

**ELAINE M. WORZALA**  
**2-209 Lee Hall, Box 340511**  
**Director, Richard H. Pennell Center for Real Estate Development**  
**College of Architecture, Arts and Humanities**  
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### **Degrees Earned**

1992 Ph.D., University of Wisconsin – Madison, Specialization in Real Estate and Urban Land Economics  
1985 MS, University of Wisconsin-Madison, Emphasis in Real Estate Appraisal and Investment Analysis  
1984 BBA, University of Wisconsin-Madison, Major in Marketing, specialization in international business

### **Professional Employment History**

2008-onwards Director of the Richard H. Pennell Center for Real Estate Development  
Professor, Clemson University.  
2010-2011 Interim Director of the Masters in Real Estate Development, Clemson University.  
2008-2010 Interim Chair, Department of Planning and Landscape Architecture.  
2006-2007 Professor, Director of the Accelerated MSRE, Edward St. John Department of Real Estate, Johns Hopkins University.  
2002-2006 Professor, MSRE Director and Research Director, Burnham-Moores Center for Real Estate, University of San Diego. Received tenure notification in Spring 2004.  
2004-2005 Interim Assistant Provost for Graduate Studies.  
2000-2002 Co-Director of the Center for Real Estate Finance and Investment at Colorado State University.  
2001 Joint Faculty appointment with the Department of Economics, Colorado State University.  
1998 -2002 Associate Professor, Department of Finance and Real Estate, Colorado State University. Received tenure and promotion in 1998.  
1992-1998 Assistant Professor, Department of Finance and Real Estate, Colorado State University.  
1995-1996 Visiting Assistant Professor, Department Professor, Department of Finance, University of Connecticut-Storrs.  
1986-1990 Lecturer and Teaching Assistant, Department of Real Estate, University of Wisconsin-Madison.  
1986-1988 Commercial Appraiser, Gimmy, Bailey and Associates, San Francisco, CA.

### **Courses Taught**

#### Clemson University (Graduate Level)

Real Estate Valuation, Real Estate Principles (master level)  
Co-Teach: Real Estate Technology (1 credit), Roundtable Lecture Series (1 credit),  
Destination Recreational Development Communities Seminar (master level)  
Readings in Planning Seminar (doctoral level)  
Numerous independent studies for doctoral students related to their dissertations

#### University of Aberdeen (Graduate Level)

Co-Teacher Business Research Methods (summer 2010)

Johns Hopkins University (Graduate Level)

Special Topics in Real Estate, Internship/Practicum (7 credits)

Co-Teacher for International Real Estate Development

Assist in organization of JHU students competing in the European Challenge

University of San Diego (Graduate and Undergraduate)

Graduate level: The Real Estate Process and Market Analysis, Commercial Real Estate Valuation, Real Estate Feasibility, Real Estate Roundtable on Architecture (1 credit), Real Estate Roundtable on the Role of the General Contractor (1 credit)

Undergraduate: Real Estate Valuation, Financing Real Estate

Colorado State University (Graduate and Undergraduate)

Undergraduate: Real Estate Principles, Real Estate Valuation, Real Estate Finance and Investment, Introduction to Finance

Graduate: Real Estate Investments

University of Connecticut:

Undergraduate: Real Estate Decision-Making, Finance Survival Skills for the 90's, Finance Through the Eyes of the Mass Media

University of Wisconsin-Madison:

Graduate/undergraduate: Introduction to Real Estate Appraisal

Teaching Assistant for Graduate courses: Real Estate Markets, Real Estate Feasibility Analysis

**Books, Monographs and Book Chapters**

- 2012 David Wyman and Elaine Worzala, "A review of HVOTLs studies in North America", Book chapter in *Towers, Turbines & Transmission Lines: Impact on Property Value*. Slated for publication in Fall 2012 by Wiley Publishers.
- 2003 CF Sirmans and E. Worzala, Editors, *Essays in Honor of William N. Kinnard Jr.*, Research in *Real Estate Monograph Series*, Kluwere Academic Publishers, Nowell, MA.
- 2000 J. DeLisle and E. Worzala, Editors, *Essays in Honor of James A Graaskamp: Ten Years After*, *Research in Real Estate Monograph Series*, Kluwere Academic Publishers, Nowell, MA.

**Refereed Publications and Book Chapters**

- 2011 Wyman, David, Maury Seldin and Elaine Worzala, "A new paradigm for real estate valuation?" *Journal of Property Investment and Finance*, 29(4/5), 341-358.
- 2010 Christensen, Pernille and Elaine Worzala, "Teaching sustainability: applying studio pedagogy to develop an alternative post-hurricane housing solution using surplus shipping containers, *Journal of Sustainable Real Estate*, 2(1): 335-360.
- 2010 Tu, Charles, Elaine Worzala, Lauren Lukens and Margot Weinstein, "Elements of successful graduate real estate programs: perceptions of the stakeholders", *Journal of Real Estate Practice and Education*, 12 (2): 105-121.

- 2010 Elaine Worzala and Charles Tu, "Real estate journal quality: perceptions of the international real estate research community", *Journal of Real Estate Literature*, 18 (1): 21-39.
- 2010 Elaine Worzala and Charles Tu, "Real estate journal quality: does your affiliation matter?", *Journal of Property Management*, 28 (2): 104-121.
- 2009 Elaine Worzala, Jeffrey Davis and Judy Karofsky, "The senior living property sector: how is it perceived by the institutional investor?". *Journal of Real Estate Portfolio Management*, 15 (2): 141-156.
- 2009 Lisa Chambers, Jen Holm and Elaine Worzala, "Graduate real estate education: integrating the industry", published on-line in the *International Journal of Property Science*, January 2009, <http://umrefjournal.um.edu.my/public/article-view.php?id=74>.
- 2008 Margot Weinstein and Elaine Worzala, "Graduate real estate programs: an analysis of the past and present and trends for the future", *Journal of Real Estate Literature*, 16(3): 387-413.
- 2006 Elaine Worzala and Lisa C. Chambers, "Bringing the outside in: the coalescence of industry and academia in real estate education", Chapter 5.2 in *Stand und Entwicklungstendenzen der Immobilienökonomie*, Immobilien Informationsverlag, Rudolf Miller GmbH & Co. KG, Köln.
- 2006 Robert Johnson, Colin M. Lizieri, Luc Soenen and Elaine M. Worzala, "Simulating currency risk on private investments in real estate", *Journal of Real Estate Portfolio Management*, Vol. 12(2): 91-102.
- 2004 Andrew Allen, Tatyana Ovsyannikova, Denise Prazukin and Elaine Worzala, "Prospects for the development of a residential housing market in Russia", *Journal of Real Estate Literature*, Vol. 12(3): 363-376.
- 2004 Graeme Newell, Elaine M. Worzala, Patrick McAllister and Karl Werner Schulte, "An international perspective on real estate research priorities", *Journal of Real Estate Portfolio Management*, Vol. 10(3): 161-170.
- 2004 Graeme Newell, Patrick McAllister and Elaine M. Worzala, "Property research priorities in the UK", *Journal of Property Investment and Finance*, Vol. 22(3): 269-282.
- 2004 Louis A. Galuppo and Elaine Worzala, "A study into the important elements of a master degree in real estate", *Journal of Real Estate Practice and Education*, Vol. 7(1): 25-42.
- 2004 Katherine Chalmers, Eric Holsapple and Elaine M. Worzala, "Brave new world: how the new economy could change the face of economic base analysis", *Property Management*, Vol. 22(1): 29-44. Winner of the 2005 Emerald Highly Commended Award as one of the top three articles published in the journal that year.
- 2003 Daniel Rivetti and Elaine M. Worzala, "An investigation into the credit tenant characteristics of department of defense contractors", *Journal of Real Estate Portfolio Management*, 9(2): 179-186.
- 2003 CF Sirmans and Elaine M. Worzala, "International direct real estate investment: A review of the literature", *Urban Studies*, Vol. 40(5-6): 1081-1114.

