

Deborah I. Barrash

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Houston, Texas 77056

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WORK EXPERIENCE

Founder, 2015 – present

Barrash Consulting – Houston

- Provide multiple services for independent and chain restaurants including real estate assessments, kitchen/dining room layout, management interviews, labor scheduling and training, cost controls and standard operating procedures, menu design, and pricing.

Vice President, Consulting Services, 2007 – 2015

Revenue Management Solutions – Tampa

- Present semi-annual menu price recommendations to C-level executives of large national and regional chain restaurants across multiple industry segments from quick service to fine dining.
- Currently manage 10+ associates representing 20+ different concepts.
- Oversee the training and development of multiple associates from analyst through director.
- Facilitated the development of new real estate product/interface and liaison to all real estate clients.
- Expanded client services by acquiring new clients and negotiating contracts.

Assistant Professor, 2002 – 2006

Harrah College of Hotel Administration, University of Nevada – Las Vegas

- Food & Beverage Cost Control course for undergraduates (online and classroom).
- Statistical Analysis for Hospitality course for graduate students.
- Research Seminar in Food Service Management for graduate students.
- Principles & Practices of Food & Beverage Management course for graduate students.

Instructor, 2001

School of Hotel Administration, Cornell University

- Taught Quantitative Methods course to 60 graduate students.
- Taught Microcomputing course to 60 undergraduate students.

Instructor, 2000

Certified Corporate Travel Executive Program, Cornell University

- Taught Yield Management course for National Business Travel Association's certification program.

Consultant, 1999

Coyote Loco Restaurant and Cantina

- Developed new operating procedures, training schedules and tests for current employees and new hires.
- Analyzed food and labor costs and suggested improved control mechanisms.
- Evaluated concession operations and created plan of action for improvements.
- Recommended enhanced management communication mechanisms.

Visiting Lecturer, 1997-1998

School of Hotel Administration, Cornell University

- Taught Financial Accounting, Financial Management, Quantitative Methods and Food and Beverage Management courses to undergraduates.
- Developed and taught new integrated Microcomputing course.

Co-Founder and Executive Vice President, 1994-1995

Stir Crazy Enterprises, L.L.C.

- Developed original concept for an Asian-themed restaurant, which won the Nation's Restaurant News Hot Concept! Award in 1998.
- Developed all operational strategies, policies, and manuals.
- Analyzed and selected all computer hardware and software.
- Developed and managed all vendor relationships.
- Oversaw design and layout of kitchen, dining room and bar areas.
- Worked with chef to develop all menu items, recipes and procedures.

Adjunct Professor, 1994

University of Houston, Hilton School of Hotel and Restaurant Management

- Taught Food and Beverage Cost Control and Hospitality Managerial Accounting courses.

Owner, 1994

Divine Consulting

- Analyzed and improved operating procedures and profitability for independent restaurateurs.

Manager, 1991-1993

Romano's Macaroni Grill

- Trained more than twenty-five managers.
- Improved ticket control, ordering and scheduling systems.
- Formulated monthly and quarterly budgets of a \$5 million per year restaurant.

Consultant, Summers, 1990, 1991

Brinker International

- Developed MSA model to rank metropolitan areas for potential store locations.
- Developed and recalibrated five regional site selection models used to predict sales volume for proposed new locations.
- Composed site criteria worksheets for use in evaluating new sites.

EDUCATION**School of Hotel Administration, Cornell University**

Doctor of Philosophy, 2001

Concentration in Food Service Operations Management (GPA 3.86)

Master of Professional Studies, May 1991

Concentration in Restaurant Design and Development (GPA 3.7)

Graduate Teaching Assistant – Quantitative Methods, 1990-1991

The Wharton School, University of Pennsylvania

Bachelor of Science in Economics, May 1988

Concentration in Accounting

Editor-in-Chief – Poor Richard's Record, college yearbook, 1984-1988

**VOLUNTARY
SERVICE****Houston Congregation for Reform Judaism (2007 – present)**

- Trustee (2008 – 2012)

Cornell Alumni Association of Greater Houston (2007 – present)

