, CMU.

Janes, P. (2000). Spotlight on Quality Service: Tips for Trainers Manual, College of Extended Learning, CMU.

Janes, P. (1996). Training Tips. DNR, Parks and Recreation Division. March.

Janes, P. (1995). ChangeMastery Series. Steele Enterprises, Inc. (5 volumes of both facilitator and participant guides)

Janes, P. (1992). Courtyard Sale Culture 2 (CSC 2) Facilitator and Participant guides. Marriott Corporation.

SCHOLARLY...OTHER

2009 to present. Resort and Commercial Recreation Association, Editor, *Journal of Tourism Insights*

SCHOLARLY PRESENTATIONS:

1. Presented to the Circle Michigan Educational Seminar, March 2009, Mt. Pleasant, MI. Topic: *Marketing Strategies for Challenging Times*. Attendance included approximately 50 Michigan tourism professionals.
2. Co-presented to the Resort and Commercial Recreation Association annual conference, November, 2008, New Paltz, New York. Topic: *Expectations and their role in the service industry*. Attendance included approximately 50 resort professionals and educators from North America.
3. Presented to Circle Michigan's Annual Conference (an invited presentation), October, 2007, Grand Rapids, MI. Topic: *"Customer" service*. Attendance included approximately 150 tourism industry professionals from Michigan.
4. Presented to the NRPA/Reitz Revenue Sources and Marketing Management School (an invited presentation), September, 2007, La Jolla, CA. Topic: *Target markets through great marketing*. Attendance included approximately 70 recreation professionals attending their first of three years at the school.
5. Presented to the NRPA/Reitz Revenue Sources and Marketing Management School (an invited presentation), September, 2007, La Jolla, CA. Topic: *Marketing studies*. Attendance included approximately 50 recreation professionals attending their second of three years at the school.
6. Presented to Macquarie University's International College of Management – Sydney, March, 2007, Manly Beach, Australia. Topic: *Marketing leisure and tourism*. Attendance included approximately 50 students and faculty.
7. Presented to Circle Michigan's Educational Seminar (an invited presentation), March, 2007, Manistee, MI. Topic: *Approaching tourism marketing from a 21st century perspective*. Attendance included approximately 50 tourism industry professionals from Michigan.
8. Presented to 2006 Regional Tourism Planning Forum: Naturally, Central West Michigan (an invited presentation), November, 2006, Ludington, MI. Topic: *Easy strategies for effective tourism marketing*. Attendance included approximately 70 tourism, economic

development, chamber and destination marketing professionals. Received highest evaluation scores from all presenters.

9. Presented to the National Recreation and Parks Association Congress, October, 2006, Seattle, WA. Topic: *Evaluating marketing effectiveness*. Attendance included approximately 400 recreation professionals.
10. Presented to the National Recreation and Parks Association Congress, October, 2006, Seattle, WA. Topic: *Effective secret shopping: Customer service tools*. Attendance included approximately 280 recreation professionals.
11. Presented to the South Carolina Parks and Recreation Association annual conference (an invited presentation), September, 2006, Myrtle Beach, SC. Topic: *Reaching new heights: Integrating marketing in the leisure industry (parts 1 and 2)*. Attendance included approximately 30 recreation professionals.
12. Presented to the NRPA/Reitz Revenue Sources and Marketing Management School (an invited presentation), September, 2006, La Jolla, CA. Topic: *Target markets through great marketing*. Attendance included approximately 60 recreation professionals attending their first of three years at the school.
13. Presented to the NRPA/Reitz Revenue Sources and Marketing Management School (an invited presentation), September, 2006, La Jolla, CA. Topic: *Marketing studies*. Attendance included approximately 50 recreation professionals attending their second of three years at the school.
14. Presented to the Michigan Hotel, Motel and Resort Association/Governor's Conference on Tourism convention, March, 2006, Mt. Pleasant, MI. Topic: *Integrating Marketing: Making sense out of nonsense*. Attendance included approximately 70 hotel, recreation, and tourism industry professionals.
15. Presented the National Recreation and Park Association Congress, October, 2005, San Antonio, TX. Topic: *Reaching target markets through great marketing communication*. Attendance included approximately 140 recreation professionals.
16. Presented to the Southern Leisure Trends Institute (an invited presentation), February, 2005, Myrtle Beach, SC. Topic: 4.5 hour program titled *Communicating and marketing: The real deal*. Attendance included approximately 70 parks and recreation professionals. Scored the highest evaluation rating of presenters/sessions.
17. Presented to the Michigan Recreation and Park Association, Executive Summit (an invited presentation), February, 2005, Traverse City, MI. Topic: 3.15 hour program titled *Marketing parks and recreation as an essential service provider in the 21st century*. Attendance included approximately 70 parks and recreation professionals.
18. Presented to the National Recreation and Park Association Congress, October, 2004, Reno, NV. Topic: 3 hour program titled *Integrating marketing: Not just for commercial recreation*. Attendance included approximately 120 recreation professionals.

