Lenna V. Shulga, Ph.D.

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Shidler College of Business
School of Travel Industry Management
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Education

Ph.D. **University of Nevada, Las Vegas** — Las Vegas, NV
William F. Harrah College of Hotel Administration — 2014 - 2017
Dissertation: Value Co-creation Propositions: A Self-Determination Theory of Customer Acceptance, Trust and Wellbeing.
Dr. James A. Busser, Chair
- Major: Marketing
- Minor: Quantitative Psychology

MBA **University of Massachusetts** — Lowell, MA
Manning School of Business — 2012 – 2014
- Business Strategy
- E-Commerce

BBA **Rostov Institute of Management, Business and Law** — Rostov-on-Don, RF
- Major: Management — 1992 – 1996
- Minor: Marketing
- Diploma with Honors

Professional Certifications

2023 Assessment Leadership Institute, University of Hawaii at Manoa, Certificate.

2017 Graduate Certificate in Quantitative Psychology, UNLV.

2016 Certified Hospitality Educator (CHE) by American Hotel and Lodging Association.

2016 Certified in Hotel Industry Analytics (CHIA) by American Hotel and Lodging Association, ICHRIE and STR.

Honors and Awards

2021- current Hee Family Endowed Faculty Fellow appointment (2nd three-year period)

2025 Shirley M. Lee Research Award, Shidler College of Business, University of Hawaii at Manoa

2025 Shidler College / TIM School, Professor of the Semester Award, Spring 2025 Semester

2024 Best Paper Award: For Applied Research Track. West Federation CHRIE Conference 2024. Effects of Green HRM Practices on Employee Pro-Environmental Behavior: The Role of Ethical Climate and New Environmental Paradigm.

2024 Shidler College / TIM School, Professor of the Semester Award, Spring 2024 Semester

2023 Shidler College / TIM School, Professor of the Semester Award, Spring 2023 Semester

2020 Shidler College / TIM School, Professor of the Semester Award, Fall 2020 Semester

2020 Shidler College / TIM School, Professor of the Semester Award, Spring 2020 Semester

2019 Shidler College / TIM School, Professor of the Semester Award, Fall 2019 Semester

2018 JHTM Research Hackathon Winner. EuroCHRIE Conference 2018, Dublin, Ireland. "To share or not to share: The role of animosity in P2P accommodation."

2017 Best Paper Award. Research Track. West Federation CHRIE Conference 2017. Willingness to Participate in Consumer Generated Advertisement and its Effect on Loyalty.

2016 Best Paper Award. 6th Annual Society for Marketing Advances Conference, Atlanta, GA. "The Role of Social Exchange Ideology in Value Co-Creation Interactions between Customers and a Service Provider."

2016 First Place Presentation Award. 18th Annual Graduate College and Graduate and Professional Student Association Annual Research Forum, UNLV. Presentation: "Customer and Company Interactions in Value Co-Creation: The Role of Commercial Friendship", Social Science, Business and Hotel Platform, Las Vegas, NV.

2015 Best Paper Award. 6th Advances in Tourism Marketing (ATMC) Conference, Joensuu, Finland. Conceptual model of customer-company interaction in value co-creation.

Scholarship

Refereed Journal Publications

1. Guzzo, R.F., van Rheede, A., & Shulga, L.V. (2026). Unlocking hotel circularity: the role of employees' primary appraisals, job crafting, participation and organizational

facilitating behavior. *Journal of Hospitality and Tourism Research* (accepted, March 2, 2026), https://doi.org/10.1177/10963480261434003

2. Chang, W., Swift, A., & **Shulga, L.V.** (2026). Artificial Intelligence (AI) Preparedness in Hospitality: A Framework and Research Agenda for Building Organizational Capacities. *International Journal of Contemporary Hospitality Management*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IJCHM-04-2025-0525

3. Busser, J. A., & **Shulga, L. V.** (2026). Tourism value co-creation: the more we contribute–the more we value. *Tourism Management*, 113, 105292. https://doi.org/10.1016/j.tourman.2025.105292

4. Busser, J.A., & **Shulga, L.V.** (2026). Linking hospitality employee motivation and wellbeing through value co-creation: Test of a short co-created value scale, *International Journal of Hospitality Management*, 132, 104407, https://doi.org/10.1016/j.ijhm.2025.104407.

5. Busser, J. A., **Shulga, L. V.,** & Yedlin, J. (2025). Factors influencing service employee well-being: a test of the PERMA framework. *Journal of Service Theory and Practice, 35*(2), 288-318.

6. Seo, K., & **Shulga, L.** (2025). Mapping Tourists' Evaluations of a Hotel: An Analysis of Branded Versus Non-Branded Hotels. *Cornell Hospitality Quarterly, 66(*3), 294-303. https://doi.org/10.1177/19389655241300468

7. Lee, S., Busser, J. A., Kim, M., & **Shulga, L. V.** (2025). Slow tourism experience: impact on emotions, engagement and well-being. *Journal of Hospitality and Tourism Insights, 8*(3), 1150-1170. https://doi.org/10.1108/JHTI-02-2024-0137

8. Hwang, J, Lee, S., Busser, J.A. & **Shulga, L.V.** (2024). Check-in Significance: Differentiating Loyalty Reward Members and Non-members. *International Journal of Tourism Research, 26*(4), e2688, https://doi.org/10.1002/jtr.2688.