- Vice President, Programming (2015 – present)
- Board Member (2011 – 2015)

Editorial Responsibilities

- Manuscript reviewer – Las Vegas Hospitality Summit, 2004, 2005
- Manuscript reviewer – CHRIE Conference, 2003, 2004, 2005, 2006
- Manuscript reviewer – Journal of Foodservice Business Research, 2004 – 2007
- Manuscript reviewer – Journal of Hospitality, Tourism & Leisure Science, 2005
- Book reviewer – Thomson Delmar Learning, 2004 – 2007
- Book reviewer - Elsevier Butterworth-Heinemann, 2004 – 2007

Student Advising

I have advised numerous undergraduate and graduate students in independent studies which required them to complete extensive research projects. I have been a committee member or chair of over 10 students' master's thesis and/or doctoral committees.

Mystery Shopper (2003 – 2007) – for China Grill Management, Darden and Cheesecake Factory restaurants.

Dinner Donations for Chefs for Kids (2004, 2005, 2006)**Jewish Federation of Las Vegas (United Jewish Communities) (2002 – 2006)**

- Women's Division (Philanthropy) of Jewish Federation (2004 – 2005) – Board Member
- Young Adult Division of Jewish Federation (2004 – 2005) – Board Member
- Genesis Chai Tea (Women's Division Committee) (2005) - Chair

CERTIFICATIONS

Certified Hospitality Education (2005)

AFFILIATIONS

ServSafe Certified Instructor (2002 – 2007)

INFORMS - Institute for Operations Research and the Management Sciences (1998 – 2007)

NRA - National Restaurant Association (1991 – present)

CHRIE - International Council of Hotel, Restaurant & Institutional Education (2002 – 2007)

CHS - Cornell Hotel Society (1991 – present)

Confrerie de la Chaine des Rotisseurs (2003 – present)

AWARDS

Proctor & Gamble OR&IE 310 Scholarship Winner, May 1999.

**REFEREED
PUBLICATIONS**

Barrash, D. I. and Hertzman, J. L. (Accepted – March, 2007). An assessment of food safety knowledge and practices of catering employees, *British Food Journal*.

Barrash, D. I. and Costen, W. M. (Accepted – February, 2007). Getting along with others: The relationship between agreeableness and customer satisfaction in the foodservice industry, *Journal of Human Resources in Hospitality & Tourism*.

Myung, E., Barrash, D. I. and Feinstein, A. The effects of coupon promotion on repeat visits in restaurants, *The Journal of Foodservice Business Research*, 9(1).

Costen, W. M. and Barrash, D. I. (2005). ACE-ing the hiring process: A customer service orientation model, *Journal of Human Resources in Hospitality & Tourism*, 5(1), p. 33-47.

Barrash, D. I. (2005). Restaurant and foodservice management definitions, in Pizam, A. (Ed.), *International Encyclopedia of Hospitality Management*., Oxford, United Kingdom: Elsevier Science.

Kimes, S. E., Barrash D. I. and Alexander, J. (1999). Developing a restaurant revenue-management strategy, *Cornell Hotel and Restaurant Administration Quarterly*, 40(5), p.18-29.

**REFEREED
CONFERENCE
PROCEEDINGS**

Bigley, H. and Barrash, D. I. (June 2005). Wine allocation: Overcoming an industry problem. *Proceedings of the Las Vegas International Hospitality and Convention Summit*, Las Vegas, Nevada.

Chien, T. and Barrash, D. I. (January 2005). Customers' perception of in-flight meals. *Proceedings of Tenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Myrtle Beach, South Carolina.

Hertzman, J. L. and Barrash, D. I. (January 2005). Needs assessment for training in the catering industry. *Proceedings of Tenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Myrtle Beach, South Carolina.

Myung, E., McManus, A., Feinstein, A. and Barrash, D. I. (January 2005). The effects of coupon promotion on repeat visits in restaurants. *Proceedings of Tenth Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*, Myrtle Beach, South Carolina

Costen, W. M. and Barrash, D. I. (June 2004). The significance of customer service orientation. *Proceedings of the Las Vegas International Hospitality and Convention Summit*, Las Vegas, Nevada.