19. Presented to the Michigan Recreation and Park Association, January, 2004, Grand Rapids, MI. Topic: 3 hour program titled *Integrating marketing into parks and recreation operations*. Attendance included approximately 60 recreation professionals.
20. Co-presented to the National Recreation and Park Association, October, 2003, St. Louis, MO. Topic: *Quality of work life in the leisure industry*. Attendance included approximately 70 recreation professionals.
21. Presented to the Michigan Hotel, Motel, and Resort Association, March 2003, Lansing, Michigan. Topic: *Training for profitability*. Attendance included approximately 20 lodging owner/general managers.
22. Co-presented to the Michigan Recreation and Park Association, February 2003, Dearborn, Michigan. Topic: *Developing successful recreation programming partnerships*. Attendance included over 30 recreation professionals.
23. Co-presented to the Michigan Recreation and Park Association, February 2003, Dearborn, Michigan. Topic: *Putting a quality spin on evaluations*. Attendance included over 40 recreation professionals.
24. Co-presented to the National Recreation and Parks Association Congress, October, 2002, Tampa, Florida. Topic: *Expanding public recreation offerings through business partnerships*. Attendance included over 200 recreation professionals.
25. Presented to the Michigan Recreation and Park Association, January, 2002, Grand Rapids, Michigan. Topic: *Managing guest dissatisfaction - Service recovery*. Attendance included approximately 45 recreation professionals.
26. Presented to the Council for Hotel, Restaurant and Institutional Educators 2001 International Conference, July, 2001, Toronto, Canada. Topic: *The value placed on training in the lodging industry: An assessment of the Human Capital Theory*. Attendance included approximately 40 hospitality and tourism educators.
27. Co-Presented to the Resort and Commercial Recreation Association, November 2000, Hersey, Pennsylvania. Topic: *A longitudinal study understanding the factors associated with post college changes to interpersonal behavior in recreation students*. Attendance included approximately nine educators.
28. Presented to Michigan Gaming Conference, March 2000, East Lansing, Michigan. Topic: *The impacts of gaming on local communities*. Attendance included approximately 40 gaming professionals and media representatives.
29. Co-Presented to Michigan Recreation and Park Association, February 2000, Lansing, Michigan. Topic: *Creating a quality service culture in leisure service organizations*. Attendance included approximately 40 recreation professionals.
30. Presented to Michigan Recreation and Park Association, February 1999, Traverse City, Michigan. Topic: *Telephone skills: A forgotten issue in service training*. Attendance

included approximately 35 recreation professionals. Involved two students in the presentation.

31. Presented to Michigan Society of Association Executives Staff Development Conference, November, 1996. Topic: *Business protocol 101*. Attendance included approximately 55 association staff members. Received highest presentation scores of any session during the conference.
32. Presented to RCRA, National Conference. November 1995, Myrtle Beach, NC. Topic: *Quality service systems*. Attendance included approximately 40 resort managers and educators.
33. Presented to Michigan Recreation and Park Association. February 1995, Detroit, MI. Topic: *Job search strategies in the 90's: How do you stack up on paper?* Attendance included about 35 professionals and students.
34. Presented to Resort and Commercial Recreation Association, Regional Conference, 1994, Traverse City, MI. Topic: *Providing quality service*. Attendance included all conference attendees (30) for closing session including resort managers, educators and students.
35. Co-Presented to Michigan Recreation and Park Association, 1994, Traverse City, MI. Topic: *Cooperation that exists between public and private leisure agencies*. Joint presentation based on research conducted in the area of cooperation between Convention and Visitor Bureaus and Community/County Recreation Facilities in communities around Michigan. Attendance included 30 community and county recreation professionals.
36. Presented to Resort and Commercial Recreation Association National Conference (RCRA), 1993, New Paltz, NY. Topic: *Providing quality service*. Attendance included approximately 80 resort managers, educators and students from around the United States.
37. Presented to Council for Hotel, Restaurant and Institutional Education (CHRIE) National Conference, 1993, Chicago, IL. Topic: *Using computer simulations in executive and educational training programs*. Attendance included 30 educators from academic institutions around the world.
38. Presented to Association of Hotel Sales Professionals Northern Michigan Chapter, October, 1993 in Petoskey, Michigan (an invited presentation). Topic: Strategic Selling. Attendance included 15 senior level sales managers and directors for Northern Michigan resorts.
39. Presented to Southeast Metropolitan Recreation Executives Group (GERMS), 1993, Riverview, MI (an invited presentation). Topic: Providing Quality Service. Attendance included 45 recreation professionals from municipal agencies in Southeast Michigan.