9. Lee, S., **Shulga, L. V.,** Busser, J. A., & Hwang, J. (2024). Self-Service Hotel Check-In: Is There Still a Role for the In-Person Experience? *International Journal of Hospitality & Tourism Administration*, 1–28. https://doi.org/10.1080/15256480.2024.2386694

10. **Shulga, L. V.,** & Busser, J. A. (2024). Employee emotional investment: An institutional logic perspective. *International Journal of Hospitality Management*, 122, 103841 https://doi.org/10.1016/j.ijhm.2024.103841

11. **Shulga, L. V.,** Busser, J. A., & Molintas, D. H. R. (2024). Hospitality Front-line Employees: A Meta-Analysis of Emotion Management at Work. *Cornell Hospitality Quarterly*, 0(0). https://doi.org/10.1177/19389655241249605

12. **Shulga, L.V.,** & Busser, J.A (2024). Covid-19 Crisis Management Human Resource Cost-retrenchment: the Role of Transformational Leadership and Ethical Climate. *International Journal of Contemporary Hospitality Management, 36*(4), 1213-1234.

13. **Shulga, L. V.,** Busser, J. A., Bai, B., & Kim, H. (2023). Branding Co-Creation with Consumer-Generated Advertising: Effect on Creators and Observers. *Journal of Advertising, 52*(1), 5-23. https://doi.org/10.1080/00913367.2021.1978017

14. **Shulga, L.V**., Busser, J.A., Topcuoglu, E., & Molintas, D. H. R. (2023). Internal Branding: Role of a Co-Created Corporate Event Message, *Event Management, 27*(2), 301-319.

15. Busser, J. A., Molintas, D. H., **Shulga, L. V.,** & Lee, S. (2022). Check-in experience: What is the role of emotions and satisfaction? *Journal of Hospitality and Tourism Management, 53*, 188-197.

16. **Shulga, L. V.,** Busser, J. A., & Chang, W. (2022). Relational energy and co-creation: effects on hospitality stakeholders' wellbeing. *Journal of Hospitality Marketing & Management, 31*(8), 1026-1047.

17. **Shulga, L. V.,** & Spencer, D. M. (2022). Hospitality/Tourism Career Forums as a Means of Imparting Career Advice to Students: An Empirical Evaluation. *Journal of Hospitality & Tourism Education*, 1-11**.**

18. **Shulga, L. V.** (2021). Front-line employee self-determination in value Co-Creation: Generational profiles. *Journal of Hospitality and Tourism Management, 48*, 479-491.

19. **Shulga, L. V.,** Busser, J. A., & Bai, B. (2021). Hospitality business models, customer well-being and trust: the mediating role of competitive service advantage. *International Journal of Contemporary Hospitality Management, 33*(9), 3040-3064. https://doi.org/10.1108/IJCHM-09-2020-1033

20. **Shulga, L. V.,** Busser, J. A., Bai, B., & Kim, H. (2021). The Reciprocal Role of Trust in Customer Value Co-Creation. *Journal of Hospitality & Tourism Research, 45*(4), 672-696**.**

21. **Shulga, L.V.,** & Busser, J. A. (2020). Customer self-determination in value co-creation, *Journal of Service Theory and Practice, 31*(1), 83-111. https://doi.org/10.1108/JSTP-05-2020-0093

22. **Shulga, L.V.,** & Busser, J. A. (2020). Hospitality employee and customer role in value co-creation: Personal, organizational and collaborative outcomes. *International Journal of Hospitality Management, 91*, 102648, https://doi.org/10.1016/j.ijhm.2020.102648

23. **Shulga, L.V.** (2020). Change Management Communication: The Role of Meaningfulness, Leadership Brand Authenticity and Gender. *Cornell Hospitality Quarterly, 62*(4), 498-515, https://doi.org/10.1177/1938965520929022

24. **Shulga, L. V.,** & Busser, J. A. (2020). Customer acceptance of four types of hospitality value propositions. *International Journal of Hospitality Management*, 87, 102388, https://doi.org/10.1016/j.ijhm.2019.102388

25. Busser, J., and **Shulga, L**. (2019). Role of commercial friendship, initiation and co-creation types, *Journal of Service Theory and Practice, 29*(4), 488-512.

26. **Shulga, L. V**., & Busser, J. A. (2019). Talent management meta review: a validity network schema approach. *International Journal of Contemporary Hospitality Management, 31*(10), 3943-3969.

27. Busser, J. A., & **Shulga, L. V.** (2019). Involvement in consumer-generated advertising: Effects of organizational transparency and brand authenticity on loyalty and trust. *International Journal of Contemporary Hospitality Management*, *31*(4), 1763-1784.

28. Busser, J. A., **Shulga, L. V**., Kang, H. J. A., & Molintas, D. H. R. (2019). The effect of hospitality conference messaging on employee job responses. *International Journal of Hospitality Management, 78*, 284-292.

29. Busser, J. A., **Shulga, L.V.,** & Kang, H. J. (2019). Customer Disposition to Social Exchange in Co-Innovation. *International Journal of Hospitality Management, 76,* 299-307.