- 2003 Elaine M. Worzala and CF Sirmans, "Investing in international real estate stock: A review of the literature", *Urban Studies*, Vol. 40(5-6): 1115-1149.
- 2002 Peter Byrne, Colin Lizieri and Elaine M. Worzala, "The location of executive suites and business centers in the United States", *Journal of Real Estate Portfolio Management*, Vol. (8): 3, 254-270.
- 2002 Graeme Newell, Peter Acheampong and Elaine M. Worzala, "Property research priorities in Australia", *Pacific Rim Property Research Journal*, Vol. 8(2): 127-139.
- 2002 Eric Holsapple, Bruce James and Elaine M. Worzala, "Property rights litigation: challenges, risks and financial settlement in the case of the Thompson Valley Towne Center", *Journal of Real Estate Practice and Education*, Vol. 5(1): 77-92.
- 2002 Elaine M. Worzala, David Gilliland and Jacques Gordon, "The real estate research needs of the plan sponsor community", *Journal of Real Estate Portfolio Management*, Vol. 8(1): 65-78.
- 2002 Elaine M. Worzala, "Bridging the practical/academic divide in real estate", *Pacific Rim Property Research Journal*, Vol. 8(1): 1-14.
- 2002 Elaine M. Worzala, Anne McCarthy, Tim Dixon and Andrew Marston, "E-commerce and retail in the UK and US", *The Journal of Property Investment and Finance*, Vol. 20(2): 142-158.
- 2002 Elaine M. Worzala and Anne McCarthy, "Bricks & clicks: e-commerce strategies for the chain retailer", *Journal of Shopping Center Research*, Vol. 7(2): 7-34.
- 2002 Elaine M. Worzala and Anne McCarthy, "Landlords, tenants and e-commerce: will the retail industry change significantly?", *Journal of Real Estate Portfolio Management*, Vol. 7(2): 89-98.
- 2002 William N. Kinnard Jr., Elaine M. Worzala, Sandy Bond and Paul Kennedy, "Comparative studies of United States, United Kingdom and New Zealand appraisal practice: valuing contaminated commercial real estate", *Research in Real Estate Monograph Series on Valuation Theory*, Vol. 8: 201-226.
- 2001 Sandy Bond, William N. Kinnard Jr., Paul Kennedy and Elaine M. Worzala, "International perspective on incorporating risk in the valuation of contaminated land", *The Australian Property Journal*, Vol. 36(6): 487-491.
- 2001 William N. Kinnard Jr., Elaine M. Worzala and Dan Swango, "Intangible assets in operating first-class downtown hotel: A comparison of sources of information in a profit center approach to valuation", *The Appraisal Journal*, January: 68-83.
- 2001 Ron Fryrear, Ed Prill and Elaine M. Worzala, "The use of geographical information systems by corporate real estate executives", *Journal of Real Estate Research*, Vol. 22 (1): 153-164.
- 2000 William N. Kinnard Jr., and Elaine M. Worzala, "Graaskamp and business enterprise value: it's in the profit centers", *Research in Real Estate Monograph Series, Essays in Honor of James A. Graaskamp: 10 Years Later*: 231-258.
- 2000 Elaine M. Worzala, Emily Norman and Stacey Sirmans, "Risk and return perceptions of institutional investors", *Journal of Real Estate Portfolio Management*, Vol. 6(2): 153-166.
- 1999 William N. Kinnard Jr., and Elaine M. Worzala, "How North American appraisers value contaminated property and associated stigma: results of a survey", *The Appraisal Journal*, July: 269-279.
- 1999 Vickie Bajtelsmit and Elaine M. Worzala, "How do pension funds really make asset allocation decisions?", *Benefits Quarterly*, Vol. 15(1): 42-51.