MEDIA INTERVIEWS:

1. Media Interviews (2006). Interviewed by the following media related to the Tourism Caring for America Mississippi Gulf Coast project (service learning).

- a. August 28, 2006, CMLife, *Hurricane Katrina's devastation still felt*
 - b. March 20, 2006, CMLife
 - c. March 26, 2006, Biloxi Sun Herald
 - d. Mississippi Public Broadcasting Service (radio)
 - e. March 15/16 and 20/21, 2006, Channel 9/10 news segments
 - f. April 10, 2006 Public Broadcasting Service CMU Magazine
2. Article Interview (2004). Interviewed by the National Tourism Foundation for the article "New program offers travel and tourism professionals opportunity to give back to the industry". Thursday, August 26, 2004, Travel Daily News.
 3. Interview Article (2003). Interviewed by the Morning Sun for the article "'Secret shoppers' grade service at CMU". Wednesday, January 29, 2003, page 1.
 4. Panel interviewee on Public Broadcasting System (PBS) program titled "Ask the travel and recreation specialist". Thursday, May 25, 2000. Half-hour show with three panelists.
 5. Interview Article (2000). Interviewed by the Midland Daily News for the article "BORED YET? Single 20 somethings still struggle to find entertainment in Midland". Sunday, March 5, 2000, Envision section, page 7.
 6. Interview Article (2000). Interviewed and presented to the Battle Creek Enquirer for the article "Tribes share stories of successful casinos". Friday, March 10, 2000, Headline, page 1.

GRANTS:

1. Faculty Insight Team (FIT) grant recipient, Douglas, C. Burke, C. Lopez, D. Janes, P., Hayes, R., Lepisto, L. , (2008), Smart Playgrounds and Informal Learning, \$10,000
2. FRCE grant recipient, Janes, P. & Rood, S. (2007). Using Importance Performance Analysis in Mystery Shopping, \$3,628.
3. International Education Faculty Grant recipient, Janes, P. (2007), \$4,558.
4. Honor's Faculty Professional Development Grant recipient, (2007), \$200.
5. Grand Valley State University, Using Importance Performance Analysis in Mystery Shopping (a research study). Rood, S. & Janes, P. (2006), \$900.
6. FaCIT Service Learning Grants, RPL/HSA 343 – Tourism, (2006), \$500.
7. President's Office, Professional Development grant recipient. Janes, P. (2006), \$300.
8. Research Excellence Funds: The Center for Leisure Service Human Development, (2005). \$120,000 request. Project not funded.
9. FRCE grant recipient. Janes, P. (2005). Premiere Display, \$765.

10. EHS, Professional Development, \$300 award received each year from 1999-2005.
11. National Tourism Foundation. Janes, P., Gagnon, G. & Luckhardt, W. (2004). \$1,000-\$2,000 scholarship awarded to a CMU student through 2009.
12. FRCE grant recipient. Janes, P. (2004). Premiere Display, \$550.
13. Mt. Pleasant Community Foundation grant recipient. Janes, P. (2003). \$300 funding for senior volunteer program for Sacred Heart Academy.
14. FRCE grant recipient. Janes, P. (2003). Premiere Display, \$850.
15. FRCE grant recipient. Janes, P., Pybus, D. & Thelen, C. (2002). Expanding public recreation offerings to the community through business and agency partnerships. \$1347.
16. \$1100.00 Recipient of Student Retention Funds, CMU, 2000.
17. FRCE grant recipient. Yuan, S., Yuan, M., Janes, P. and Black, R. (1996). Gambling Behaviors and Beliefs of CMU Students.