30. **Shulga, L. V.,** Busser, J. A., & Bai, B. (2018). Factors affecting willingness to participate in consumer generated advertisement. *International Journal of Hospitality Management, 74*, 214-223.

31. Busser, J. A., & **Shulga, L. V**. (2018). Co-created value: Multidimensional scale and nomological network. *Tourism Management, 65*, 69-86.

32. **Shulga, L. V.,** Busser, J. A., & Kim, H. (2018). Generational Profiles in Value Co-Creation Interactions. *Journal of Hospitality Marketing & Management*, *27*(2), 196-217.

33. **Shulga, L.,** & Tanford, S. (2018). Measuring perceptions of fairness of loyalty program members. *Journal of Hospitality Marketing & Management*, *27*(3), 346-365.

34. Cain, L., Tanford, S., & **Shulga, L.** (2018). Customers' Perceptions of Employee Engagement: Fortifying the Service–Profit Chain. *International Journal of Hospitality & Tourism Administration*, *19*(1), 52-77.

Referred Book Chapters

Shulga, L. V., Busser, J. A., & Yedlin, J. (2023). Employee engagement on wellbeing: An analysis of PERMA Framework. In Handbook of *Tourism and Quality-of-Life Research II: Enhancing the Lives of Tourists, Residents of Host Communities and Service Providers* (pp. 459-476). Cham: Springer International Publishing.

Spencer, D. M., & **Shulga, L. V.** (2023). A case study of an emergent, family owned and operated private tour company. In *Research Handbook on Entrepreneurship and Innovation in Family Firms* (pp. 438-461). Edward Elgar Publishing Ltd.

Shulga, L.V. (2026). Influence of Emotions at Work on Service Employee Wellbeing: on the Importance of Feeling Proud. Book Chapter in *A Research Agenda for Employee Well-being in Service Industries* (accepted May 14, 2026). Edward Elgar Publishing Ltd.

Conference Presentations

Sakamoto, C., **Shulga, L.**, & Berbekova, A., Organizational Commitment and Green HRM: Exploring the Role of Ethical Climate and Self-Actualization in Promoting Organizational Citizenship Behavior for the Environment, 31st Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism. January 7 – January 9, 2026. Auburn, Alabama.

Shulga, L.V., & Busser, J.A. Employee Creativity as an Outcome of Value Co-Creation in Hospitality Service Failure Co-Recovery, November 10 – November 13, 2025, EuroCHRIE 2025 Conference, The Hague, The Netherlands.

Shulga, L.V., & Seo, K. Workforce Assessment Study: Gap Analysis for Workforce Skill Assessment and Workforce Development, November 10 – November 13, 2025, EuroCHRIE 2025 Conference, The Hague, The Netherlands.

Guzzo, R.F., van Rheed, A., & **Shulga, L.V**. Hospitality Employee Circular Economy Participation: The Role of Primary Appraisals, Job Crafting, and Facilitating Behavior, November 10 – November 13, 2025, EuroCHRIE 2025 Conference, The Hague, The Netherlands.

Swift, A., **Shulga, L.V.** & Chang, W. The AI-Ready Destination: Hawai‘i Hospitality Workforce Transformation, September 22 - September 23, 2025, HTA Conference 2025, Honolulu, HI.

Shulga, L. (presenter), Cain L., Chang W., Mistry, T., Kim, K., & Baker, M. Balancing Employee Wellbeing: High Tech versus High Touch. September 16 – September 19, 2024, GLOTECH 2025, Las Vegas, NV.

Shulga, L.V., Swift, A. & Chang, W. Beyond the Hype: Exploring Institutional Barriers to Diffusion of AI in Tourism Organizations, August 24 – August 27, 2025, AIEST 2025 Conference, Paris, France.

Shulga, L.V. & Busser, J. A. The Role Self-Determination Motivation and Knowledge-Sharing in Fostering Organizational Commitment among Talented Hospitality Employees, June 18 – June 20, 2025. ICHRIE2025, Indianapolis, IN.

Shulga, L.V. & Busser, J. A. Hospitality Employee Emotional Connection, April 8 – April 11, 2025, WDSI2025, Honolulu, HI.

Lesar, L., **Shulga, L.,** Spencer, D., Oiang, Y., & Szuster, B. A Geospatial Approach to Estimating the Influence of Tourism Development on Resident Attitudes toward Tourism. April 8 – April 11, 2025, WDSI2025, Honolulu, HI.

Shulga, L.V. & Busser, J.A. Talent Management for Hospitality and Tourism Organizations in a Post-COVID Era, September 31 – October 2, 2024, HTC2024, Honolulu, HI.

Shulga, L.V. & Berbekova A. Exploring factors contributing to employee-residents' pro-environmental behavior, September 31 – October 2, 2024, HTC2024, Honolulu, HI.

Shulga, L., Berbekova, A., Seo, K., & Lin, I. Assessing Competencies Required for Master Students in Hospitality and Tourism: A Comparative Study, July 24-26, 2024, ICHRIE2024, Montreal, Canada.

Guzzo, R.F., van Rheede, A., & **Shulga, L.V.** Measuring social impact of hotel initiatives using CE perspectives: scale development. ICHRIE2024 Research Marathon, Conference 24-26 July 2024 Montreal, Canada.

