

Arlene Ramirez

Instructional Assistant Professor
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EDUCATION

Sam Houston State University, Huntsville, Texas
Doctor of Education Ed.D. (Expected 2024)
Concentration: Instructional Systems Design and Technology

Master of Business Administration (1994)
Concentration: Finance

University of Texas, Austin, Texas (1987)
Bachelor of Business Administration
Concentration: Accounting

ACADEMIC POSITIONS

Instructional Assistant Professor Conrad N. Hilton College of Hotel and Restaurant Management University of Houston	2018 – Present
Global Executive Certificate Course Developer School of Professional Studies New York University	2018 - 2019
Lecturer Conrad N. Hilton College of Hotel and Restaurant Management University of Houston	2013 – 2017
Lecturer Undergraduate Student Success Center—Exploratory Studies University of Houston	2016 - 2017
Adjunct Faculty Conrad N. Hilton College of Hotel and Restaurant Management University of Houston	2005 – 2012

INDUSTRY EXPERIENCE

Principal, 2011 – Present

ADR HOSPITALITY CONSULTING THE WOODLANDS, TX

Hospitality Consulting providing clients with:

- Analysis—comprehensive operational and financial evaluations of staffing, operating costs, systems, and assets with the objective of improving profitability for clients
- Strategic Planning—development of pro-forma financials for new or existing projects, assisting with preparation of loan packages or offerings, development, and preparation of operating budgets and forecasting models
- Asset Management—partnering with ownership or third parties to monitor or improve the financial condition of assets

Director of Finance, 2010 – 2011

THE CLUB AT CARLTON WOODS, THE WOODLANDS, TX

- Oversaw the financial and technology operations for The Woodlands Operating Company Luxury Residential Developer Owned Club, which included 2 Golf Courses and Clubhouses
- Developed and streamlined financial reporting and operational processes
- Managed financial reporting and administration of all renovation and construction projects

Director of Corporate Finance, 1998 – 2006

Director of Operational Accounting and Development, 1996 - 1998

Operations Analyst, 1994 - 1996

BENCHMARK HOSPITALITY INTERNATIONAL, THE WOODLANDS, TX

- Spearhead all Management Company financial operations including operational audits, forecasts, self-insured company plan management, budgeting, and centralized accounting functions
- Coordinated all external audits
- Actively involved in every aspect of individual hotel financial operations, systems implementations, and change management
- Update Executive Team and Ownership groups on P&L, operating capital, major renovation projects, and other financial data
- Develop and recruit talent at Home Office and Property Level financial positions, and oversee property directors of finance and home office finance personnel
- Finance team member on pre-opening and transition teams
- Oversaw financial reporting for new development projects
- Transformational Leadership
 - Championed and initiated the company's first systems network.
 - Developed company's talent development program for finance
- Financial Performance Improvement
 - Increased the use of technology to streamline processes and decrease operating costs at the Management Company level

- Revised Operational Review program to include focus on identifying revenue opportunities, productivity and efficiency opportunities and sharing best practices

Director of Finance, 2000 – 2001

FOUR SEASONS HOUSTON, TX

- Oversaw all financial and technology operations of a luxury 5-Diamond hotel, with 404 rooms, 64 luxury apartments, 47 condominiums and other amenities.
- Implemented practices and streamlined operations to assist management team in having a record year of earnings

Interim Director of Finance, 1993 – 1994

Assistant Director of Finance, 1990 – 1993

THE WOODLANDS EXECUTIVE CONFERENCE CENTER THE WOODLANDS, TX

- Luxury Resort & Club | 387 guest rooms, spa, 4 golf courses | 2,000 plus membership club

Assistant Director of Finance 1987 - 1990

MARRIOTT HOTELS

- *Desert Springs Resort & Spa*
- *DFW Airport, Fossil Creek Golf Club, DFW Central Laundry*

PUBLICATIONS (BOOK CHAPTERS, TRADE JOURNALS)

Pryznyk, D., Van Roestel, M., and **Ramirez, A.** (2021). *Hospitality Management Accounting* (US ed.). AME Learning.

Ramirez, A. (2020, August 6). To capitalize or expense? The answer isn't always clear. *Hospitalitynet*. <https://www.hospitalitynet.org/opinion/4100025.html>

DeFranco, A. and **Ramirez, A.** (2019, June). Labor pains: Managing the cost of human capital in the hotel industry. *2019 HITEC Bytes Special Report*, 50 -51.