- 1998 Elaine M. Worzala, Margarita Lenk and William N. Kinnard Jr., "The impact of client pressure on the appraisal of residential properties", *The Appraisal Journal*, October 416-427.
- 1998 Sandy Bond, William N. Kinnard Jr., Steve Kapplin and Elaine M. Worzala, "Lenders' and investors attitudes and policies towards property contamination: the New Zealand and US experiences", *Journal of Property Valuation and Investment*, Vol. 16(3): 251-272.
- 1998 Colin Lizieri, Stephen Satchell, Elaine M. Worzala and Robert Dacco, "Real interest regimes and real estate performance: A comparison of UK and US markets", *The Journal of Real Estate Research*, Vol. 16(3): 339-355.
- 1997 Barry Ziering and Elaine M. Worzala, "The real estate research interests of the plan sponsor community: survey results", *The Journal of Real Estate Research*, Vol. 13(2): 115-143.
- 1997 Elaine M. Worzala and Graeme Newell, "International real estate: A review of strategic investment issues", *The Journal of Real Estate Portfolio Management*, Vol. 3(2): 87-106.
- 1997 Vickie Bajtelsmit and Elaine M. Worzala, "Adversarial brokerage in residential real estate transactions" *The Journal of Real Estate Research*, Vol. 14(1/2): 65-76.
- 1997 Sandy Bond, William N. Kinnard Jr., and Elaine M. Worzala, "Lenders' and investors' attitudes and policies towards property contamination in New Zealand", *NZ Valuers' Journal*, November, Vol. 3(2): 31-41.
- 1997 Elaine M. Worzala and Vickie Bajtelsmit, "Real estate asset allocation and the decision-making framework used by pension fund managers", *The Journal of Real Estate Portfolio Management*, Vol. 3(1): 47-56.
- 1997 Elaine M. Worzala, Colin Lizieri and Richard Johnson, "A comparison of alternative hedging techniques for an international equity real estate investment", *Journal of Property Finance*, Vol. 8 (2), 134-151.
- 1997 William N. Kinnard Jr., Margarita Lenk and Elaine M. Worzala, "Client pressure in the commercial appraisal industry: how prevalent is it?", *Journal of Property Valuation and Investment*, Vol. 15(3): 233-244.
- 1997 Sandy Bond, Elaine M. Worzala, William N. Kinnard Jr., and Steve Kapplin, "Lenders' & investors' attitude and policies towards property contamination: New Zealand and America compared", *Australian Land Economics Review*, Vol. 3(2): 11-18.
- 1997 Elaine M. Worzala and William N. Kinnard Jr., "Investors and lender reaction to alternative sources of contamination: some are more feared than others", *Real Estate Issues*, August, Vol. 22(2): 42-48.
- 1997 Margarita Lenk, Elaine M. Worzala and Ana Silva, "High tech valuation: should artificial neural networks bypass the human valuer?", *Journal of Property Valuation and Investment*, Vol. 15(1): 8-26.
- 1996 Elaine M. Worzala, "ARES and the formation of the international real estate society: the first ten years of the American Real Estate Society", *Journal of Real Estate Research*, Vol. 12(2): 167-182.
- 1996 Elaine M. Worzala and Alexandra Bernasek, "European economic integration and commercial real estate markets: an analysis of trends in market determinants", *Journal of Real Estate Research*, Vol. 11(2), 159-181.
- 1995 Elaine M. Worzala, Margarita Lenk and Ana Silva, "An exploration of neural networks and its application to real estate valuation", *Journal of Real Estate Research*, Vol. 10(2) 185-201.

- 1995 Elaine M. Worzala, "Currency risk and international property investment", *The Journal of Property Valuation and Investment*, Vol. 13(5): 23-38.
- 1995 Elaine M. Worzala and Vickie Bajtelsmit, "Real estate allocation in pension fund portfolios", *The Journal of Real Estate Portfolio Management*, Vol. 1(1): 25-38.
- 1995 Graeme Newell and Elaine M. Worzala, "The role of international property in investment portfolios", *Journal of Property Finance*, Vol. 6(1): 55-63. Reprinted in *Readings in Property Economics*, edited by Maurice Squirrell, published by Australian Property Institute; 1997.
- 1994 Elaine M. Worzala, "Overseas property investments: how are they perceived by the institutional investor", *The Journal of Property Valuation and Investment*, Vol. 12(3): 31-47.
- 1994 Robert Fraser and Elaine M. Worzala, "An insight into the ideas of professor James A. Graaskamp on practice and reform in appraisal", *Appraisal, Market Analysis and Public Policy in Real Estate Real Estate Research Issues*, Vol. 1: 237-256.

### **Professional and Other Non-Refereed Publications (since 1994)**

- 2012 Elizabeth Moeri and Elaine Worzala, Research Reviews, A review of "Retail Concentration and Shopping Center Rents: A Comparison of Two Cities", published in the *Journal of Real Estate Research*. The review was published in *Retail Property Insights*, 19(1) by the International Council of Shopping Centers. [http://www.icsc.org/research/web/ResearchReviews\\_SAMPLE.pdf](http://www.icsc.org/research/web/ResearchReviews_SAMPLE.pdf)
- 2011 Elaine Worzala and DJ Van Slambrook, "Graduate real estate degree: their growing importance in the real estate industry today", *SIOR Professional Report*, Summer 2011, 28-31.
- 2011 Elaine Worzala, "Valuation Scholars and Experts Reunite and Engage at Clemson University Valuation Colloquium", Maury Seldin Advanced Studies Institute and Hoyt Fellows LLC Newsletter, Spring 2011, pg 5 and 8. <http://www.hoyt.org/documents/Spring%202011%20ASI%20Newsletter.pdf>
- 2010 David Hueber and Elaine Worzala, ""Code blue" for U.S. golf course real estate development: "code green" for sustainable golf course redevelopment", *The Journal of Sustainable Real Estate*, Industry Perspectives section, <http://www.costar.com/JOSRE/industryPerspectives.htm>, May.
- 2009 Elaine Worzala and Nicole Boyer, "It's not easy developing green", <http://southcarolina.uli.org/sitecore/content/District%20Councils/Sites/ULI%20South%20Carolina/Community%20Building%20in%20SC/Other%20Useful%20Resources.aspx>, Joint Survey with ULI South Carolina, 03/2009.
- 2009 Elaine Worzala, Judy Karfosky and Jeffrey Davis, "Senior housing and healthcare investment", *Property World*, RICS Americas Publication, Winter Edition.
- 2009 Elaine Worzala, "In real estate, all parties need to have skin in the game", *GSA Business*, Editorial Page.
- 2008 Elaine Worzala, Jeffrey Davis and Judy Karofsky, RERI Executive Summary Series, "An exploration of the risk and return spectrum for institutional investors in the seniors living and long term care property sector".
- 2007 Olga Kaganova and James McKellar, "Managing government property assets", a book review by Elaine M. Worzala, *Journal of Real Estate Literature*, 15 (2): 321-322.