Seo, K., & **Shulga, L**. A content analysis of tourists' evaluations of a hotel. The 96th TOSOK Jeonnam Yeosu International Tourism Conference. July 10 – 12, 2024, SONO Calm, Yeosu-si, Jeollanam-do, South Korea.

Berbekova, A., **Shulga, L.V.,** & Spencer, D.M. Encouraging employee-resident pro-environmental behavior: Exploring the impact of a state's green image and message. 2024 TTRA Conference, June 11-13, 2024. Burlington, VT.

Guzzo, R.F., van Rheede, A., & **Shulga, L.V.** Measuring social impact of hotel initiatives using CE perspectives: scale development. ICHRIE Research Marathon (virtual presentation). 22nd ApacCHRIE 2024 Conference, Conference 24-26 May 2024 Seoul, South Korea.

Lee, S., Busser, J.A. & **Shulga, L.V.** Savoring Tourism Experiences: Effects on Psychological Resources and Behavioral Intention. 22nd ApacCHRIE 2024 (Main) Conference, Conference 24-26 May 2024 Seoul, South Korea.

Berbekova, A. & **Shulga, L.** Exploring the Impact of Green Human Resource Management on Employees' Subjective Well-being: the Role of Individual Resilience. Association of American Geographers Conference, AAG2024, April 16 – April 18, Honolulu, HI.

Lin, I., Berbekova A., & **Shulga, L.** Exploring Spa Careers and Education in Luxury Hotel/Resort Spas. Western Decision Sciences Institute, WDSI2024, 2-5 April, 2024, Sonoma, CA.

Shulga, L.V. & Berbekova, A. Effects of Green HRM Practices on Employee Pro-Environmental Behavior: The Role of Ethical Climate and New Environmental Paradigm. 2024 West Federation CHRIE Conference, 1-3 February, 2024, Denver, CO.

Topcuoglu, E., **Shulga, L.V.,** & Baloglu, S. Impact of regulatory focus disposition on trust beliefs towards online review websites. 2023 EuroCHRIE. 3-6 October, 2023. Vienna, Austria.

Seo, K. & **Shulga, L.** Mapping Travelers' evaluations of a hotel: a case of brand versus non-brand affiliated hotels. 2023 West Federation CHRIE Conference. 19-20 February, 2023, Las Vegas, NV.

Hwang J., Solbi L., Busser, J.A., & **Shulga, L.V.** Check-in Significance: Loyalty Reward Members vs. Non-members. 28th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism. 6-7 January, 2023. Anaheim, CA.

Shulga, L.V, & Busser, J.A. Impact of COVID Human Resource Retrenchment on Commitment to Talent. 52nd TTRA Annual International Conference will be held June 13-16, 2022 in Victoria, British Columbia, Canada (hybrid; virtual presentation).

Shulga, L.V. & Busser, J.A. Customer Motivation to Participate in Value Propositions. 50th Annual Meeting. Western Decision Sciences Institute (WDSI2022). 5-8 April 2022. Island of Hawaii, HI.

Lin, I. & **Shulga, L.V.** Online Customer Reviews of hotels/Resorts and Spas. 50th Annual Meeting. Western Decision Sciences Institute. 5-8 April 2022. Island of Hawaii, HI.

Spencer, D. & **Shulga, L.V.** Dynamics of an Emergent, Family Owned and Operated Private Tour Company. 50th Annual Meeting. Western Decision Sciences Institute. 5-8 April 2022. Island of Hawaii, HI.

Lee, S., Busser, J.A., & **Shulga, L.V**. Hotel Interactional Service Quality and Guest Trust. The 27th Annual Graduate Education & Graduate Research Conference in Hospitality and Tourism, 6-7 January 2022 (virtual).

Shulga, L.V., & Busser, J.A. (2021). Co-Creation: The More We Contribute – The More We Value. The 7th Naples Forum on Service, 6-9 September 2021 (virtual).

Shulga, L.V., & Busser, J.A. (2021). COVID-19 Human Resource Retrenchment Strategies and the Role of Transformational Leadership. 2021 TTRA Annual International Conference, June 2021 (virtual).

Molintas, D.H.R., Lee, S., Busser, J. & **Shulga, L.** (2020). Role of Emotions During a Short Service Encounter. 25th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism. Las Vegas, Nevada.

Lee, S., **Shulga, L.V.,** & Busser, J.A. (2020). Online Hotel Reviews: The Factors Predicting Behavioral Intention. 25th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism. Las Vegas, Nevada.

Shulga, L.V, & Busser, J. A. (2019). Employee and Customer Motivation in Co-Creation and Co-Destruction of Value. 50th TTRA International Conference, Melbourne, Australia.

Shulga, L.V, & Busser, J. A. (2018). Roles as Resources in Value Co-Creation: Employees and Customers. 2018 EuroCHRIE Conference, Dublin, Ireland.

Shulga, L.V., & Busser, J.A. (2018). Customer Acceptance: Business Models and Value Propositions. 2018 Annual ICHRIE Summer Conference, Palm Springs, CA.