**REFEREED
CONFERENCE
PRESENTATIONS**

Bigley, H. and Barrash, D. I. (June 2005). Wine allocation: Overcoming an industry problem. *Proceedings of the Las Vegas International Hospitality and Convention Summit*, Las Vegas, Nevada.

Chien, T. and Barrash, D. I. (January 2005). Customers' perceptions of in-flight meals. *Standup Presentation at Tenth Annual Graduate Education and Graduate Student Research Conference*, Myrtle Beach, SC.

Hertzman, J. L. and Barrash, D. I. (January 2005). A needs assessment for catering food safety education. *Standup Presentation at Tenth Annual Graduate Education and Graduate Student Research Conference*, Myrtle Beach, SC.

Myung, E., McManus, A., Feinstein, A. and Barrash, D. I. (January 2005). The effects of coupon promotion on repeat visits in restaurants. *Poster Presentation at Tenth Annual Graduate*

Education and Graduate Student Research Conference in Hospitality and Tourism, Myrtle Beach, South Carolina.

Costen, W. M. and Barrash, D. I. (June 2004). The significance of customer service orientation. *Poster presentation at the Las Vegas International Hospitality and Convention Summit*, Las Vegas, Nevada.

NON-REFEREED PUBLICATIONS

Barrash, D. I. (December 2015). What's the right price for your burger? *Shelby Food Service*, p. 15.

Barrash, D. I. (June 2005). Improving customer satisfaction: It starts with hiring the right employee. *Journal of the Foodservice Symposium University*, Atlanta, Georgia

Barrash, D. I. (April 2005). Making a menu. *QSR Magazine*, 75, p. 19-20.

Barrash, D. I. (June 2004). How to increase profitability? It's all about the menu. *Journal of the Foodservice Symposium University*, Anaheim, California.

Barrash, D. I. (June 2003). Restaurant revenue management. *Journal of the Foodservice Symposium University*, Ontario, California.

Barrash, D. I. (2002). The restaurant supply chain. In G. Sammons (Ed.), *Introduction to Hospitality Management*, (pp. 523-564). San Diego, CA: Prentice Hall.

NON-REFEREED CONFERENCE PRESENTATIONS

Barrash, D. I. (May 2006). How Foodservice Trends are Impacting E&S Purchasing Decisions, *Presented at Institute for Supply Chain Management Conference*, Chicago, Illinois.

Hertzman, J. L. and Barrash, D. I. (January 2006). An Evaluation of Food Safety Knowledge and Practices of Caterers, *Presented at Catersource Conference*, Las Vegas, Nevada.

Barrash, D. I. (September 2005). How foodservice trends are impacting E&S purchasing decisions, *Presented at NESAC Conference*, Anaheim, California

Barrash, D. I. (June 2005). Improving customer satisfaction: It starts with hiring the right employee. *Paper presented at the Foodservice Symposium University*, Atlanta, Georgia

Barrash, D. I. (January 2005). How foodservice trends are impacting E&S purchasing decisions, *Presented at NAFEM/MAFSI Sales and Marketing Conference*, Miami Beach, Florida.

Barrash, D. I. (December 2004). Foodservice profitability. How to make more money? *Presentation to the Trade Association of Nude Recreation*, Las Vegas, Nevada.

Barrash, D.I., Young, C., and Fryett D. (October 2004). Operator & channel trends and forecasts: Where we're going and what it means for E&S. *Paper presented at the Equipment and Supplies Strategy Summit (ES3)*. Las Vegas, Nevada.

Barrash, D. I. (June 2004). How to increase profitability? It's all about the menu. *Paper presented at the Foodservice Symposium University*, Anaheim, California.

Barrash, D. I. (June 2003). Restaurant revenue management. *Paper presented at the Foodservice Symposium University*, Ontario, California.