DeFranco, A., **Ramirez, A.**, Venegas, T. (2019, January). Pre-opening expenditures in hospitality. Retrieved at <https://finance.hftp.org/>

DeFranco, A., **Ramirez, A.**, Venegas, T. (2018, December). IT spending in the lodging industry three-year analysis: 2015 – 2017, Part II. Retrieved at <https://finance.hftp.org/>

DeFranco, A., Venegas, T., **Ramirez, A.** and Wang, S. (2017). Unraveling the mysteries of information and telecommunications spending. *HITEC 2017 Special Report*, 36-37.

Venegas, T., DeFranco A., and **Ramirez, A.** (2017). The role of the asset manager. *The Bottomline*, 31(4), 22-28.

- Ramirez, A. (2013). So you won the lotto now what? Preparing operations for unpredictable changes. *The Bottomline*, 28(3), 20-23.
- Ramirez, A. (2012). Are we there yet? Update on IFRS convergence. *The Bottomline*, 27(1), 28-20.
- Ramirez, A. (2011). How do you know if it's broke: Developing a property operational/internal control review. *The Bottomline*, 25(2), 10-11.
- Ramirez, A. (2010). "Weather" you believe it or not: How will proposed climate control regulations affect our industry. *The Bottomline*, 24(8), 14-17.
- Ramirez, A. (2010). Convergence or full adoption: Part 1. *The Bottomline*, 25(2), 10-11.
- Ramirez, A. (2010). Convergence or full adoption: Part 2. *The Bottomline*, 25(3), 33-34.
- Ramirez, A. (2010). IFRS convergence update: Changes to lease accounting. *The Bottomline*, 25(6), 26-28.
- Ramirez, A. (2009). USALI what's next. *The Bottomline*, 24(1), 25-27.
- Ramirez, A. (2009). IFRS—International financial reporting standards: The accounting language of the future—Maybe. *The Bottomline*, 23(7), 10-13.
- Ramirez, A. (2008). What happened to month end? *The Bottomline*, 23(2), 27-32.
- DeFranco, A. and **Ramirez, A.** (2005). Birdie or double bogey: How does your golf pro shop score? *The Bottomline*, 20(3), 12-14.
- Ramirez, A. (2006). Going condo. *The Bottomline*, 21(3), 13-15.
- Ramirez, A.** and Sikich, F. J. P. (2004). Connecting the dots: Budget resources in the 21st century. *The Bottomline*, 19(3), 15-17.
- Ramirez, A. and Sikich, F. J. P. (2006). Unlimited resources for the limited service business. *The Bottomline*, 21(3), 16-19.
- Sequeira, A. (2002). Economic value added (EVA): Measuring an organization's true economic value. *The Bottomline*, 15(3), 18 - 19.

REVIEWED/REFERRED PRESENTATIONS

- Ramirez, A.,** Hebert, W. (2022, April 8). Accessibility/universal design & open education resources. *2022 TxDLA Conference*, Virtual.

Ramirez, A., Hebert, W. (2022, January 11). Who said there is no free lunch: Adding OER to your content menu learning. *2022 R4 Digital Learning Conference* in Houston, Texas.

Ramirez, A., Hebert, W. (2021, November). Using open education resources: The sharing economy of learning. *2021 Association for Educational Communications & Technology International Convention* in Chicago, Illinois & Virtual.

Hebert, W., **Ramirez, A.,** Lopez, D., Wilson, J., and LaPrairie, K. N. (2021, November). Experience of higher education instructional designers as remote workers during COVID-19. *2021 Association for Educational Communications & Technology International Convention* in Chicago, Illinois & Virtual.

Hebert, W., **Ramirez, A.,** Lopez, D., Ramirez, s. (2021, November). Vocational reality: Bringing careers to life. *2021 Association for Educational Communications & Technology International Convention* in Chicago, Illinois & Virtual.

LaPrairie, K. N., Mansfield, K., Thompson, J. L., Collier, J. R., Fennelly-Atkinson, R., **Ramirez, A.,** Rice, M., and Dyer, R. (2021, November). Not the same old sit-and-get: Innovative professional learning strategies that motivate and engage participants. *2021 Association for Educational Communications & Technology International Convention* in Chicago, Illinois & Virtual.