- 2006 Elaine Worzala, CF Sirmans, Colin Lizieri, Graeme Newell, Joseph Ooi, Karl Werner Schulte and Art Hordvicj, "An international comparative study of the pension plan community and real estate investments", *PREA Quarterly*, Fall: 72-77.
- 2006 Elaine Worzala, CF Sirmans, Colin Lizieri, Graeme Newell, Joseph Ooi, Karl Werner Schulte and Art Hordvicj, "An International Comparative Study of the Pension Plan Community and Real Estate Investments". Published as a White paper by the Pension Real Estate Association, Hartford CT.
- 2006 Elaine Worzala, Review of "Investor rationality: evidence from UK property capitalization rates", by Patric H. Hendershott and Bryan D. MacGregor, *PREA Research Review*, February 2006.
- 2004 Elaine Worzala, Review of "The global determinants of direct office real estate returns", by Ivo DeWit and Ronald Van Dijk, *PREA Research Review*, February 2004: 10.
- 2003 Elaine Worzala and Aaron Flores, "Are WREAA grads leaders or technicians?", *Equity Kicker*, Vol. 17(2) Fall: 8.
- 2003 Elaine Worzala, "Graduate Education: Advantages of an MS over an MBA in the real estate profession", *San Diego Daily Transcript*, November 6, 2003.
- 2002 Elaine M. Worzala, "USD provides higher education for real estate professionals", Commercial Real Estate Supplement of *The San Diego Daily Transcript*, November: 3c & 6c.
- 2001 Elaine M. Worzala, "The international real estate society", *Property Management*, guest editorial, Vol. 20(5): 310-311.
- 2001 Richard Johnson, Elaine M. Worzala, Colin Lizieri and William N. Kinnard Jr., "Mitigating currency risk of international hotel investments: Can it be done?", *Real Estate Finance*, Vol. 18(2): 62-72.
- 2001 Michael Ball, Colin Lizieri and Bryan MacGregor, "The Economics of Commercial Property Markets", a book review by Elaine M. Worzala, *Journal of Real Estate Literature*, Vol. 9(1): 60-62.
- 2000 Elaine M. Worzala, Dave Gilliland and Jacques Gordon, "The real estate research needs of chief investment officers", *PREA Quarterly*, Fall: 24-27.
- 2000 Elaine M. Worzala and Anne McCarthy, "How does the internet affect the retail industry", *Citiworx.com*, October 16, 2000.
- 1999 Richard Johnson, Elaine M. Worzala, Colin Lizieri and William N. Kinnard Jr., "Mitigating currency risk for international hotel investments: can it be done?", Presented at the RICS Cutting Edge Conference in Cambridge, England, September.
- 1999 Dawn DeTienne and Elaine M. Worzala, "Homeowner's protection act: protection for whom and at what cost", *Real Estate Finance Journal*, Spring: 60-64.
- 1999 Elaine M. Worzala, (reviewer), "Three real estate markets in equilibrium", by John (Jack) B. Corgel, *PREA Research Review*, 8.
- 1998 Elaine M. Worzala, Emily Zietz and Stacey Sirmans, "What's wrong with real estate", *Finance Journal*, Winter: 14-16.
- 1998 Colin Lizieri, Elaine M. Worzala and Richard Johnson, "To hedge or not to hedge", *Royal Institute of Chartered Surveyors*, June.

- 1997 Elaine M. Worzala, Margarita Lenk and William N. Kinnard Jr., "The impact of 'client pressure' on residential property", published in *Viewpoints: A Collection of Papers Presented at The Appraisal Institute 1997 National Summer Conference*, November.
- 1997 Graeme Newell and Elaine M. Worzala, "The role of international property in investment portfolios", republished in *Readings in Property Economics*, edited by Maurice Squirrel, published by the *Australian Institute of Valuers and Land Economists*, pp 320-327.
- 1995 Elaine M. Worzala, Prospects for Commercial Property in the 1990's: The UK market in its European context, a book review by Elaine M. Worzala 1992, *Journal of Real Estate Literature*, Vol. 3(1): 103-106.
- 1993 Barry Ziering and Elaine M. Worzala, "The survey of plan sponsor research interests: A new direction for applied and academic researchers", *PREA Quarterly*, Vol. 6(4): 11-13 & 16.
- 1993 Elaine M. Worzala, "Retail capital values improve everywhere but within the Midwest", *The Russell-NCREIF Real Estate Performance Report*, Fourth Quarter, page 7.

### External Grants Awarded

- 2011 Elaine Worzala and Tom Springer, *National Association of Realtors Research Foundation*: Research grant for "Time-on-the-market as an Indicator of Real Estate Market Conditions", \$10,000.
- 2010 Sponsorship for the Valuation Colloquium in Greenville, SC. November. Approximately \$8,000 as well as in-kind contributions by ARGUS, Emerald Publishing and Oxford Brookes..
- 2010 \$2.5 naming gift for the Richard H. Pennell Center for Real Estate Development, assisted in helping to raise funds.
- 2008 Elaine Worzala and Terry Farris, "Counselor in residence program: bring the outside into the classroom environment", The James E. Gibbons Educational Development Trust Fund of the Counselors of Real Estate, \$12,000, August 2008-December 2010. Includes organization of guests as well as events to highlight their expertise for students, faculty and the professional real estate community.
- 2008 Donation of complete collection of real estate journals from Marc Louargand, \$31,000.
- 2008 In-Kind gift of ARGUS and Developer by Realm software company, \$450,000.
- 2007 Elaine Worzala and Jeffrey Davis, Real Estate Research Institute, "An exploration of the risk and return spectrum for institutional investors in the seniors living and long term care property sector", Real Estate Research Institute, \$13,000.
- 2005 In-Kind Gift from Marshall and Swift Valuation Services, MSwift-estimator access for faculty and students to complete cost estimates for residential and commercial properties.
- 2004 In-Kind Gift from CoStar for USD faculty and student access to data for four metro areas on USD campus and San Diego based data on-site at the Co-Star offices, \$250,000.
- 2004 Elaine Worzala, CF Sirmans, Colin Lizieri, Graeme Newell, Joseph Ooi, Karl Werner Schulte and Art Hordvicj, "An international comparative study of the pension plan community and real estate investments", Pension Real Estate Association, \$91,000.
- 2003 Graeme Newell, Patrick McAllister and Elaine M. Worzala, "Property research priorities in the UK", Institutional Property Forum, 2500 pounds.
- 2000 Elaine M. Worzala, Eric Holsapple and Kacey Chalmers, "The effects of computer information technology on economic base analysis: A case study of Larimer County, CO., Loveland Commercial, \$12,500.
- 2000 Elaine M. Worzala and Richard Johnson, "Alliance with the mortgage bankers association", Mortgage Bankers Association of America, \$80,000.
- 2000 Elaine M. Worzala and Colin Lizieri, "Space, flexibility and location: the economic geography of executive suites and business centers", Real Estate Research Institute, \$9,566.

