

# Andrew Hale Feinstein

## EDUCATION

Ph.D., Man-Environment Relations, minor in Instructional Systems, Academic Computing Fellow, The Pennsylvania State University (PSU), 1999

M.S., Hotel Administration, University of Nevada, Las Vegas (UNLV), 1995

B.S., Hotel Administration, UNLV, 1991

Institute for Management and Leadership in Education Certificate, Harvard University, 2013

## ADMINISTRATIVE EXPERIENCE

### **Provost and Senior Vice President for Academic Affairs, San Jose State University (April 2014- )**

*(deputy provost July-Jan. 2013; interim Jan.-April 2014; promoted to senior vice president Sept. 2016)*

Chief academic officer and senior member of President's Cabinet. Serve as acting campus chief executive during presidential absences. Member of the Academic Senate Executive Committee. Oversee 154 undergraduate, master's and doctoral degree programs, 1,900 faculty, and more than 550 staff and administrators in seven academic colleges; a multi-dimensional international and continuing education enterprise generating \$34M in annual revenue; the Dr. Martin Luther King, Jr. Library (one of the nation's first university-city library partnerships); the Hammer Theatre (a \$40M performing arts center managed with the city); and Moss Landing Marine Laboratories in Monterey Bay. Manage a \$220M divisional budget and enrollment for more than 35,000 students.

### Selected accomplishments

*Budget:* Created the AVP, academic budgets and planning position. Addressed a \$36M university-wide structural deficit and \$25M base funding cut to Academic Affairs. Transformed budget and enrollment planning models while empowering deans and department chairs to take a leadership role in resource management. Drove greater appreciation for and reliance on analytical decision-making, including data-driven predictive enrollment planning.

*Research:* Oversee \$50M in research expenditures annually. President of the SJSU Research Foundation. Created the Office of Research and the AVP for research. Currently supporting the creation of the VP for research and innovation position. Created the Research Advisory Board and established research liaisons in the colleges. Co-developed and oversee the Research, Scholarship and Creative Activities (RSCA) Strategic Plan, the RSCA Facilities and Administration Reinvestment Program, and the University Grants Academy. Invested \$5M in RSCA initiatives over the past three years.

*Planning:* Co-chair SJSUs Strategic Planning Steering Committee, leading the creation and oversight of the planning process for a new university strategic plan. Led the development and implementation of the campus-wide student success plan: The Four Pillars of Student Success.

*Advancement:* Personally raised more than \$5M in gifts and grants from private, foundation, and sponsored program sources. Co-lead the University Comprehensive Campaign Working Group, developing a ~\$350M fundraising campaign. Overseeing several large university advancement projects and participated in numerous successful development presentations and asks. Active in budget advocacy, including face-to-face meetings with lawmakers. Developed a series of K-20 student success summits with assemblymembers and community partners. Served as the public face of the campus during many complex media issues.

*Diversity and inclusion:* Co-chaired the President's Commission on Diversity. Co-developed the Office of Diversity, Equity and Inclusion and the Cabinet-

**Dean, The Collins College of Hospitality Management. James A. Collins Distinguished Chair and Professor. California State Polytechnic University, Pomona (2007-2013)**

Dean of the first and largest hospitality management program in California. Regarded as one of the top hospitality management programs in the country. The college includes 1,400 diverse students and 30 faculty. The dean has fiscal responsibility for a \$3M operating budget, a \$10M endowment, the college's open-to-the-public restaurant, and external programs that net in excess of \$500K annually.

Selected college-level accomplishments

Raised \$15M in cash, gifts-in-kind, bequests, and pledges. Restructured the college's 40-member advisory board, including bylaws revision, development of subcommittees, and the addition of several nationally-renowned hospitality leaders. All advisory board members made gifts to the college.

Led the design of new academic facilities (\$10M+ privately funded) opened in 2015 featuring state-of-the-art learning spaces.