RESEARCH GRANTS

Barrash, D. I. and Young, C. (2008). **NAFEM Member Needs Assessment**. North American Association of Food Equipment Manufacturers (NAFEM) grant (pending). The objectives of this research study were to provide up-to-date and accurate data to NAFEM regarding their members' needs. By gathering data on a biennial basis, NAFEM will eventually be able to study trends and make projections about the future needs of their member organizations. The data were presented in a report that included information about the opportunities that NAFEM has to satisfy their members.

Barrash, D. I. and Young, C. (2008). **NAFEM Show Evaluations**. North American Association of Food Equipment Manufacturers (NAFEM) grant (pending). The objectives of this research study were to provide up-to-date and accurate data to NAFEM regarding the satisfaction of the 2008 NAFEM Show attendees and exhibitors. By gathering data on Show satisfaction, NAFEM will be able to better tailor its Show offerings to meet the needs of attendees and exhibitors. The data were presented in a report that included information about the opportunities that NAFEM has to satisfy the Show attendees and exhibitors.

Barrash, D. I. and Young, C. (2007). **NAFEM Member Needs Assessment**. North American Association of Food Equipment Manufacturers (NAFEM) grant (pending). The objectives of this research study were to provide up-to-date and accurate data to NAFEM regarding their members' needs. By gathering data on a biennial basis, NAFEM will eventually be able to study trends and make projections about the future needs of their member organizations. The data were presented in a report that included information about the opportunities that NAFEM has to satisfy their members.

Barrash, D. I. and Young, C. (2007). **NAFEM Show Evaluations**. North American Association of Food Equipment Manufacturers (NAFEM) grant (pending). The objectives of this research study were to provide up-to-date and accurate data to NAFEM regarding the satisfaction of the 2007 NAFEM Show attendees and exhibitors. By gathering data on Show satisfaction, NAFEM will be able to better tailor its Show offerings to meet the needs of attendees and exhibitors. The data were presented in a report that included information about the opportunities that NAFEM has to satisfy the Show attendees and exhibitors.

Barrash, D. I. and Young, C. (2006). **Size & Shape of the Industry Survey and Report**. North American Association of Food Equipment Manufacturers (NAFEM) grant for \$9,000 (funded). After providing NAFEM with a much-improved Size & Shape of the Industry Report in 2004, they asked us to conduct the survey again this year. We are currently making improvements to the survey instrument so as to increase the response rate again this year. We will hire graduate students to assist us in contacting non-respondents.

Barrash, D. I. (2005). **Wine Allocation Study**. Gourmet Food Summit grant for \$3,000 (funded). This research will explore wine allocation and related topics such as monopoly theory and deregulation. A survey will be conducted to gather opinions and facts from industry professionals who buy wine and are familiar with the struggles involved in acquiring highly allocated bottles. Additionally, the research will attempt to offer viable suggestions on how to circumvent the problem of wine allocation.

Barrash, D. I. and Young, C. (2005). **NAFEM Member Needs Assessment**. North American Association of Food Equipment Manufacturers (NAFEM) grant for \$500 (funded). The objectives of this research study were to provide up-to-date and accurate data to NAFEM regarding their members' needs. By gathering data on a biennial basis, NAFEM will eventually be able to study trends and make projections about the future needs of their member organizations. The data were presented in a report that included information about the opportunities that NAFEM has to satisfy their members.

Barrash, D. I. and Young, C. (2005). **NAFEM Show Evaluations**. North American Association of Food Equipment Manufacturers (NAFEM) grant for \$650 (funded). The objectives of this research study were to provide up-to-date and accurate data to NAFEM regarding the satisfaction of the 2005 NAFEM Show attendees and exhibitors. By gathering data on Show satisfaction, NAFEM will be able to better tailor its Show offerings to meet the needs of attendees and exhibitors. The data were presented in a report that included information about the opportunities that NAFEM has to satisfy the Show attendees and exhibitors.

Barrash, D. I. (2005). **Avero, Inc.** Restaurant software donation to the foodservice kitchen and labs valued at \$8,000 (installed). I developed a relationship with the management team at Avero, Inc., a foodservice software provider. I secured a software grant (worth over \$8,000 retail) from the company to have the product installed on the MICROS® system that we use for our food and beverage capstone courses. This software will assist managers in evaluating the productivity of the dining room and kitchen during functions by analyzing, trending and sharing decision-critical information.