- 2000 Elaine M. Worzala and Anne McCarthy, "Landlords, tenants and e-commerce: will the retail industry change significantly?", International Council of Shopping Centers, \$9,000.
- 1999 Elaine M. Worzala and Dave Gilliland, "Update of the 1992 plan sponsor survey: agenda for research of real estate investments", Pension Real Estate Association, \$19,900.
- 1997 Elaine M. Worzala and Colin Lizieri, "The analysis of international property investment under exchange rate uncertainty", Education Trust of the Royal Institute of Chartered Surveyors, 4000 pounds.
- 1996 Elaine M. Worzala, William N. Kinnard Jr., and Margarita Lenk, "The impact of client pressure on real estate appraisers", Appraisal Institute Education Trust, \$6,000.
- 1996 Elaine M. Worzala, "An international comparison of the behavioral aspects of the valuation process on the sale process of commercial real estate investments", Dean's Summer Research Grant, \$3,500.
- 1995 Elaine M. Worzala, "International direct real estate investments as alternative portfolio assets for institutional investors: an evaluation", Dean's Summer Research Grant, \$3,500.
- 1995 Elaine M. Worzala and Margarita Lenk, "The impact of client pressure on the appraisal industry?", Colorado State University Diversity Grant, \$2,500.
- 1994 Elaine M. Worzala, "Progress towards harmonization? A comparative analysis of European real estate markets", Dean's Summer Research Grant, \$3,500.
- 1994 Elaine M. Worzala and Alexandra Bernasek, "Progress towards harmonization? A comparative analysis of European real estate markets", Colorado State University Diversity Grant, \$2,500.
- 1994 Elaine M. Worzala and Vickie Bajtelsmit, "Real estate asset allocations and the decision-making framework used by the institutional investor", Coopers and Lybrand, \$19,311.
- 1993 Elaine M. Worzala and Barry Ziering, "Analysis and publication of results from the survey of plan sponsor research interests", Real Estate Research Institute Grant, \$5,000.
- 1993 Elaine M. Worzala and Vickie Bajtelsmit, "Set-aside programs for minority and women-owned money management firms: do they make a difference from the investor's perspective?", Colorado State Diversity Grant, \$4,842.
- 1993 Vickie Bajtelsmit and Elaine M. Worzala, "Real estate allocations and the decision-making framework used by the institutional investor", Dean's Summer Research Grant, \$6,000.
- 1992 Vickie Bajtelsmit and Elaine M. Worzala, "An analysis of the real estate allocations of the institutional investors", Dean's Summer Research Grant, \$6,000.

### **Invited Presentations**

- 2011 "Emerging Trends in Seniors Housing", Panel Member, American Real Estate Society, Seattle WA, April.
- 2011 "Student Recruitment for Graduate and Undergraduate Program in Real Estate", Panel Member, American Real Estate Society, Seattle WA, April.
- 2010 "Commercial Real Estate Trends, Cap and Trade and Real Estate: What's the Connection?", Panel Organizer, American Real Estate Society, Naples, FL, April.
- 2009 "Property Valuation: How Will the Current Crises Affect Concepts and Methods?", Panel Member, European Real Estate Society, Stockholm, Sweden, June.
- 2009 "Anecdotal History of ARES", Panel Member, American Real Estate Society, Monterey CA, April.
- 2009 "Education Data Providers", Panel Organizer, American Real Estate Society, Monterey CA, April.

- 2008 “Valuation Issues Related to Sustainability and the Real Estate Marketplace”, South Carolina Chapter of the Appraisal Institute, July 24, 2008, Columbia, SC.
- 2008 “Challenges in International Real Estate Education”, Panel Member, European Real Estate Society Meetings, Krakow, Poland, June.
- 2008 “Leadership, Strategic Investment and Collaboration” Panel Member, Symposium on Leadership Landscape Change sponsored by Clemson University, Charleston, SC May 18-21, 2008.
- 2008 “Real Estate Research and Academics: Strategies to Participate in the Global Marketplace”, American Real Estate Society Women’s Breakfast, American Real Estate Society Meetings, Captiva Island, FL, April 15-20, 2008.
- 2008 “Career Assistance, Mentoring, Internship and Placement”, Panel Member, American Real Estate Society Meetings, Captiva Island, FL, April 15-20, 2008.
- 2008 “An Exploration of the Risk and Return Spectrum for Institutional Investors in the Senior Living and Long Term Care Property Sector”, with Jeffrey Davis at the 2008 Real Estate Research Institute conference, April 28-29, Boston MA.
- 2007 “Pension Fund Investment in Real Estate: An International Comparative Analysis”, Private Developers II Forum, NAIOP annual meetings, Atlanta GA.
- 2005 Keynote Address at the Latin American Real Estate Society, Sao Paulo, Brazil, September 6-9.
- 2005 “Hedging Private Real Estate Investment”, Weimer School, Singer Island, FL, January 21-24.
- 2004 “USD Academic Hierarchy, Teacher-Scholar Model and Faculty Promotion and Tenure”, with Dean Paula Cordeiro, New Faculty Forum, October 18.
- 2004 “Interest Rate Trends And Their Effect on Real Estate Valuation”, Presentation to the Industry Trends Task Force, National Association of Industrial and Office Properties (NAIOP), San Diego, CA, October 19.
- 2004 Interview on KPBS radio show "These Days." Round table discussion focused on creative/risky home financing options. August 2.
- 2004 The Art/Science of Real Estate Feasibility Analysis”, Annual Winter Conference Appraisal Institute, San Diego, CA, February 12.
- 2003 “Corporate Real Estate and its Impact on the Real Estate Profession”, Panel Moderator, Seventh Annual Real Estate Conference, Real Estate Institute, University of San Diego.
- 2002 Keynote Address at the Pacific Rim Real Estate Society Meetings, Christchurch, Australia.
- 2001 “Growth Management Issues”, Panel Moderator, Fifth Annual Northern Colorado Real Estate Conference, Sponsored by the Real Estate Executive Roundtable and the Department of Finance and Real Estate at Colorado, State University, Ft. Collins, CO.
- 2000 “E-Commerce Issues: National Trends and Their Impact on Our Local Community”, Presentation at Homecoming for College of Business Alumni, Rockwell Hall.

- 2000 “Real Estate Investments and Financing Issues in 2000”, Panel Member, Fourth Annual Northern Colorado Real Estate Conference, Real Estate Executive Roundtable, Sept 14, Fort Collins, CO.
- 2000 “Real Estate 2000”, Panel Member, Denver Metro Building Owners and Managers Association, Seventeenth Annual Trade Show and Conference, Denver, CO.
- 1997 “The Impact of Client Pressure on Residential Property”, presented with William N. Kinnard, Jr., The Appraisal Institute 1997 National Summer Conference, Washington, D.C.
- 1996 “Attitudes and Policies of Institutional Lenders and Investors Towards On-Site and Nearby Property Contamination”, presented with William N. Kinnard, Jr., Real Estate Counselors of American and Weimer School of the Homer Hoyt Advanced Studies Institute, North Palm Beach FL.
- 1994 “A Comparative Analysis of European Real Estate Markets: Focusing on the Harmonization Required to Achieve a Single Property Market”, Weimer School of the Homer Hoyt Advanced Studies Institute, session on International Real Estate, North Palm Beach, FL.
- 1994 “The Real Estate Research Interests of the Plan Sponsor Community: A Research Agenda for the Future?”, presented with Barry Ziering, Real Estate Institute Seminar, Chicago, IL.
- 1993 “Analysis of Non-US Real Estate”, Weimer School of the Homer Hoyt Advanced Studies Institute special session on Institutional Real Estate Investment, North Palm Beach, FL.
- 1993 “International Housing Comparisons”, Mortgage Bankers Association Distinguished Lecturer Series, Wharton Real Estate Center, Philadelphia, PA.