Lin, K., & **Shulga, L**. (2018). Factors Affecting Customer Satisfaction with Service Recovery, Word-of-Mouth and Customer Loyalty in Hotel Industry. 2018 Asia-Pacific Forum. Honolulu, HI.

Shulga, L.V., & Busser, J.A. (2018). Hospitality Brand Transparency and Authenticity: Co-creation Antecedents Affecting Loyalty and Trust. Western Decision Making Institute (WDSI2018) Conference. Kauai, HI.

Shulga, L.V., & Busser, J.A. (2018). Impact of Perceptions of Leadership Authenticity and Conference Message Meaning on Organizational Outcomes. West Federation CHRIE Conference 2018. Denver, CO.

Molintas, D.H., Busser, J., **Shulga, L.,** & Kang, H.J. (2018). The Implact of Hospitality Conference Messaging on Employee Attitudes, Attributes and Emotional Attachment. 23rd Annual Graduate Student Research Conference in Hospitality and Tourism. Fort Worth, TX.

Topcuoglu, E., **Shulga, L.,** & Busser, J. (2018). Effects of Authentic Hotel Conference Messaging on Employee WOM Intentions and Competitive Service Advantage. 23rd Annual Graduate Student Research Conference in Hospitality and Tourism. Fort Worth, TX.

Joe, S.J., Kharitonova, A., **Shulga, L.** & Busser, J. (2017). Hotel Online Reviews: The Factors Predicting Behavioral Intention. 2017 Annual ICHRIE Summer Conference, Baltimore, MD.

Shulga, L.V., Bai, B., & Busser, J.A. (2017). Willingness to Participate in Consumer Generated Advertisement and its Affect on Loyalty. West Federation CHRIE Conference 2017. San Diego, CA. Best Paper Award.

Yedlin, J., **Shulga, L.V**., & Busser, J.A. (2017). Hospitality Industry and Academic Collaboration: Class Marketing Plan Project and Student Self-Efficacy. West Federation CHRIE Conference 2017. San Diego, CA.

Shulga, L.V., & Busser, J.A. (2017). Co-Created Value: Scale Development and Validation. 22nd Annual Graduate Student Research Conference in Hospitality and Tourism. Houston, TX.

Shulga, L.V., Busser, J.A., & Bai, B. (2017). Trust Reciprocity in Value Co-Creation: Examining Participants and Bystanders. 22nd Annual Graduate Student Research Conference in Hospitality and Tourism. Houston, TX.

Shulga, L.V., Busser, J.A., & Kim, H.L. (2017). Generational Profiles in Value Co-Creation Interactions. 22nd Annual Graduate Student Research Conference in Hospitality and Tourism. Houston, TX.

Busser, J. A., & **Shulga, L. V.** (2016). The Role of Social Exchange Ideology in Value Co-Creation Interactions Between Customers and a Service Provider. 6th Society for Marketing Advances Conference. Atlanta, GA. Best Paper Award.

Shulga, L. V., & Busser, J. A. (2016). Customer perceptions of value co-creation: Scale development and validation. EuroCHRIE Conference, Budapest, Hungary.

Shulga, L. V., Baloglu S., & Bowen, J. T. (2016). Consumers' regulatory focus and trust in hotel online review websites and their impact on booking. EuroCHRIE Conference, Budapest, Hungary.

Shulga, L. V. & Busser, J. A. (2016) Relationality and Identification in Value Co-Creation: The Role of Commercial Friendship. 2016 Annual ICHRIE Summer Conference, Dallas, TX.

Shulga, L. & Tanford, S. (2016) Perceptions of Justice of Hotel Loyalty Program Members. 2016 Annual ICHRIE Summer Conference, Dallas, TX.

Cho, S., Boykin, D., & **Shulga, L**. (2016). Key Touchpoint Interactions in the Integrated Resort Experience: A Comparative Sentiment Analysis of Online Reviews. 16th International Conference on Gambling & Risk Taking. Las Vegas, NV.

Boykin, D., Cho, S., & **Shulga, L.** (2016). Business Implications of Experiential Variety for the Integrated Resort Customer: A Sentiment Analysis of Online Reviews. Western Federation CHRIE Conference, Denver, CO.

Shulga, L.V. & Busser, J.A. (2016). Generational Differences: The Effect of Friendship and Initiation of Co-creation on Satisfaction, Trust, and Loyalty. 21st Annual Graduate Student Research Conference in Hospitality and Tourism. Philadelphia, PA.

Shulga, L., Bai, B., & Busser, J. (2016). The Effect of Brand Attachment and Trust On Willingness-To-Participate In Collaborative Marketing For Hospitality Brands. 21st Annual Graduate Student Research Conference in Hospitality and Tourism. Philadelphia, PA.

Shulga, L., Busser, J., & Henthorne, T. (2015). Conceptual model of customer-company interaction in value co-creation. 6th Advances in Tourism Marketing Conference, Joensuu, Finland. Best Paper Award

Shulga, L., Busser, J., & Henthorne, T. (2015). The role of commercial friendship in company versus customer initiation of co-creation for tourism brands. 6th Advances in Tourism Marketing Conference, Joensuu, Finland.