Hodges, J. **Ramirez, A.,** and DeFranco, A. (2021, January). Can machine learning yield a more accurate hotel breakeven? *Annual Graduate Student Research Conference in Hospitality and Tourism* in Houston, Texas. Virtual

Resco, L., DeFranco, A., **Ramirez, A.** (2019, January). The effects of IT expenses on convention hotel performance in the US. *Annual Graduate Student Research Conference in Hospitality and Tourism* in Houston, Texas.

RESEARCH IN PROGRESS

Hebert, W., **Ramirez, A.,** Wilson, J., Lopez, D., and LaPrairie, K. N. (Estimated Completion, May 2022). *Experience of higher education instructional designers as remote workers during COVID-19.* A hermeneutic phenomenological study to gain an understanding of the lived experience of instructional designers during the COVID-19 pandemic.

Haro, A., **Ramirez, A.,** and Cheng, S. (Estimated Completion, April 2022). *Challenges government funded college and career readiness programs (CCRPs), like GEAR UP faced during the COVID-19 pandemic.* The study focuses on results and challenges faced by a school district in El Paso, Texas who was awarded a GEARUP grant and was in the second year when the COVID-19 pandemic began.

GRANTS

Sam Houston State University Travel Grant, given for AECT Conference, 2021 (\$500 for conference presentation)

New Reality in Hospitality Experiential Learning. UH CITE Grant, July 2020. (Co-investigator). Funding: \$19,185

UH Alternative Textbook Incentive Program Award for HRMA 4343, 2020 (Co-Investigator), Funding: \$2,500

UH Alternative Textbook Incentive Program Award for HRMA 3341, 2019 (Co-Investigator), Funding: \$2,000

Auditing in Hotels and Clubs. Hospitality Financial and Technology Professionals, December 2019. (Co-investigator). Funding: \$10,000

UH Alternative Textbook Incentive Program Award for HRMA 1340, 2018 (Co-Investigator), Funding: \$1,000

Hotel Labor Expenses: A longitudinal Study. Hospitality Financial and Technology Professionals. December 2018. (Co-investigator). Funding: \$15,000

Hotel Pre-opening Expenses. Hospitality Financial and Technology Professionals. December 2017. (Co-investigator). Funding: \$15,000

Hotel IT Management Structure and New IT Expenditure Reporting Per the 11th Edition of the USALI. Hospitality Financial and Technology Professionals. January 2017. (Co-investigator). Funding \$15,000

AWARDS AND HONORS

Sam Houston State University ISDT Scholarship, based on academic performance, 2021(\$1,500)

HFTP Top Women in Hospitality Finance, 2015

Conrad N. Hilton College Service Excellence Award – University of Houston, 2014

Conrad N. Hilton College Donald Greenway Teaching Excellence Award – University of Houston, 2010

TEACHING EXPERIENCE

Designed all instructional material, lectures, projects. Courses were updated to reflect current industry practices, to require no textbook, or converted to online format or hybrid format.

*Courses that were not developed, existing material presented.

Graduate Courses:

- *Lodging Operations* (Fall 2019, Fall 2020)
- *Project Development—Executive Master Program* (Summer 2019, Summer 2020, Summer 2021)
- *Project Implementation—Executive Master Program* (Fall 2019, Fall 2020, Fall 2021)

Undergraduate Courses:

- *System of Accounts in Hospitality* (Fall 2005, Spring 2006, Summer 2006, Fall 2006, Spring 2007, Fall 2007, Spring 2008, Fall 2008, Spring 2009, Summer 2009, Fall 2009, Spring 2010, Summer 2010, Fall 2013, Spring 2014, Fall 2018, Fall 2019, Spring 2020, Fall 2020, Fall 2021, Spring 2022)
- *Uniform System of Accounts in HRM* (Spring 2006, Summer 2006, Fall 2006, Spring 2007, Fall 2007, Spring 2007, Fall 2007, Spring 2008, Fall 2008)
- *Hospitality Cost Controls* (Spring 2007, Spring 2009, Summer 2009, Spring 2010, Summer 2010)
- *Hospitality Managerial Accounting—Cross listed as Graduate Course* (Spring 2013, Fall 2013, Spring 2014, Fall 2014, Spring 2015, Fall 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017, Fall 2017, Spring 2018, Summer 2018, Fall 2018, Spring 2019, Summer 2019, Fall 2019, Spring 2020, Summer 2020, Fall 2020, Spring 2021, Summer 2021, Fall 2021, Spring 2022)
- *Financial Administration for Hospitality Industry* (Fall 2012, Spring 2013)
- *Hotel Development—Cross listed as Graduate Course* (Spring 2014, Fall 2014, Spring 2015, Fall 2015, Fall 2016, Fall 2017, Spring 2019, Spring 2020, Spring 2021)
- *Project Development and Management in the Hospitality Industry* (Fall 2021, Spring 2022)
- *Practical Project Management in the Hospitality* (Spring 2022)