### **Honors, Certification and Recognition**

- 2012 American Real Estate Society, Distinguished Service Award.
- 2012 CREW Upstate’s Outstanding Leadership Organization Award given to the Richard H. Pennell Center for Real Estate Development.
- 2011 Invited to be part of the ULI SC Sustainable Leadership Program. Invited as one of 30 participants in the program for the Class of 2011.
- 2010 Invited to become a Counselor of Real Estate, an invitation only organization in the US that is highly competitive and represents the most successful real estate consultants in the country.
- 2006 Invited to become a Distinguished Fellow of the National Association of Industrial and Office Properties (NAIOP). Re-invited in 2008 for another 2 year term. Member of the Developing Leaders Diversity Task Force and a Judge for the Developing Leaders Award, 2005-2009.
- 2006 The Theron R. Nelson Presidential Award, American Real Estate Society.
- 2005 Invited to join the Royal Institution of Chartered Surveyors (RICS) as an exemplary member as one of the “leading lights” in the international real estate profession.
- 2005 Initiated as a Weimer School Fellow, January, Singer Island, FL.

- 2005 Initiated into Lambda Alpha International Fraternity for Urban Land Economics
- 2003 International Real Estate Society Achievement Award, award for “outstanding achievement in real estate research, education and practice at the international level”.
- 2003 Best Manuscript award in Real Estate Education at the American Real Estate Society Annual Meetings, “A Study into the Important Elements of a Master of Science Degree in Real Estate”, with Louis Galuppo. Revise and accept received from the *Journal of Real Estate Practice and Education*, November 2003.
- 2002 Best Manuscript award in Office Buildings/Office Parks at the American Real Estate Society Annual Meetings, “*The Location of Executive Suites and Business Centers in the United States*”, co-authored with Peter Byrne and Colin Lizieri.
- 2002 Emerald Partnership Award
- 2001 Invited candidate for the Weimer School Fellows program sponsored by the Homer Hoyt Advanced Studies Institute. Topic of study: “*Just in Time Real Estate: A New Strategy for Corporations*”.
- 2001 Bert Kruijt International Real Estate Society Service Award.
- 2000 Best paper published in the *Journal of Real Estate Portfolio Management*, “Risk and Return Perceptions of Institutional Investors”, co-authored with Emily Norman and Stacey Sirmans, Vol. 6(2): 153-166
- 2000 Best manuscript award in retail at the American Real Estate Society Annual Meetings, “Landlords, Tenants, and E-commerce: Will the Retail Industry Change Significantly?”, published in the *Journal of Real Estate Portfolio Management*.
- 1998 Citation of Excellence, Highest Quality Rating by Anbar Electronic Intelligence for “Market Participant’s Reaction Toward Contaminated Property in New Zealand and the USA”, *Journal of Property Valuation and Investment*, Vol.16 (3). Co-authored with Sandy Bond, William N. Kinnard Jr., and Steve Kapplin.
- 1997 Citation of Excellence, Highest Quality Rating by Anbar Electronic Intelligence for “Currency Risk and International Property Investment”, *Journal of Property Valuation and Investment*, Vol.13(5): 23-38.
- 1997 Runner up for The Literati Club’s Annual Outstanding Paper Awards for Excellence, “Currency Risk and International Property Investment”, *Journal of Property Valuation and Investment*, Vol.13(5): 23-38.

**Conference Proceedings and Presentations for the Following Academic Associations (details available upon request)**

Real Estate Research Institute Meetings, 2004 and 2008

European Real Estate Society Meetings, 2012, 2009, 2008, 2006, 2005, 2003, 2002, 1996, 1994, 1993

American Real Estate Society Meetings, consecutively, 1992-2012

American Real Estate and Urban Economics Association 2011 (disc), 2005, 2002, 1999, 1995

Pacific Rim Real Estate Society Conference, 2002, 1995  
 First World Congress of the International Real Estate Society, 2001  
 Women's Studies Conference, University of Wisconsin-Madison, 2000  
 Front Range Finance Seminar, Colorado State University, 1996  
 Academy of Financial Services Conference, 1996  
 Western Region American Accounting Association, 1996  
 International AREUEA Conference, 1996, 1993  
 International Real Estate Society/European Real Estate Society, 1995  
 National Council of Real Estate Investment Fiduciaries, 1994  
 The Academy of Financial Services, 1993, 1992  
 American Risk and Insurance Association, 1992

### **Working Papers, Panel Sessions and Grants Currently in Progress/Under Submission**

- 2012 "Measuring the Elasticity of Residential Real Estate Transactions Volume Using a Varying Parameter Model" with Tom Springer, paper will be presented at the ERES meetings, Edinburgh, Scotland, June.
- 2012 "Hidden Complexity in the Housing Markets - A Case for Sherlock "Homes"" with Dave Wyman and Maury Seldin. Paper was presented at the 2012 ARES meetings, St. Petersburg, FL, April. Manuscript under review at the *International Journal of Housing Markets and Analysis* and it has been submitted for the best manuscript prize in the categories of *Housing* and *Out of the Box Thinking*.
- 2012 "Time on the Market as an Indicator of Real Estate Market Conditions" with Tom Springer. Paper was presented at the 2012 ARES meetings, St. Petersburg, FL, April. Revising and will be put under review at the *Journal of Housing Research* later this summer. This research has been supported by the National Association of Realtors.
- 2012 "The Graduate Real Estate Program Study: Careers and Compensation", with Robert Benedict, Amy Matthews, and Charles Tu, presented at the 2011 ARES meetings, Seattle WA, April. Currently under review at the *Journal of Real Estate Practice and Education*, recently got a revise and resubmit letter with strong encouragement to make changes.
- 2010 "Incorporating Sustainability in to the Real Estate Development Process: A Case Study of the Potomac Yard", work in progress, Dan Kohlhepp, Elaine Worzala and Pernille Christensen.