Established The Collins College Masters of Science in Hospitality Management, regarded as one of the top ten Masters programs in the country. Created the curriculum and business model for this self-supported program that exceeded budget and enrollment projections. Program generated \$175,000 net annually. Assisted other colleges to develop similar self-support models.

Crafted the faculty senate referral and led lobbying efforts to change The Collins School into The Collins College.

Facilitated strategic planning retreats culminating in a comprehensive plan that was regularly revised. Developed and implemented college initiatives, deliverables, timeline, and annual evaluation from plan.

With the support of the administration and the faculty, effectively managed significant budget reductions while improving the college's academic programs and initiatives. Addressed funding reductions through effective enrollment and staffing management, fundraising activities, merchandise sales, and self-supported programs.

Repositioned endowment funds to focus significant resources on competitive faculty seed grants and faculty research, travel, and development programs. Performed a research audit to refine faculty scholarship incentive programs. Worked with the Reappointment, Tenure and Promotion Committee to increase scholarly expectations for tenure. Created quarterly faculty and student research symposiums.

Managed multiple college-run events, including Hospitality Uncorked (nets ~\$250K annually), Visitor Industry Outlook Conference (200+ attendees), Frank Lectureship Series (prominent industry speaker series), Scholarship Recognition Luncheon, Collins Hospitality Golf Classic, and monthly dean's social events.

Supervised a college-wide sustainability audit and action plan in conjunction with the John T. Lyle Center for Regenerative Studies. New building received LEED Gold certification, the first on campus.

Developed career services coordinator and director of communications and external relations positions. Created student ambassadors and mentor programs. Co-established The Collins College Hospitality Society and the Alumni Board of Advisors. Hosted university alumni networking events throughout the country.

Established multiple channels of communication, including bi-annual award-winning magazine, quarterly notes from the dean, weekly "The Collins College Update" newsletter, website, college Facebook and LinkedIn pages, and an active public relations program.

#### Selected university- and system-level accomplishments

Served on university- and system-level committees that established the structure of the CSU graduation initiative focusing on improving student retention and graduation rates.

Served on the university's Enrollment Planning Group and Impaction Committee and participated in developing the university-wide impaction plan.

Worked with the provost on the creation of college-level strategic planning guidelines. Presented at university-wide strategic planning seminars for department chairs.

Improved equity of Academic Affairs resource allocation to the colleges through consultations with the provost and the executive director of Institutional Research & Academic Resources. Chaired committee to evaluate Academic Affairs' current funding rubrics, providing suggestions for improvement. Assisted the provost in developing rubrics for evaluating and restructuring academic programs to address budget reductions.

Drafted a memorandum of understanding between University Advancement and Academic Affairs for the university's successful \$150M comprehensive campaign. Assisted other colleges in developing fundraising case studies.

Contributed to the successful review process for regional accreditation by WASC, culminating in university reaccreditation for the maximum ten-year period. Drafted interim report with the associate provost for Academic Programs.

Represented Academic Affairs on the Cal Poly Pomona Foundation Board of Directors, the Human Subjects Institutional Review Board, and the IT Governance Committee.

#### **California State University (CSU) Director of Hospitality Management Education (2008-2013)**

Appointed by the CSU chancellor as the system-wide director of hospitality management education. Provided support for 14 hospitality programs in the CSU system. Created the CSU Hospitality Management Education Initiative (HMEI). Managed the CSU Hospitality Industry Advisory Board comprised of senior-level executives in the hospitality industry and the CSU Hospitality Education Leadership Committee comprised of program leaders.

Worked closely with the CSU senior advisor of campus advancement and the vice chancellor of university relations and advancement. Managed annual meetings with the chancellor and advisory boards.

Created white papers and held forums on 21<sup>st</sup> century literacies, improving graduation rates, sustainability, diversity, and leadership.

Expedited the approval of automatic transfer agreements (articulation) for hundreds of courses between CSU hospitality management programs and community colleges throughout California.