CERTIFICATIONS AND PROFESSIONAL DEVELOPMENT

Social-Behavioral-Educational Researchers (CITI) Program (2021)

Texas Learn OER Digital Higher Education Consortium of Texas Certificate Program (2021)

Certification in Advanced Hospitality and Tourism Analytics (2019)

University of Houston, College of Technology, Project Management Certificate Program (2019)

Cornell University Certificate Program in Hotel Real Estate Investments and Asset Management (2018)

Certified Hospitality Accountant Executive (2017)

Certification in Hotel Industry Analytics (2015)

HVS Valuation Certificate (2015)

Certified Hospitality Educator, American Hotel and Lodging Educational Institute (2009)

STUDENT MENTORSHIP

Co-Advisor for Thesis/Professional Paper

- Supreet Singh, Spring 2015
— *So, You Wanna Buy a Hotel?* Professional paper on the process of identifying, financing, and purchasing a hotel.
- Priscilla Pamela Rodriguez Rosique, Spring 2016
— *The Cost and Use of Shared Services by Management Companies in the Lodging Industry*. Research on the costs incurred by management companies on shared service expense model, and what operating or administrative area these are being used.
- Laura Resco, Spring 2018
— *The Effects of IT expenses on Convention Hotel Performance in the U.S.* A professional paper focused on whether IT affects the occupancy or average of a convention hotel and whether there is a specific type of application that impacts these key performance indicators.

INVITED PRESENTATIONS

Ramirez, A., Jeanjaquet, A., and Trevino, J. (2021, September). A post pandemic hiring epidemic: Where did my team go. *HITEC*. Dallas, Texas.

Panelist. (2021, August). Sales & Marketing Topics. *Aimbridge Hospitality Marketing Rev It Up Tour*. Houston, Texas

Hilton College Alumni Association (2020, July 22). How COVID-19 has transformed the hospitality industry. *Hilton College Alumni Association Panel*. Virtual

DeFranco, A. and **Ramirez, A.** (2020, April). Uniform system of accounts for the lodging industry. *HFTP Webinar*.

Ramirez, A. (October 2019). What's hot and what's not. *HFTP Annual Conference*. Orlando, Florida.

- Ramirez, A. (February 2019). IT and pre-opening research presentation. *HFTP Cabo San Lucas Chapter Meeting*. Los Cabos, Mexico
- Ramirez, A. and DeFranco, A. (2019, January). Alternative textbook award. *University of Houston*.
- Ramirez, A. and DeFranco, A. (2018, October). Alternative textbook award. *University of Houston*.
- DeFranco, A., **Ramirez, A.**, and Venegas, T. (2018, October 26). Hotel pre-opening and technology. *HFTP Annual Convention*. Louisville, KY.
- DeFranco, A., **Ramirez, A.**, and Venegas, T. (2018, June 18). Hotel pre-opening expense. *HFTP Hotel Financial Executives Exchange*. Houston, Texas.
- DeFranco, A., **Ramirez, A.**, and Venegas, T. (2018, June 20). Hotel IT spend. *HFTP Hotel and Club Controller Conference*. Houston, Texas.
- Ramirez, A. (October 2017). FASB changes to lease accounting and revenue recognition. *HFTP Annual Conference*. Orlando, Florida.
- Ramirez, A. (2017, March 17). FASB changes on lease accounting and the effect on the hospitality industry. *HFTP Midwest Conference*. Minneapolis, Minnesota.
- Ramirez, A. (2016, November 18). Conference keynote speaker and moderator for impact on revenue management and OTAs on hotel profitability. *NASEBA Hotel Technology Summit*. Dubai, UAE.
- Ramirez, A. (2016, August 17). Capex versus opex. *HFTP and Deloitte Sydney Summit*. Sydney, Australia.
- Ramirez, A. (2015, November). USALI 11th edition. *HOSPA Conference*. London, UK.
- Ramirez, A., and Richman, V. (2015, February). How the changes in the USALI will affect management contract terms. *Hospitality Law Conference*. Houston, Texas.
- DeFranco, A., Field, H., McFarland, A., **Ramirez, A.**, and Wolfe, F. (2014, October). Global hospitality common practices. *HFTP Annual Convention*. New Orleans, Louisiana.
- DeFranco, A., and **Ramirez, A.** (2014, December 4). Best of AC 2014: Global hospitality common practices. *HFTP Webinar*.
- Ramirez, A. (2014, November). USALI 11th edition. *HOSPA Conference*. London, UK.