### **Public-Professional Service, Consulting Engagements**

- 2012-2014 Board Member, Real Estate Research Institute
- 2013 Co-Chair, Steering Committee for Ecoplosion 2013, January 24
- 2013 Co-Chair, Steering Committee for The Sustainability Summit sponsored by the Pennell Center and CREW-Upstate, September 8, Center Stage, Greenville, SC.
- 2012 Moderator for a session on Sustainability, Real Estate Research Institute, May 4, Chicago.  
Mentor for Sofia Dermisi.
- 2012 Chair of the Steering Committee for Golf SOS: Symposium on Sustainability. Emcee for the event as well. Madren Center, Clemson University, April 2
- 2012 to present Member, Advisory Board, CREW Upstate.
- 2011 to present Member, Planning Committee for the Homer Hoyt Institute Research Initiative: "Developing Data and Analytics to Monitor and Identify Emerging Imbalances in the Housing Finance Market". Planning session held in Greenville, July 22
- 2011 Chair of the Programs Committee, Counselors of Real Estate, Carolinas Chapter
- 2011 to present Member, Counselors of Real Estate-Carolina Chapter Creative Thinker Awards Committee

2011 to present Member of the Education Committee for the Counselors of Real Estate  
2011 Chair of the Steering Committee for Ecoplosion 2012, Symposium on Entrepreneurship, Real Estate and Economic Development: Keys to Success for South Carolina, sponsored by the Pennell Center, the Spiro Institute and Serrus Capital Partners, held at the CUICAR campus, Clemson University, January 26.

2011 to present Co-chair of the ICSC Academic Research Advisory Council  
2011 to present Member, Sustainable Leadership Advisory Council  
2011 Co-Chair, Steering Committee for The Transportation Summit sponsored by the Pennell Center and CREW-Upstate, May 18, CU-ICAR campus, Clemson University.

2010 Nominated to be in the Class of 2011 ULI Sustainable Leadership Institute sponsored by ULI-SC.

2010 “Issues that Vex and Perplex the Valuation Research Community”, a symposium designed to facilitate the exchange of ideas related to real estate valuation, Greenville, SC, November 11-13. Steering Committee member and lead organizer.

2010-Present Director of the Doctoral Sessions at the ARES Meetings and Member of the James R. Webb ARES Foundation Board

2009-2011 RICS-Americas, Board Member for the Assessment and Accreditation Board.  
2009-2010 Member and Secretary, James R. Webb ARES Foundation Board of Directors  
2009-2010 Fellow of the Institute of Green Professionals  
2008-2009 Scientific Committee, European Real Estate Society Meetings, June 2009  
2008-Present Steering Committee Member, Real Estate Center Directors and Chairholders Association  
2008-Present Member, RICS Americas Sustainability Council  
2008-2012 Advisory Board Member, Real Estate Research Institute (RERI), Conference Committee (member), Education committee (member), Travel Scholarship Committee (chair), Grant Awards committee (member), mentor for research projects (2010 and 2011)

2007-Present Board Member, RICS Mid-Atlantic Chapter  
2002-Present Member at large, International Real Estate Society Board of Directors  
2006-2010 Member, NAIOP Diversity Task Force  
2006-2010 Co-chair of the Subcommittee for the ARES Doctoral Mentorship Program  
2006-2016 Member, American Real Estate Society Board of Directors  
2006-2007 Chair of the ARES Awards Committee  
2005-2006 President, American Real Estate Society  
2004-2007 Member, ARES Executive Committee  
2004-2005 Chair, ARES New Academic Membership Committee  
2004-2005 Chair, ARES Awards Nomination Committee  
2004-2005 Scientific Committee, European Real Estate Society Meetings, June 2005  
2004 President Elect, American Real Estate Society  
2003 Program Chair and Vice-President, American Real Estate Society  
2003 Member of the University Relations Committee, Appraisal Institute  
1998-2004 Member, American Real Estate Society Board  
2002 President, International Real Estate Society  
2001 Program Chair, International Real Estate Society World Congress, Anchorage AK.  
1999-2004 Member, ARES Manuscript Prize Committee  
1999 Beta Tester for Taurean Real Estate Valuation Services  
1996-1998 Director of Communications, International Real Estate Society  
1996 North American Chairperson on the planning committee for the International American Real Estate and Urban Economics Association, Orlando, FL.  
1996 Primary and secondary review for a new textbook, Real Estate Valuation: Principles and Applications, by Ken Lusht.  
1994-1997 Board Member, Claimjumper Condominium Association

- 1994-1996 International Real Estate Society Board Member  
 1995 Planning committee member for the International Real Estate Society Conference in Stockholm Sweden.  
 1994 Academic member of the National Council of Real Estate Investment Fiduciaries. Have served on the Research Committee, the Index Performance Committee, as liaison of the Research Committee to the Education Committee (March 1994) and the Database/Index Subcommittee.  
 1993 Program Committee member for the Academy of Financial Services annual meetings.

#### **Current Membership in Professional Associations**

Counselors of Real Estate  
 Urban Land Institute, South Carolina District Council  
 National Association of Office and Industrial Parks  
 Commercial Real Estate Women (Upstate South Carolina Chapter)  
 Pension Real Estate Association  
 Wisconsin Real Estate Alumni Association  
 Lambda Alpha International (Member at Large)  
 Royal Institution of Chartered Surveyors

#### **Editorial Board Positions for the following journals:**

- 2011-present Editorial Review Board member for the REALTOR® University Research Center  
 2009-present *International Journal of Property Science*  
 2008-present *The Journal of Sustainable Real Estate*, originally the *Special Issue on Green Buildings and Sustainable Real Estate*, American Real Estate Society Monograph Series.  
 2007-present *International Journal of Housing and Market Analysis*  
 2006-present *International Journal of Strategic Property Management*  
 2004-present *Real Estate Issues* book series, Managing Editor, RICS/Blackwell Publishers  
 2004-present *The Appraisal Journal*  
 2002-present *Pacific Rim Property Research Journal*  
 2001-present *Journal of Real Estate Research*  
 1995-2008 *Journal of Real Estate Literature, International Section* (since 1995); *Review Section* (1996-2001) and *Technology Section Articles* (2001-2004)  
 1997-present *Journal of Property Investment and Finance*  
 2000-present *Journal of Property Research*  
 1995-2000 *Journal of Property Research*, American Deputy Editor

#### **Reviewed Manuscripts for the following Journals:**

*Regional Studies*  
 REALTOR® University Research Center  
*Town and Planning*  
*Real Estate Economics*  
*Journal of Real Estate Research*  
*Journal of Property Finance and Investment*  
*Journal of Real Estate Literature*  
*Journal of Real Estate Finance and Economics*  
*American Real Estate Society, Research in Real Estate Monograph Series*  
*Financial Services Review*  
*Journal of Housing Research*

*Journal of Business Management*  
*Journal of Real Estate Practice and Education*  
*Journal of Real Estate Portfolio Management*  
*Journal of Property Research*  
*Appraisal Journal*  
*Pacific Rim Property Research Journal*  
*Journal of Property Valuation* (no longer published)

### **External Reviewer for Doctoral Dissertations**

2009 Chikafalimani, S. H. P., University of Pretoria, Faculty of Engineering, Built Environment and Information Technology.