PROFESSIONAL GROWTH

MEMBERSHIPS:

1. RCRA - Resort and Commercial Recreation Association
2. NRPA - National Recreation and Park Association
3. NTA - National Tour Association (not current)
4. MLTA-Michigan Lodging and Tourism Association (not current)

CONFERENCES/WORKSHOPS/SEMINARS/TRAININGS:

1. Attendance at Driving Tourism/the Michigan (Governor's) Conference on Tourism, 2009, 2008, 2007, 2006, 2004, 2001, 1998, 1993, 1991.
2. Attendance at the iPod/pod cast training seminar, Dan Bracken, CMU FaCIT, January, 2007.
3. Attendance at the National Recreation and Park Association National Conference, 2006, Seattle, WA; 2005, San Antonio, TX; 2004, Reno, NV; 2003, St. Louis, MO; 2002, Tampa, FL; 2001, Denver, CO.
4. Attendance at Best HR Practices at the Most Admired Companies, a webinar, December 6, 2005. Participated with seven RPL students.
5. Attendance at the National Tour Association Convention, November 4-6, 2005, Detroit, Michigan.

6. Publish & Flourish: Become a prolific scholar, Tara Grey, CMU Faculty Development Workshop, April, 2005.
7. Fast But Fair Methods to Grade Writing, Linda Nilson, CMU Faculty Development Workshop, January, 2005.
8. Attendance at the Annual Michigan Hotel, Motel and Resort Association (now called the Michigan Lodging and Tourism Association) Conference (since 2006 this has merged with the Driving Tourism conference), 2003, Lansing, Michigan; 2001, Mt. Pleasant, Michigan.
9. Attendance at Writing for Publication Workshop by Western Michigan University, Beaver Island, Michigan, August 4-7, 2003.
10. Institute on Service Learning, CMU Conference, February 13-14, 2003.
11. Attendance at International Council for Hotel, Restaurant and Institutional Educators (CHRIE), July 2001, Toronto, Canada; 1993, Chicago, IL.
12. Attendance at CMU's Photoshop workshop, 2002; EHS assessment workshop, 2001; Blackboard Pilot Instructor Training, 2000; and Front Page workshop, 2000.
13. Attendance at Michigan Recreation and Park Association Annual Conference various dates from 1985 – 2005 including: 1985 Detroit, Michigan; 1991 Detroit, Michigan; 1992 Grand Rapids, Michigan; 1993 Dearborn, Michigan; 1994 Traverse City, Michigan; 1995 Detroit, Michigan; 1996 Grand Rapids, Michigan, 1997 Lansing, Michigan; 1999 Traverse City, Michigan; 2000 Lansing, Michigan; 2002 Grand Rapids, Michigan; 2003 Dearborn, Michigan; 2004 Grand Rapids, MI; 2005 Traverse City, MI.
14. Attendance at Publicity Connection Conference, October, 2002; November 2000; November 1999, Mt. Pleasant, Michigan.
15. Attendance at Resort and Commercial Recreation Association National Conference on various dates from 1984 – 2000 including: 1984, Phoenix, Arizona; 1985, San Destin, Florida; 1992, Asheville, North Carolina; 1993, New Paltz, New York; 1994, regional conference, Traverse City, MI; 1995, Myrtle Beach, NC; 2000, Hersey, PA. National Internship Committee, 1994.
16. Attendance at the Student Portfolios as Assessment Tools workshop, CMU, March, 1999.
17. Attendance at Human Synergistics three day Training Workshop, November, 1994.
18. Attendance at Daryl Sink's two-day Course Developer Workshop in Atlanta, Georgia, February, 1992.
19. Attendance at Club Industry trade show, 1991, Chicago, IL.

UNIVERSITY SERVICE

DEPARTMENT (RPL):