Partnered with the CSU African American Initiative, hosting planning meetings and participating in outreach events. Created a program focusing on the Hispanic community and developed outreach materials in Spanish.

Created and managed Adopt a Campus, Take a Student to Work Day, Experience Hospitality, and Hospitality Legislative Lobby Day.

Developed and maintained the CSU Hospitality Management Education Web Portal:  
<http://www.calstate.edu/hospitality>.

**Senior Advisor to the President. UNLV (2007)**

This cabinet-level position provided an open channel of communication to the president's office and assisted the president's relationship with internal and external constituents. Member of the president's leadership team. General committee representation on several university committees, including Faculty Senate Executive Committee, Biomedical IRB, Campus Campaign Committee, New Student Welcome Committee, New Faculty/Staff Orientation, Lynn Bennett Early Childhood Research Council, Advancement, and Diversity Task Force.

**Associate Dean for Strategic Initiatives, William F. Harrah College of Hotel Administration (Harrah Hotel College). UNLV (2006-2007)**

Worked closely with the dean on the development and implementation of the college's strategic plan. Participated in the case development and ask of a \$30M gift. Assisted in the planning of new facilities. Co-developed a business model and funding proposal for the creation of a hospitality campus in the United Arab Emirates.

**Chair, Department of Food and Beverage Management, Harrah Hotel College. UNLV (2004-2006)**

Department housed fourteen full-time and five part-time faculty. Responsibilities included participating in faculty personnel decisions; managing the department budget; evaluating the performance of faculty, graduate assistants, and staff; preparing course schedules and assigning teaching responsibilities to the faculty; developing and managing online courses; supporting ongoing extramural funding;



Master's Admissions Committee chair (1999-2003)

College's Annual Best Graduate Research Awards chair (1999-2001)

College Research Committee (1999-2000)

Hotel Graduate Student Association (HGSA) faculty advisor (1999-2007)

### **EDITORIAL BOARD MEMBERSHIPS**

Senior editor: *Developments in Business Simulation and Experiential Learning* (2004)

Editor: *Journal of the Foodservice Symposium University* (2004-2005)

Associate editor: *Journal of Foodservice Business Research* (2004-2008)

Research editor: *QSR Magazine* (2004-2006)

Editorial Board: *Journal of Hospitality and Tourism Research* (2004-2007)

Editorial Board: *Simulation and Gaming* (2002-2015)

Editorial Board: *Journal of Foodservice Business Research* (2002-2013)

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## **AWARDS FOR RESEARCH AND**

Academic Computing Fellow, The Pennsylvania State University (1997-1999)

The university awards fellowships to doctoral students with a significant aptitude in computing applications within their discipline. Fellows are awarded a stipend, tuition, and a research grant.  
Outstanding UNLV graduate student (1995)

## ARTICLES IN REFEREED JOURNALS

Bogicevic, V., Cobanoglu, C. Bujisic, M., & Feinstein, A.H. (2018 – In Press). Gender and Age Preferences of Hotel Room Design. *International Journal of Contemporary Hospitality Management*.

Latour, K.A., Latour, M.S., & Feinstein, A.H. (2011). The Effects of Perceptual and Conceptual Training on Novice Wine Drinkers' Development. *The Cornell Hotel and Restaurant Administration Quarterly*. 52(4), 445-457.

Singh, D., Kim, Y.S., & Feinstein, A.H. (2011). Internet utilization as a medium for training employees in multi-unit restaurants, *Journal of Foodservice Business Research*. 14(2), 122-145.

Myung, E., Feinstein, A.H., & McCool, A.C. (2008). Using a discrete choice model to identify consumer meal preferences within a prix fixe menu. *Journal of Hospitality and Tourism Research*. 32(4), 491-504.

Myung, E., McCool, A.C., & Feinstein, A.H. (2008). Understanding attributes affecting meal choice decisions in a bundling context. *International Journal of Hospitality Management*. 27(1), 119-125.