### **Doctoral Student Advisor**

2011-present Lynn Hammett, Clemson University, Chair  
 2010-present Bruce Cole, Clemson University, Chair.  
 2009-present Pernille Christensen, Clemson University, Chair.  
 2009-present David Hueber, Clemson University, Chair.  
 2001 Sandy Bond, Curtin University.

### **University and School Committees and Task Forces**

2011-2012 Department Chair Evaluation Committee, Chair  
 2010-2013 Departmental Promotion and Tenure Review Committee Member, Chair in 2012  
 2010-2011 College Honors and Awards Committee Member  
 2010-2011 Advisor to the ARGUS Clemson University team  
 2010-2011 Advisor to two ULI Hines Design Competition teams  
 2010-2011 Advisor to the CU Student Real Estate Association  
 2009-2011 Advisor to the USGBC Student Group, formally Emerging Green Builders  
 2010-2011 Clemson University Real Estate Alumni Society, ex officio member of the Board  
 2009 CU Presidential Budget Task Force, Off-Campus Economic Development Sites, Member  
 2008 Search Committee for Department Chair, Planning and Landscape Architecture, CU, Chair  
 2008 CU Steering Committee for Focus the Nation Events, Member  
 2008 CU Task Force on Sustainability, Member  
 2008-2009 CU-ICAR Advisory Board for a Disposition Strategy, Member  
 2008-present CU Advancement Board for Real Estate Development, Member  
 2010-present CU Advancement Board for Real Estate Development, Member of the Executive Committee  
 2007-2008 Faculty Governance Committee, New Carey Business School, JHU, Member  
 2007-2008 Provost Search Committee, JHU, Member  
 2007-2008 Organizational Development Faculty Member Search Committee, JHU, Member  
 2006 Co-Chair of the Quality Committee, Business Division Committee, JHU  
 2005-2006 School of Business Administration Faculty Senator, USD  
 2005-2006 Member of Search Committee for a Real Estate Faculty Member, USD  
 2005 School of Business Graduate Programs Service Task Force, USD  
 2004-2005 Co-Chair, USD Commencement Committee  
 2004-2005 Co-Chair, USD Graduate Council  
 2004-2005 Member, USD Enrollment Management Committee  
 2004-2005 Member, USD Task Force for the Diversity Forum, San Diego, April 8-9.  
 2003-Present President, Alpha Sigma Gamma Honors Society, University of San Diego Chapter

2003-2004 Chair, Search Committee for a Real Estate Faculty member

2003-2005 Member, Steering Committee for the Women in Leadership Conferences 2004, 2005

2003 Member, Search Committee for the Office of Sponsored Programs, USD

2003 Member, SBA Graduate Council ad hoc Committee on Assessment

2003-Present Member, SBA Long Term Strategic Planning Committee

2003 Advisor, Student International Business Council, Real Estate Division

2002-Present Member, SBA Graduate Studies Committee.

2002-Present Member, SBA Graduate Council.

2002-Present Chair, MS Real Estate Proposal Task Force.

2002-Present Ex-officio member, Real Estate Institute, Policy Advisory Board, Residential and Commercial Committees.

2000-2002 Director of the Center for Real Estate Finance and Investment at Colorado State University.

2000-2002 Chair, Committee on Scholastics Standards and Awards.

2000-2002 Faculty Advisor, MBAA Grant Advisory Board

2001-2002 Member, Search Committee for the College of Business Dean, Colorado State University.

1992-2002 Advisor, Finance Club. Voted club of the year in 2002.

1997-2002 President, Alpha Sigma Gamma Honors Society, Colorado State University.

2002 Faculty Advisor, International Development Studies Program.

2001 Member, Selection Committee for the University Distinguished Teaching Scholar Award.

2001 Member, Joan Gaynor Kuder Scholarship Committee.

2001 Chair, Repeat/Delete Policy Committee.

2000-2001 Participated in the Parent/Faculty Panel Presentation for Preview, 2000 & 2001.

2000-2001 Member, Search Committee for Finance Faculty Member.

2000 Member, The Group Inc. Scholarship committee, two \$3000 scholarships

2000 Completed the EEO Search Committee Training November 2000.

2000 Department Representative, Academic Strategic Priorities for the University.

2000 Member, Search Committee for the Denver Executive MBA and Outreach Programs.

2000 Member, Committee on the Mission and Vision for the College of Business.

Member, Scholastic Standards and Awards committee member.

1991-1999 Member, College Ad-Hoc External Programs Committee

1999 Participated in the Women's Studies Diversity Infusion Project. Included a two-day study retreat and \$500 stipend to purchase gender related publications

1999 Chair, Promotion and Tenure Committee for Robert Schwebach

1998 Panel Judge for the Fifth Annual Undergraduate Research and Creativity Symposium.

1998 Interview Committee for Office of International Programs: Colleen Krause, Fulbright candidate.

1998 Member, Beta Gamma Sigma

1998 Member, Ad hoc committee to establish workload policy statement for the College

1997-1998 Member, Board of Directors for the Colorado State University chapter of AIESEC

1994-1998 Member, Student Affairs Committee

1993-1997 Mentor Programs for First Generation Students, Etsuko Tsutaya, Amber Arellano

1996 Department Marshall for commencement ceremonies

1996 Member, Subcommittee of the Dept. Advisory Council to Improve External Relations

1995 Member, Associate Dean Search Committee

1995 Member, Committee to Create an Introduction to Business Course

1993-1995 Member, College Ad-Hoc Affiliation Committee

1994 Faculty coordinator, Department Research Brown Bag Luncheon Series

1994 Finance and Real Estate Representative. for "Business Week"

1994 Ad-Hoc Committee to merge College of Business and Dept of Industrial Sciences

1993 Finance and Real Estate Representative for “Student Faculty Forum”  
1993 Member, Associate Dean Search Committee