Barrash, D. I. and Hertzman, J. (2003 – 2005). **A Pilot Study of Knowledge and Practices of Safe Food Handling in the Catering Industry**. USDA grant for \$75,000 (funded). This 2-year competitive, refereed grant was secured in 2003. We hired, trained and directed three doctoral students and two master's student to conduct observations and schedule 69 catering events. We directed ten undergraduate students to complete observation checklists at these catering events. I compiled and analyzed results of the first phase of observations and surveys. We developed a brief guide for food safety for catering employees based on the information gleaned from the survey and checklist analysis and translated it into Spanish. I developed a website to host both an English and Spanish version of the training guide. Currently we are analyzing the results of the

observations and surveys from Phase 2 of the project and are preparing our final report to sponsor.

Barrash, D. I. and Young, C. (2003). **Size and Shape of the Industry Survey and Report.** North American Association of Food Equipment Manufacturers (NAFEM) grant for \$15,000 (funded). The objective of this research study was to provide up-to-date and accurate data to NAFEM members (over 600) regarding food equipment and supplies sales in North America. We determined that to increase the response rate, the survey needed to be more user-friendly, so we developed an online survey instrument that was administered by an outside web hosting service. Eight students (undergraduate and graduate) were asked to make phone calls to participants, walking them through the online survey. The survey was available for approximately 6 weeks; we more than doubled the response rate to 40%. After compiling all the individual participant's responses, we wrote a 128-page report to sponsor. This report was then distributed to participants by the granting agency.

Young, C. and Barrash, D. I. (2003). **Equipment & Supplies Strategy Summit (ES3).** Fryett Consulting and Foodservice Equipment Reports grant for \$40,000 (funded). This research grant allowed us to collect information about the foodservice equipment and supplies supply chain. We created the first conference (ES3) related to this topic held in October 2004. We attracted approximately 150 foodservice equipment and supplies manufacturers, distributors and end users. We determined the location of the event, the sponsorship levels, and the food and beverages offered to the attendees. Students in TCA490 were responsible for running the conference.

The research we reported to the attendees was based on pre-tested structured interview protocols for four stratified samples of respondents (designers, manufacturers, dealers/distributors, and end users of foodservice equipment and supplies) that we developed. After evaluating the results of over 40 interviews, we developed closed-ended questionnaires for mass distribution in the foodservice equipment and supplies industry. I developed four online questionnaires which were distributed via email to over 10,000 possible respondents in the four categories and managed the responses using SurveyMonkey's online survey tools. I designed a separate survey website for non-email respondents to use to complete the surveys. I used Excel to compile and analyze the results of the surveys. Based on the results of the survey, we developed a Power Point presentation that was given at the ES3 conference.

RESEARCH REPORTS TO SPONSOR

Barrash, D. I. and Young, C. (2008). Size and shape of the industry survey and report. North American Association of Food Equipment Manufacturers.

Barrash, D. I. and Young, C. (2007). Size and shape of the industry survey and report. North American Association of Food Equipment Manufacturers.

Barrash, D.I. and Hertzman, J. (2006). Final report – A pilot study of knowledge and practice3s of safe food handling in the catering industry. U.S. Department of Agriculture.

Barrash, D. I. and Young, C. (2006). Size and shape of the industry survey and report. North American Association of Food Equipment Manufacturers.

Barrash, D. I. and Hertzman, J. (2005). Interim report - A pilot study of knowledge and practices of safe food handling in the catering industry. U.S. Department of Agriculture.

Barrash, D. I. and Young, C. (2005). NAFEM show exhibitor evaluations. North American Association of Food Equipment Manufacturers.

Barrash, D. I. and Young, C. (2005). NAFEM show attendee evaluations. North American Association of Food Equipment Manufacturers.

Barrash, D. I. and Young, C. (2005). NAFEM member needs assessment. North American Association of Food Equipment Manufacturers.

Barrash, D. I. and Hertzman, J. (2004). Interim report - A pilot study of knowledge and practices of safe food handling in the catering industry. U.S. Department of Agriculture.