Feinstein, A.H., Dalbor, M., & McManus, A. (2007). Assessing the Effectiveness of ServSafe® online. *Journal of Hospitality and Tourism Education*. 19(4) 11-20.

Kim, A., Dalbor, M.C., & Feinstein, A.H. (2007). An examination of cost management behavior in small restaurant firms. *International Journal of Hospitality Management*. 26(2), 435-452.

Werner, W., Feinstein, A.H., & Hardigree, C.E. (2007). The risk to the American fast food industry of Obesity Litigation. *The Cornell Hotel and Restaurant Administration Quarterly*. 48, 201-214.

Werner, W., Feinstein, A.H., & Hardigree, C.E. (2007). Overtime Exemptions: The impact of the Department of Labor's new regulations on the quick-service restaurant industry. *Electronic Journal of Hospitality Legal, Safety and Security Research*. Vol III, 25 pages. Available: [http://www.hospitalitylawyer.com/Volume\\_III\\_Article\\_1.pdf](http://www.hospitalitylawyer.com/Volume_III_Article_1.pdf).

Christodoulidou, N., Brewer, P. & Feinstein, A.H. (2007). Electronic Channels of Distribution: Challenges and Solutions for Hotel Operations. *Florida International University Hospitality and Tourism Review*, 25(2), 92-100.

Myung, E., Barrash, D., & Feinstein, A.H. (2006). The effects of coupon promotion on repeat visits in restaurants. *The Journal of Foodservice Business Research*. (9)1, 55-75.

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**ARTICLES IN REFERRED CONFERENCE PROCEEDINGS**

- Cannon, H.M., Cannon, J.N., Geddes, B.C., & Feinstein, A.H. (2016). Teaching values: An experiential approach. *Developments in Business Simulation and Experiential Learning*, 43.
- Gentry, J.W., Kaulbach, M., Smith, J.A., Simon, R. Feinstein, A.H., & Burns, A.C. (2015). The changing academic environment: What role will experiential learning play in the survival of higher education. *Developments in Business Simulation and Experiential Learning*, 42.
- Geddes, B.C., Cannon, H.M., Cannon, J.N., & Feinstein, A.H. (2015). Developing educational strategies for experiential learning: An application of service dominant logic from marketing. *Developments in Business Simulation and Experiential Learning*, 42.
- Cannon, H.M., Geddes, B.C., & Feinstein, A.H. (2014). Experiential strategies for building individual absorptive capacity. *Developments in Business Simulation and Experiential Learning*, 41.
- Gentry, J.W., Kaulbach, M., Smith, J.A. Simon, R. & Feinstein, A.H. (2014). Distance learning and ABSEL – revisited for the Nth plus 1 time. *Developments in Business Simulation and Experiential Learning*, 41.
- Bogicevic, V., Bujisic, M., Cobanoglu, C., & Feinstein, A.H. (2014). The moderating effect of demographics on the relationship between hotel room design characteristics and purchase intent. *The 19<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*.
- Cannon, H.M. Feinstein, A.H., Friesen, D.P., & Yaprak, A. (2013). The role of simulations in organizational learning: Building individual absorptive capacity. *Developments in Business Simulation and Experiential Learning*, 40.

Feinstein, A.H., McCool, A.C., & Cobanoglu, C. (2004). Technology: A strategic management tool underutilized by the restaurant industry. *Proceedings of the annual EuroCHRIE Congress*. 7 pages.

Zakrzewski, C., Feinstein, A.H., & Sammons, G. (2004). A comparison of digitized video and illustrated audio in computer assisted instruction. *Proceedings of the 9<sup>th</sup> annual Graduate Education and Graduate Students Research Conference in Hospitality and Tourism*. 7, 892-904.

Werner, W.B., Feinstein, A.H., & Hardigree, C.E. (2005). The Future of Obesity Litigation. *Journal of the Foodservice Symposium University*. 2(1),