1. RPL Enhance Curriculum Committee, 2008-present.
2. RPL Commercial Recreation Outcome Assessment Plan/Report, 2008.
3. RPL Concentration Committee, Chair, 2007-present.
4. RPL Marketing Committee (standing), 2006 – present.
5. RPL Diversity and Global Initiatives Committee, Chair, 2006/2007.
6. RPL Assessment Committee, 2005/2006.
7. RPL Technology Committee chair, 2004-2006.
8. HEV, RPL, and HSA Collaboration Task Force, Fall 2001 to present; 1998; and informally prior.
9. RPL Accreditation Committee, 2004-2005.
10. Centralis Department Representative, November 20, 2004
11. RPL Research Committee, Fall 2001 to 2004.
12. Graduation Marshall, Spring 2007, 2006, 2005, 2004, 2003.
13. RPL Department Executive Committee, Chair, Spring 2004, Fall 2001-Spring 2003; 1992-1994.
14. Department brochure design and development coordination, 2002 and 1992.
15. Athlete's Majors Night presenter, Fall, 2000, 2001, and 2002.
16. RPL Department Alumni Relations Committee, 2000/2001.
17. Recreation, Park and Leisure Services Administration Advising Night, Spring, 2000, 2001, and Fall 2001.
18. Spotlight of Quality Service Task Force, College of Extended Learning, 1999-2000.
19. RPL Department Program Review Committee, 1998. Completed Program Review document.
20. RPL Department Resource/Budget Committee, 1997 to 1998.
21. RPL Department Commercial Recreation and Facility Management Faculty Committee, 1994 - 2003.

22. RPL Department Technology Committee, 1996 to 1997.
23. RPL Department Marketing Committee (Chair), 1991/92; 1992/93; (member), 1993/94; 1995/95.
24. RPL Department phone-a-thon, 1992 - 1996; CMU & You Day, 1993; Major Night, 1994.
25. Coordinator/fundraiser, Name Endowed Scholarship Fund, Fitzpatrick/Wood Scholarship, Central Michigan University, 1990 - 1993.
26. Commercial Recreation Mentor Program (faculty advisor), 1991/92.

COLLEGE (EHS):

1. EHS College Curriculum Committee (Chair, 2009/10), 2008 – present.
2. EHS Sabbatical Committee, 2006 – present.
3. EHS Associate Dean's Search, 2007.
4. EHS Technology Staff Search Committee, Fall, 2005.
5. Grade Grievance, Fall, 2004 - 2006.
6. EHS Technology Committee, Fall 2004 to 2006. 2005 and 2006 received internal technology grants.
7. EHS Associate Dean's Search, Committee Member, Fall 2004.
8. EHS, Professional Development Committee, 1999 to 2002.
9. Grade Grievance, Fall, 2000 - Spring, 2001.
10. EHS Dean's Search, Committee Member, 1998 - 1999.
5. Portfolio Workshop, tabletop presenter and participant, September, 1999.

UNIVERSITY (CMU):

1. Vision Planning Meeting for Technology Park, 2008.
2. SMART Playground Project, 2007 to 2008.
3. FaCIT Advisory Board and Strategic Planning Committee, 2007.
4. President's Research Investment Fund Review (PRIF) Committee, Spring, 2005.

5. FRCE, 2002 to 2005.
6. Service Excellence Council, Fall 2001 to present.
7. Committee on Committees, EHS Representative, Fall 1999; Fall, 2000 to 2002; Secretary, January 2001 to 2002.
8. Search Committee Member, Admissions Department, Assistant Director of Marketing and Assessment, 1998.
9. Academic Senate, 1996 to Spring, 1997; March – May, 2001.
10. Search Committee Chair, Student Activity Center, Marketing Director position, 1995.
11. Central Michigan University, Student Activity Center Development Committee, student member, 1985/86.

PROFESSIONAL SERVICE

PROFESSIONAL SERVICE PRESENTATIONS:

1. Presented to Disney World International Student College Program, May, 2009, Orlando, FL. Topic: *Marketing Special Events*. Topic: Attendance included 20 international students in a four hour program.
- 2.
3. Presented to The Community Church, April, 2009, Mt. Pleasant, MI. Topic: *Recreation in your life*. Attendance included 40 members.
4. Presented to Central Michigan University College of Graduate Studies Staff, October, 2008. Topic: *Quality Service*. Attendance included 15 staff members in a research based (mystery shopping/cultural analysis data) presentation/workshop.
5. Presented to Grand Valley State University, April, 2007, HTM 235. Topic: *State cultural and heritage tourism*. Attendance included 35 students and faculty.
6. Presented to Michigan State University, May, 2006, CARRS. Topic: *Quality of Work Life*. Attendance included 20 faculty.
7. Presented to Tourism Cares for Tomorrow, November, 2005, National Tour Association Convention, Detroit, MI. Topics: *Student orientation and debriefing*. Attendance included 27 university college students which included a three day industry exposure event.
8. Presented to Sacred Heart Academy, August, 2005, Sacred Heart Parish Hall, Mt. Pleasant, MI. Topic: *IPA research results*. Attendance included 80 administrators, board members, teachers, and parents.
9. Presented to PRSSA Annual Conference PR Perspective . . . bringing your career into perspective, April, 2005, CMU, Mt. Pleasant, MI. Topic: *Marketing tactics you will*

need for your tool box. Attendance included 30 professionals and Integrative Public Relations majors.