Barrash, D. I. and Young, C. (2003). Size and shape of the industry survey and report. North American Association of Food Equipment Manufacturers.

**OTHER SCHOLARLY
ACTIVITIES**

Barrash, D. I. (2004). Proprietary research and development of training materials for the food and beverage department at Wynn Las Vegas. Paid consulting project

Barrash, D. I. (2003). Proprietary market analysis and business proposal for new restaurant concept in St. Louis, Missouri. Unpaid consulting project.

Barrash, D. I. (2003). Proprietary research and survey design for Isle of Capri Casinos, Inc. Unpaid consulting project.

**TEACHING
EXPERIENCE**

HOA 730, Statistical Analysis for Hospitality. This is a graduate level statistics course that is designed to provide students with statistical tools necessary to conduct research in the real world. The use of statistical techniques with emphasis on applications for the hospitality and leisure service industries is the focus of this course. Students are also required to choose a data set, analyze it and write a report discussing their statistical analysis.

HOA 761, Research Seminar in Food Service Management. This is a doctoral-level course designed to guide students through a research project. They are required to critique academic foodservice research papers, develop hypotheses, conduct literature reviews and write the first three chapters of a research paper. They also must present their proposal and critique their classmates' proposals.

HOA 720, Principles & Practices of Food & Beverage Management. This is a graduate level foodservice operations course that is designed to provide students with the management tools necessary for middle managers. Students examine the mechanisms and techniques employed in the management of different food service companies. Comparisons, case studies, and selected topics focus on equity structures, operations, multi-unit operations, marketing, and systems for a variety of public and private operations. Students visit different foodservice companies (airport foodservice, foodservice distributors, restaurants, etc.) and evaluate their operations. They also develop a foodservice concept and justify its feasibility and profitability.

FAB 461, Food & Beverage Cost Control. This is a required upper division undergraduate course which provides experience in identifying and analyzing factors that influence the major expenses incurred by food and beverage operations. Students are required to analyze full-service restaurant menus and complete menu engineering worksheets using Excel. I have also developed an online version of this course by taping 24 lectures, creating over 1000 quiz/test questions, writing discussion postings and conducting online office hours.

**UNIVERSITY
COMMITTEE
ACTIVITIES**

University

Member of University Program Review Committee, 2004 – 2006

- Monthly meetings
- Revamped the review process for each program being reviewed
- Developed online surveys for undergraduate students, graduate students and faculty members
Managed all the (over 30 different) online surveys
- Chair of the Review Committee evaluating the Counseling Program
- Chair of the Review Committee evaluating the Nutrition Science Program

Member of University Admissions Committee, 2004 – 2006

- Monthly meetings
- Evaluated all applicants for special admittance to the University
- Drafted new rules for special admission

Member of Priority and New Program Review Committee, 2003 – 2006

- Bi-monthly meetings
- Evaluated all new undergraduate programs (and graduate programs from 2003 – 2004)

Member of University College Dean Search Committee, 2004

- Met four times to evaluate multiple candidates for position
- Interviewed and evaluated finalists

WebCT Faculty User Group, 2003 – 2004

Library Faculty Focus Group, 2004

Faculty Marshall, Graduations, 2003 - 2004

College

Wine Club Advisor, 2004 – 2005

- Bi-weekly meetings for dinners and wine tastings
- Recruited student officers
- Hosted multiple industry speakers
- Supervised annual trip to Napa Valley, California

Doctoral Qualifying Exam Committee, 2003 – 2006

- Meet at least twice per year to create and evaluate examinations.

Boyd Award Committee Chair, 2004 – 2006

Ace Denken Research Award Committee, 2004 – 2006

- Evaluated over 20 candidates applications for four awards
- Recommended award winners

Graduate Faculty Committee, 2003 – 2006

MHA Program Committee, 2003 – 2006

Department

Member of Banfi Scholarship Committee, 2004 – 2006

- Evaluated all applications
- Interviewed candidates

Member of Food and Beverage Curriculum Committee, 2004 – 2006

- Approved any changes to curriculum