Shulga, L. & Busser, J. (2015). Co-Created Value for Tourism Brands: Scale Development and Validation. Doctoral Seminar in Tourism Business Studies. 6th Advances in Tourism Marketing Conference, Joensuu, Finland.

Shulga, L. & Busser, J. (2015) Conceptual Model of Value Co-Creation in Hospitality. ICHRIE Annual Summer Conference, Orlando, FL.

Repetti, T., Busser, J. & **Shulga, L.** (2015) Predicting Behavioral Intentions of Mass Participation Sporting Event Travelers. ICHRIE Annual Summer Conference, Orlando, FL.

Repetti, T., Busser, J. & **Shulga, L.** (2015) Importance of Hotel Attributes on Hotel Choice by Mass Sporting Event Participants. Western CHRIE Annual Summer Conference, San Francisco, CA.

Moll, L., Tanford, S. & **Shulga, L.** (2015) Impact of Employee Engagement on Customer Satisfaction and Customer Loyalty. 20th Annual Graduate Student Research Conference in Hospitality and Tourism, Tampa, FL.

Grants and Contracts

2025 University of Hawaii Sea Grant College Program. Research proposal “Exploring Electric Vehicle Adoption Among Tourists and Its Environmental Impact in Hawaii.” Li, X., Mackenzi, A., Shulga, L., & Zhang, G. (rejected)

2023 UNWTO Affiliate Members Department Programme of Work 2024-2025. Study proposal "Assessing Effectiveness of Hawaii's Official Sustainability Program Messaging” Spencer D. and Shulga, L.V. (under consideration)

2020 Hawaii Travel Authority Workforce Development Study Grant (submitted February 2020 /closed due to COVID-19 pandemic in April 2020)

2016 Caesars Summer Research Grant. Co-Created Value: Scale Development and Validation

2015 Hilton Summer Research Grant. The role of commercial friendship in company versus customer initiation of co-creation

Curriculum Instructional Activities and Involvement

University of Hawai‘i at Mānoa (2017 – present)

Associate Professor, School of Travel Industry Management, Shidler College of Business

2025 Human Resources management TIM 303 (Summer, student evaluations (9) – 4.19)
2025 Management of Service Enterprise TIM 306 (Summer, student evaluations (12) – 4.36)
2025 Human Resources management TIM 303 (Spring, student evaluations (36) – 4.59)
2025 Management of Service Enterprise TIM 306 (Spring, student evaluations (39) – 4.68)
2024 Human Resources management TIM 303 (Fall, student evaluations (36) – 4.74)
2024 Management of Service Enterprise TIM 306 (Fall, student evaluations (26) – 4.80)
2024 Human Resources management TIM 306 (Spring, student evaluations (29) – 4.65)
2024 TIM469N “Advanced Topics in Travel Industry Management: Advanced Meetings, Incentives, Conventions, and Exhibition Management” (NEW, Spring, student evaluations (11) – 4.90)
2023 Management of Service Enterprise TIM 303 (Fall, student evaluations (28) – 4.51)
2023 Human Resources management TIM 306 (Fall, student evaluations (34) – 4.41)
2023 Strategic Management for Travel and Hospitality Industry TIM431 (Summer, student evaluation average (7) - 4.80)
2023 Human Resources Management TIM306 (Spring, student evaluation average (25) - 4.58)
2022 Human Resources Management TIM306 (Fall, student evaluation average (50) - 4.58)
2022 Research Application in Hospitality, Tourism and Transportation TIM601 (Fall, student evaluation (14) - 4.62)

Assistant Professor, School of Travel Industry Management, Shidler College of Business

2022 Human Resources Management TIM306 (Spring, student evaluation (31) - 4.57)
2022 Strategic Management for Travel and Hospitality Industry TIM431 (Spring, student evaluation (7) - 4.83)
2021 Human Resources Management TIM306 (Fall, student evaluation (52) - 4.52)
2021 Management of Service Enterprise TIM303 (Fall, student evaluation (39) - 4.65)
2021 Human Resources Management TIM306 (Spring, student evaluation (27) - 4.57)
2021 Research Application in Travel Industry Management TIM601 (Spring, student evaluation (3) - 5.00)

2020 Management of Service Enterprise TIM303 (Fall, student evaluation (55) - 4.89)
2020 Human Resources Management TIM306 (Fall; student evaluation (33) - 4.74)
2020 Human Resources Management TIM306 (Summer; student evaluation (20) - 4.55)
2020 Human Resources Management TIM306-001 (Spring; student evaluation (28) - 4.70)
2020 Human Resources Management TIM306-002 (Spring; student evaluation (30) - 4.80)

2019 Human Resources Management TIM306 (Spring, Summer, Fall; student evaluation average: 4.71; TIM School average: 4.35)
2019 Research Application in Travel Industry Management TIM601 (Fall; student evaluation average: 3.86; TIM School average: 4.33)
2018 Human Resources Management TIM306 (Spring, Summer, Fall, student evaluation average: 4.56; TIM School average: 4.32)
2017 Human Resources Management TIM306 (Fall, student evaluation average: 4.53; TIM School average: 4.21)

Professional Programs

2020 Bunkyo University, Hawaii Study Program, Customer Service (Feb, 2020)
2019 Meikai and Rikkyo Univeristy, Hawaii Study Program, HR Management in the Hospitality Industry (August, 2019)
Bunkyo University, Hawaii Study Program, Customer Service (Feb, 2019)
2018 Meikai and Rikkyo Univeristy, Hawaii Study Program, HR Management in the Hospitality Industry (August, 2018)

New Course Development

2024 TIM469N "Advanced Topics in Travel Industry Management: Advanced Meetings, Incentives, Conventions, and Exhibition Management"
2020 eMBA: Hospitality Track, Current Issues in Hospitality and Tourism Organizational Behavior TIM 684

New Certificate Development

2024-2025 (in-progress) Event Management Certificate. TIM School, University of Hawaii at Manoa (submitted the Provisional Certificate Request).