10. Co-Presented to EHS Research Colloquium, October, 2004, Mt. Pleasant, MI. Topic: *Creating a Research Agenda.* Attendance included six CMU faculty.
11. Presented to Central Michigan University Clerical Conference, May, 2003, Mt. Pleasant, MI. Topic: *Service Recovery.* Attendance included 20 clerical staff from various universities.
12. Presented to Michigan Arena Managers Association, April, 2003, Gaylord, MI. Topic: *Integrating Marketing into Arena Management.* Attendance included 16 arena managers.
13. Presented to Sacred Heart SHAgala Committee, April, 2003 and March, 2002, Mt. Pleasant, MI. Topic: *Findings from event evaluation research conducted with five students.* Attendance included 20 committee members.
14. Presented to Central Michigan University Faculty Association, March, 2002, Mt. Pleasant, MI. Topic: *Contract Implications of Becoming a Doctoral Research Intensive University.* Attendance included approximately 40 CMU faculty.
15. Co-Presented to Michigan Recreation and Parks Association GERM group, November, 2000, Southfield, Michigan. Topic: *Creating a Quality Service Culture.* Attendance included 18 recreation professionals.
16. Co-Presented to Central Michigan University Administrative Staff Training, November 1999, Mt. Pleasant, Michigan. Topic: *Providing Quality Service.* Attendance included approximately 35 staff members.
17. Designed and co-presented the *Spotlight-on-Quality Service Train-the-Trainer program* for CMU's College of Extended Learning, November 1999, Mt. Pleasant, Michigan. Attendance included ten professional consultant/trainers through a 4-½ day training program.
18. Presented to West Intermediate Junior High, Mt. Pleasant, Michigan, October 1999. Topic: *The history and evolution of the recreation and leisure field.* Attendance included approximately 150 8th grade students in five separate class sessions.
19. Presented to Delta Phi Epsilon and Alpha Sigma Phi student groups, February, 1999. Topic: *Applying Marketing Concepts to Fraternities and Sororities.* Attendance included approximately 35 students.
20. Presented to Business Professionals of America, Mt. Pleasant High School students, November, 1998; February, 1997; and December, 1996. Topic: *Professional Dress and Etiquette.* Attendance included, on average, 30 students during each presentation.
21. Presented to Mt. Pleasant High School Business Education students. February 1996. Topic: *Career Development.* Attendance included approximately 100 high school students.

22. Presented to Michigan State University, Hospitality Marketing Course, 1993, East Lansing, MI. Topic: Marketing Hotels with Segmentation. Attendance included approximately 50 undergraduate students.
23. Presented to Michigan Business Travelers Association (MBTA), 1993, Romulus, MI. Topic: Internship Programs, Benefits for Travel Related Businesses and Students. Attendance included 25 business travel executives from the metropolitan Detroit area.
24. Presented to CMU, Admissions Department, 1993, Mt. Pleasant, MI. Topic: Quality Service. Attendance included all administrative assistants.
25. Presented at the Internship Seminar, October 1992, in Mt. Pleasant, Michigan. Topic: Providing Customer Service. Attendance included 40 student interns.
26. Presented research findings to Michigan Recreation and Park Association Annual Conference, 1991, Detroit, MI. Topic: Résumés and Cover Letters: What Professionals Want. Attendance included 40 parks and recreation professionals and students.

CONSULTATIONS:

1. Consultant to Oakland County Parks and Recreation, Pontiac, MI, January, 2009 – present. Designed marketing research processes and analyzed existing market research; consulted on marketing plan development; training; and marketing staff.
2. Consultant to The Inn at St. Ives, Canadian Lakes, MI, August-October, 2008. Designed market research study to measure guest satisfaction, trained staff on marketing strategy/assessment, and conducted marketing plan analysis.
3. Consultant to Binder Park Zoo, Battle Creek, MI, January-March 2009; April, 2008; Spring, 1999; Spring, 2000. Developed training curriculum for orientation of zoo employees. Facilitated Spotlight on Quality Service-Quality Leadership and Service Orientation programs. Attendance included approximately 20 management staff and 250 hourly staff for a 5-8 hour training program.
4. Consultant to Shepler's Mackinac Island Ferry, Inc., November, 2006 to 2008. Designed and delivered a full day training program to integrate strategic marketing practices and enable an internal capacity; analyzed existing marketing practices; developed marketing research plan; and continue to work on extensive integration of marketing efforts and data gathering processes.
5. Consultant to LaBelle Management Hotel Division, April, 2007; February, 2006; November, 2004; February, 2004 and June, 2003. Designed and presented various marketing training sessions to hotel managers and corporate executives from a multi unit hotel/restaurant company ranging from 1 ½ - 4 hours.

