



VirginiaTech

Pamplin College of Business

**Dr. Richard R. Perdue, Professor & Department Head**  
**Department of Hospitality and Tourism Management**  
362 Wallace hall (0429)  
Blacksburg, Virginia 24061  
540/231-5515 Fax: 540/231-8313  
E-mail: Rick.Perdue@VT.edu  
[www.htm.pamplin.vt.edu](http://www.htm.pamplin.vt.edu)

September 24, 2008

Katie Quinn  
Associate  
Isaacson, Miller  
649 Mission Street, Suite 500  
San Francisco, CA 94105-4128

Hi Katie

Per our conversations, I am attaching my vita for your consideration concerning the University of Hawaii Dean of the School of Travel Industry Management position. Like most vita, mine focuses on my accomplishments as a professor. While I feel success as a university administrator fundamentally requires success as a professor, I also recognize that you need further information concerning my success as a Department Head at Virginia Tech. The following should give you a sense of those accomplishments.

As we discussed, I came to Virginia Tech (VT) from the University of Colorado in 2005. The VT Hospitality and Tourism Management (HTM) Department at that time had a number of major problems. Most importantly, the HTM enrollment was at 172 majors having dropped from 275 in 2003. The trend line was significantly negative with no bottom in sight. Second, there were distinct groups of faculty within the HTM department with substantive conflict between groups. Third, the department lacked clear faculty performance guidelines. Fourth, the departmental budget had been poorly managed. Fifth, the department's industry relations were poor with corresponding weak performance in fundraising. Among the changes I've been able to implement, I was able to negotiate and lead a major revision of our undergraduate curriculum, essentially making it more attractive to both students and industry recruiters. Along with a number of promotional strategies, we've been able to reverse our enrollment trends and today have over 500 students in the program. Further, we are now a tier one recruiting school for Marriott, Hilton, Hyatt, Sodexo, Compass, Darden Restaurants, The National Conference Center / Aramark, Great American Restaurants, and a number of hospitality management companies such as Crestline and LTD Management. This past spring, Marriott hired 16 of our graduates into their management training program.

Second, as a Department, we have moved very significantly toward greater cohesion and better faculty morale. We've negotiated a clear set of evaluation guidelines, reduced the conflict and disagreement, articulated a clear vision for the Department, and implemented a variety of improvements to our work environment. As a result, we were able to hire two outstanding young faculty this past year and are recruiting for two more this year.

Third, our budget is now appropriately managed. I've been able to implement the budget tracking procedures needed to better manage our funding. Along with those improvements, I've been able to negotiate substantive improvements in our funding environment. Since coming to VT, I've been able to negotiate internal funding to support our curriculum laboratories. I was successful in getting the Dean of the Pamplin College of Business to treat the Department equally in terms of his allocation of funds

***Invent the Future***

including development and foundation funding. I was able to negotiate three summer research grants for faculty from the Dean's office, averaging a little over \$12,000 each (11.1 percent of the recipient's base salary).

Fourth, I've had some success in fundraising across a number of venues. The Department has historically given approximately \$30,000 in scholarships. I've been able to increase that to about \$45,000 per year and have recently negotiated a new \$100,000 gift to the Department to endow scholarships. Additionally, we've been able to secure scholarship monies from Hilton, Hyatt, and AHLA. I also recently completed negotiations for a \$2,000 per year graduate student award for research excellence. Beyond scholarships, I've also had success in raising monies to support faculty recruiting and funding. I was successful in writing a proposal to the J. Willard and Alice S. Marriott Foundation for \$1,000,000 to support an endowed professorship – we are recruiting for that position this year. I've also had some success in getting open-ended funding to support the Department. I've completed negotiating a \$1,000,000 life estate annuity which at some point in the future will fund faculty research and graduate students. This agreement was started prior to my arrival and my contribution focused largely on getting it completed. I'm finishing up negotiations on a \$100,000 gift for an endowment to support faculty excellence. I'm hoping I can leverage that into an overall endowed fund of \$250,000 to \$300,000. That will give us \$15,000 to \$20,000 per year to support faculty efforts. Finally, over the past three years, I've focused on attracting funding to support our departmental operations primarily with the goal of both supporting our faculty and creating a "rainy day" fund. Virginia, like much of the country, is experiencing severe budget challenges this year which will significantly impact our University and, eventually, departmental budget. Fortunately, the money I've raised and set aside will carry us through this year and allow us to keep moving the department forward.

Along with the fundraising have been fairly dramatic improvements in our industry relations. As noted earlier, I've been able to significantly grow the HTM recruiters coming to Virginia Tech. I've been able to grow and formalize an advisory board that includes major executives from many of the major hospitality corporations in the USA. I've an advisory board meeting coming up in early October and have positive RSVP's from 21 of the 25 members.

Finally, I've been successful in growing the credibility of the HTM Department in the Pamplin College of Business. VT has a Department Head Executive Council with two elected members from each College. I am currently serving as one of the Pamplin College of Business representatives. This has greatly increased the visibility of the HTM department across the University.

Sincerely,



Richard R. Perdue