Master of Science, Professional Paper Advisor

2024 Sheeree Mae Caragdag, Using Generational Cohorts to Understand Efficient Marketing Intentions for Hotel and Events Customers

2024 Kana Kurihara. Exploring the importance of place-based education on the awareness of marine cultural resources at scuba diving tourism sties.

2023 Yanlin Huang, Generational Value Co-creation in the Hospitality Workplace: A Conceptual Paper

2021 An-Yu Wang, The Impact of Employee "New Hire" Badge on Restaurant Customer Revisit Intention.

2021 Jianxun (Leslie) Zhang, Improving Business Performance through Practicing Emotional Labor Strategies in Hospitality Human Resource Management.

2019 Lai Ching (Keira) Yau, Family Vacation in Oahu: Satisfaction and Recommendations.

2018 Kai Lin, Factors Affecting Customer Satisfaction with Service Recovery, Loyalty, and Word-of-Mount Intention in Hotel Industry.

Academic Advisor

2020 – 2024 Faculty Advisor, PATA Student Chapter, TIM School

2022 STR Global Market Study Student Competition (Graduate & Undergraduate Teams), virtual

2018 – 2021 Faculty Advisor, TIMSA, TIM School

2019 STR Market Study Student Competition (Graduate Team), 2019 HX: Hotel Experience Conference, New York, NY

2017 – 2018 Faculty Advisor, PATA Student Chapter, TIM School

University of Nevada, Las Vegas (2014 – 2017)

Instructor, William F. Harrah College of Hospitality

2017	Human Resources Management (2 Sessions: Spring, Summer)
2016	Hospitality Marketing (3 Sessions: Fall; Spring; Summer)
2015	Organizational Behavior applied to the Service Industries (3 Sessions: Spring, Summer, Fall)

Administrative Experience and Service

University of Hawai‘i at Mānoa

University Committees

2021-present Manoa International Education Committee (MIEC)

2025-present UHM, Specialist Promotion Committee (SRC)

2024–2025 UHM, Tenure and Promotion Committee (TPRC)

2023-2024 UHM, Specialist Promotion Committee (SRC)

2020-2022 UHPA TIM Faculty Representative

College/Department Committees

2017-present Graduate Faculty, School of Travel Industry Management.

2023-2024 Chair of the TIM School Curriculum Committee.

2024 TIM School Tenure and Promotion Committee.

2023, 2024 TIM School Scholarship Committee.

2022-2023 Director of the Master of Science in Travel Industry Management (MS-TIM) Program

2022-2023 Faculty Search Committee (Assistant Professor, Strategic Management). School of Travel Industry Management.

2022-2023 Faculty Search Committee (Assistant Professor, HRM). Shidler College of Business.

2022-2023 SOAR (Strengths, Opportunities, Aspirations, Results) Strategic Planning Committee. Shidler College of Business.

2021-2022 Faculty Search Committee (Professor, School Director). School of Travel Industry Management.

2021–2022 Research Committee, School of Travel Industry Management.

2020-2021 Research Committee, School of Travel Industry Management.

2019-2020 Undergraduate Curriculum Committee, School of Travel Industry Management.

2019-2020 Faculty Search Committee (2 positions: F&B, Instructor). School of Travel Industry Management.

2019 Administrative Staff Search Committee, School of Travel Industry Management.

2018-2019 Faculty Research Committee, School of Travel Industry Management.

2018-2019 Curriculum Assessment Committee, School of Travel Industry Management.

2018-2019 TIM Faculty Senate, Secretary, School of Travel Industry Management.

2018-2019 Faculty Search Committee (Hospitality, F&B), School of Travel Industry Management.

2017-2018 Faculty Research Committee, School of Travel Industry Management.

University of Nevada, Las Vegas

2015 – 2016 Hotel College Representative. Graduate and Professional Student Association, UNLV. Awards Committee.

2015 – 2016 Member, Faculty Search Committee, Assistant Professor Hospitality Human Resources.