6. Consultant to Newaygo County Convention and Visitor's Bureau (CVB)/NCEDO, 2007. Delivered training sessions to CVB board and community members to assist with the development and formation of the CVB and the CVB's first marketing plan.
7. Consultant to Cedarbrook Village, a senior living resort community, July, 2006 to January, 2007. Assisted with transition from a hotel to senior living center through strategic planning activities: SWOT assessment/action plan development; job analysis and description clarification; and marketing integration.
8. Consultant to Canton Leisure Services (CLS), February 2004 to August, 2004. Assessed marketing integration in \$11,000,000 public recreation system, developed agency and Pheasant Run Golf Club marketing plans, established roles and responsibilities of marketing committee, wrote marketing staff job descriptions, trained staff on marketing concept and practices, developed marketing plan and communication guidelines document formats.
9. Consultant to Central Michigan Community Hospital, May, 2003. Designed and delivered a 6 hour *Integrating Marketing* training program to 60 hospital administrators.
10. Consultant to Department of Natural Resources (DNR) - Parks and Recreation Division, Lansing, MI, November, 1996-February, 1997. Analyzed and presented findings on summer ranger training process. Consulted on future training efforts including facilitator guides and train-the-trainer sessions. Designed and delivered a three-day train-the-trainer course for 65 statewide park managers.
11. Consultant to Department of Natural Resources (DNR), Lansing, MI - Parks and Recreation Division, March 1996. Completed Training Tips document, analyzed training survey data, and created the training evaluation process for the preparation of 2500 short-term workers-summer rangers.
12. Consultant to Steele Enterprises, Inc., Phoenix, AZ, April 1994 to August 1995. Assisted in presentations, course development and facilitating training to corporate and educational institutions focused on change, leadership, and empowerment outcomes. Presented to Florida Academy of School Executives. July 1995, Howey-in-the-Hills, FL. Topic: Personal and Team Empowerment, from the ChangeMastery Series. Attendance included 45 assistant superintendents and personnel managers from Florida school districts for a two-day training program; Presented to Kansas City Missouri School District. May 1995, Kansas City, MO. Topic: Change and Change Mapping, From the ChangeMastery series. Attendance included 30 specially selected school district leaders including principals, counselors, and teachers; Presented to Kansas City Missouri School District, Leadership Academy, April 1994, Kansas City, MO. Topic: Strategic Planning Training with the use of Computer Simulations, 2 day training. Attendance included 25 specially selected district employees.
13. Consultant to Flint Parks and Recreation Department Recreation, Forestry, Golf, and Administrative division, 1993, Flint, MI. Topic: Providers of Quality Service. Designed and delivered training to approximately 100 city employees in four separate training sessions. Pre and post customer service evaluations of golf facilities in the City of Flint indicated an increase in overall customer satisfaction following training.

14. Consultant to Mancino's Corp., Boyne, MI, 1993. Presented guidelines and recommended plans for Standard Operating Procedures and Training Program development of a franchise food and beverage operation. Presented to 8 owners over a two-day period.
15. Consultant to Marriott Corporation, Washington, D.C., Courtyard by Marriott Division, February 1992 to October 1993. Developed and facilitated a 4-½ day advanced national sales and management training program for over 350 Courtyard by Marriott hotel general managers and sales managers. Delivered the training in sixteen cities throughout the United States achieving an overall course satisfaction rating of 93% (out of 100%). Achieved all Marriott established goals in the development and implementation stage of the training program including the management of a \$400,000 budget.
16. Consultant to The Burgundy Group, Chicago, IL, December 1992 to April 1994. Assisted in facilitation and service to accounts using service industry computer simulation programs.