DeFranco, A., Field, H., McFarland, A., **Ramirez, A.**, and Wolfe, F. (2013, October). Global hospitality common practices. *HFTP Annual Convention*. Dallas, Texas.

Singh, A.J., Cicero, S., Novak, M., **Ramirez, A.** (2013, March). Hotel asset management: An ownership perspective. *Asian American Hospitality Owners Association Annual Convention*. Houston, Texas.

Ramirez, A. (2011, October). Guest speaker at the Hilton Distinguished Lecture Series. *Michigan State University*.

SERVICE

University

- Southern Association of Colleges and Schools (SACs) reporting from the college to the University. Report has been used to provide examples to other colleges.
- Core 1101—College Success lecturer (2017 & 2018)

College

- Co-Advisor Sustainability Challenge (2022)
- Speaker at College Open House (Spring 2022)
- Speaker at Graduate Student Colloquium (Spring 2021 and 2022)
- Speaker at College Summer Camp (June 2021)
- Member of College Curriculum Committee (2019 – Present)
- Member of Doctorate in Global Hospitality Leadership Committee (2021-Present)
- Executive Director Hilton College Hackathon (Summer 2020)
- Co-Administrator of the Certification in Advanced Hospitality and Tourism Analytics (CAHTA) (2019 – Present)
- Developed Hilton College Hospitality Hackathon—HC3 (2020)
- Developed and co-instructed Reality in Hospitality Competition (2020)
- Volunteer for Annual Graduate Student Research Conference in Hospitality and Tourism (January 2019, January 2021, and January 2022)
- Member College Curriculum Committee (2018 – Present)
- Chair of Subcommittee on Faculty Evaluation (2018)
- Advisor for GEO Summit (2019)
- STR Market Study Competition Mentor (2017 – to present)
- Member College Service Award Committee (2017 – 2019)
- Member of the Subcommittee for the Hospitality Data Analytics and Project Management track (Fall 2017 – to present)
- Co-Administrator of the Certificate in Hospitality Industry Analytics (CHIA) (2016 – Present)
- Member of Dean Search Committee (2015)
- Member Accounting/Finance Curriculum Committee (2013 – Present)
- Hall of Honor speaker and moderator, Fall 2009, 2014, 2015, 2018
- Oversee HFTP Student Chapter MPI Audit Project (2007 – present)

- Hospitality Financial and Technology Professionals (HFTP) Cougar Chapter Faculty Advisor (2006 – to present)

Professional

- Member Textbook & Academic Authors Association (2022)
- Member International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) (2021 – Present)
- Judge for The Altos 2021 Global Corporate Home Awards for Best Hospitality Operator Company—North America category
- Member Association for Educational Communications and Technology (AECT) (2021 to Present)
- Member Association for Talent Development (ATD) (2019 to Present)
- Conference Moderator for AECT 2021 International Convention (October 2021)
- Speaker on Food and Beverage Controls at *Food Business Operations Marketing and Financial Resources Forum*, a virtual restaurant forum hosted by the City of Houston Office of Business Opportunity (June 15, 2021)
- Ex-officio member, CHAE Advisory Council of HFTP (January 2020 to Present)
- Member HFTP Young Professionals Advisory Council (January 2019 to present)
- Member Global Hospitality Account Common Practices, HFTP (October 2014 to January 2018)
- HFTP Global Past President (2016 – 2017)
- HFTP Global President (2015 – 2016)
- HFTP Vice President (2014 – 2015)
- HFTP Secretary (2013 – 2014)
- HFTP Global Board Member (2012 – 2013)
- Member HFTP Nominating Committee (2005, 2017, 2018, 2019)
- Chair of the HFTP Education Council (2010 - 2011)
- Member of HFTP (1989 – Present)

REVIEWER

Conference Reviewer

- AECT (Association for Educational Communications and Technology) 2021 International Conference Reviewer
- ISTE (International Society for Technology in Education) 2022 Conference Reviewer