Academic Professional Development

2025 "Enhance Student Learning: Critical Thinking Workshop with Dr. Evan Beachy" (March 2025) initiated, organized and managed faculty workshop

"Online Branding for Academic Professionals with Lateka Gray" (April 2025) initiated, organized and managed faculty workshop

"Unlock the Power of PLS-SEM Workshop with Dr. Joe Hair" (April 2025) initiated, organized and managed a 1.5-day workshop for UHM faculty and PhD students

2024 HTC2024 TIM School Research Showcase organizer

Professional Appointments and Involvement

Special Interest Group (SIG) Chair

2026 – present Human Resource (HR) SIG, International Council on Hotel, Restaurant, and Institutional Education (ICHRIE)

Coordinating Editor

2025 – present International Journal of Hospitality Management

Editorial Board

2024 – present International Journal of Contemporary Hospitality Management (EAB)
2024 – present Journal of Hospitality Marketing and Management

Reviewer
Annals of Tourism Research
International Journal of Hospitality Management
International Journal of Contemporary Hospitality Management

International Journal of Hospitality Management and Marketing
Journal of Hospitality & Tourism Research
Journal of Hospitality and Tourism Management
The Service Industries Journal
Human Relations
Journal of Marketing Management
Journal of Tourism Management
Anatolia
2019 APacCHRIE & EuroCHRIE
Graduate Conference 2018
EuroCHRIE 2016, 2018, 2019, 2020 Conferences
WesternCHRIE 2017 Conference

Industry/Non-Profit Organizations Involvement

2018 – 2025	Vice Chair, Pacific Asia Travel Association (PATA), Hawaii Chapter, board member; PATA Student Forum (2018; 2019-2020, 2021)
2021 – 2024	Board Member, PATA International.

Memberships in Professional Associations

2022 – present	Member, Hawaii Chamber of Commerce
2019 – present	Member, Travel and Tourism Research Association (TTRA)
2018 – present	Member, Society for Human Resource Management Hawaii Chapter (SHRM)
2017 – present	Member, Pacific Asia Travel Association, Hawaii Chapter (PATA)
2016 – present	Member of UNLV Hospitality Honor Society
2015 - present	Member, International Council on Hotel, Restaurant, and Institutional Education (ICHRIE).
2014 - present	Member, UNLV Hotel Association.
2014 – present	Beta, Gamma, Sigma Honor Society (AACSB)

Professional Services

2022 Session Moderator. 2022 Western Decision Sciences Institute Conference. Island of Hawaii, HI.

2020 Conference Session Panelist. "*Learning to Juggle: research, teaching, and service as a new assistant professor*" 25th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism. Las Vegas, Nevada.

2020 Conference Session Organizer. Northeast Asia Economic Forum, https://www.neaef.org/, Honolulu, HI.

2018 Session Moderator. Global Tourism Summit. Honolulu, HI.

2018 Session Moderator. Asia-Pacific Forum. Honolulu, HI.

Work Experience

Extended Stay America Hotels 2013 – 2015
Regional Business Development Manager (MA, RI, ME, NH)

- Task-Force
- Business Development
- Marketing and Direct Sales for 19 hotels in the NE region/Boston Market.

Willowdale Estate, Topsfield, MA 2008 – 2011
Manager, Sales and Marketing

- Implemented successful marketing and sales systems
- Luxury Branding
- Full Advertising Campaigns including Digital Marketing, Sales Forecasts,
- Managed a team of three
- Social and Corporate Events
- Account Management
- Managed a team of 4

Homewood Suites/Hampton Inn, Peabody, MA 2006 - 2008
Director of Sales

- Solidified the extended stay base business
- Increased the number of group bookings by 160%
- Prepared Sales Forecasts
- Marketing Strategy
- Competition Analysis and Pricing
- Managed Corporate Accounts
- Business Groups, Meetings, and SMERF Groups
- Managed a team of 2

Essex Conference Center, Essex, MA 2005 - 2006
Director of Sales

- Marketing and Advertising Strategy and Implementation
- Revenue Management.
- Non-Profit and Corporate Events and Retreats

Hotel 140, Boston, MA 2004 - 2005

Hotel Manager

- Opening a New Boutique Hotel
- Pre-Launching Research
- Marketing Strategy & Sales Forecasting
- E-Commerce & Online Marketing
- ERP implementation
- Hired, trained and managed the Front Desk of 8
- Revenue Management.
- Advertising. Managing Vendors. Business Development.

Kendall Hotel/Mary Prentiss Inn, Cambridge, MA 2001 - 2004
Marketing Manager

- Opening a New Boutique Hotel.
- Marketing Strategy.
- Advertising & Online Marketing
- Competition Analysis
- Pricing & Revenue Management
- Customer Relationship Management.
- Restaurant Administration
- Bookkeeping

Career Path: Front Desk Agent, Hotel Supervisor, Restaurant Administrator, Bookkeeper, Marketing Manager

Palmira LTD / MTB Group, Footwear Manufacturer, Moscow, Russia 1997 – 2000
Marketing Manager

- Historical Data Analysis
- Sales Forecasting
- Pricing and Inventory Analysis
- Seasonal footwear critical data analysis and forecasts.
- Managed a team of 6

Industry Certification
Step Up Sales Training, Hampton Inn/Hilton, Certificate

Software Proficiency

- MS Office: advanced Word, Excel, PowerPoint
- Databases: MC Access, PHP/MySQL
- Hotel/Event Planning: ROSS2000, Micros, Caterease
- Sales/Client Management: SalesPro, SalesForce, MS CRM
- Web-Design: Dreamweaver (HTML), Photoshop Elements, Fireworks
- Statistical: SPSS, AMOS, SmartPLS, MiniTab, Comprehensive Meta-Analysis, Leximancer.