PROFESSIONAL OFFICES HELD AND COMMITTEES SERVED:

1. Tourism Cares for Tomorrow Board of Trustees, 2004 to 2007. Met with the board three times annually. Education Committee chair, 2004 to 2007.
2. Gaming Research and Review Journal, manuscript reviewer, 2003-2005; 2007.
3. Michigan Tourism Planning Council – Michigan State University strategic planning group for the development of Michigan's tourism economy, 2006.
4. National Tourism Foundation Board of Trustees, 2003 to 2004. Met with the board four times annually. Grant Committee chair, 2004; Scholarship Committee member, 2004.
5. National Recreation and Park Association, Commercial Recreation and Tourism Section vice president, 2003 – 2005; marketing committee 2005 – 2006.
6. Council of Hotel, Restaurant, and Institutional Educators, conference paper reviewer, 2003 and 2002 international conferences.
7. Travel Michigan, Quality Service Task Force Member, October, 1997 to 2000.
8. Michigan Service Management Learning Academy Board Member, February, 1995 to 1997.
9. White House Tourism Task Force, Education and Training, Michigan Travel Bureau, January-May 1995.
10. Resort and Commercial Recreation Association Accrediting Membership/Internship Committee, 1994.

PUBLIC SERVICE:

1. 3rd Chair Advisory Board, 2008-present.
2. Art Reach volunteer docent, 2005 – present. Teach art education monthly in two-three elementary classrooms.
3. Mt. Pleasant Area Technical Center Marketing Advisory Committee, Fall, 2001 to present.
4. Advisor, Get FIT, Central Michigan University Registered Student Organization (RSO). Spring, 2006 – 2007.
5. Make-A-Wish Foundation of Michigan (MAW) Mt. Pleasant Volunteer, May, 2001 to 2006.
6. Sacred Heart Parish, Liturgy of the Word Coordinator, Fall, 2001 to present.
7. Sacred Heart Academy, SHAGALA special event and evaluation volunteer, 2001 to 2006.
8. Mt. Pleasant Country Club, Marketing Committee Member, 1999 to 2001.
9. Junior Achievement of Isabella County, 1994 –2003; 2005-present. 1994 - 1997 (Board of Directors), 1994 - 1997 (Treasurer/Secretary). Junior Achievement trainer/consultant to 2nd grade (Vowles Elementary, 8 years), 8th grade (Chippewa Indian Reservation and West Intermediate, 2 years), and 1st, 2nd, 3rd, 5th and 12th grade (Sacred Heart Academy, 3 years).
10. Special Olympics Summer Games Volunteer, Summer 1992.
11. Metro Detroit Convention and Visitor's Bureau, Director of Sales Committee, 1989 to 1991.

SPECIALIZED INTEREST AND EXPERTISE:

Recreation, tourism and hospitality training, quality service, sales and marketing interests. Specialize in research related to training development, quality of work life, event evaluation, quality service, marketing and career development.

CURRENT SCHOLARSHIP STATUS:

PUBLICATIONS RESUBMITTED:

Janes, P. & Stoudt, L. (2007/8 submission). Evaluating events over time using the Importance Performance Analysis technique. *International Journal of Event Management Research*.

PUBLICATIONS IN PROGRESS:

Janes, P., Wisnom, M., Otteman, T. & Martin, C. (2008). Quality of work life practices in the leisure service industry. Draft manuscript finalized.

Janes, P., Click, T. & Stoudt, L. (2008). Using Importance Performance Analysis to Measure School Success (draft in progress).

Janes, P. & Ellard, J.A. (2008). Teaching methods/service learning: SRS event (draft in progress).

Janes, P. (2008). The impact of service learning experiences over time: Mississippi Gulf Coast data (data analysis in progress).

RESEARCH IN PROGRESS:

- Janes, P. Industry utilization of students . . . the power of the resource (Currier Article)
- Janes, P., Gareiss, S. & Coles, R. Marketing an academic department
- Janes, P. & Rood, S. The Integration of IPA into Mystery Shopping
- Janes, P. Tourism destination needs assessment processes
- Otteman, T. & Janes, P. The emotional attachment to the AOMC event

SCHEDULED PRESENTATIONS

Janes, P. (2009). Quality Service. Michigan Recreation and Park Association Leadership Institute, March.

Janes, P. (2009). Quality Service Part II. CMU Graduate School, January.

MISC Completed:

Mock Rock judge, Spring 2004

Service Presentation Sorority Fall 2004

Conducted peer evaluation Al Ellard (2003), Mary Wisnom (2003), Tim Otteman (2006)