

## Leon R. Hoke, Ph.D.

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### PERSONAL INFORMATION

Date of Birth: December 10, 1946  
Marital Status: Married, one child, two grandchildren

### EDUCATION

|                          |           |       |      |
|--------------------------|-----------|-------|------|
| Grove City College       | Economics | A.B.  | 1968 |
| Duquesne University      | Economics | M.A.  | 1970 |
| University of Pittsburgh | Economics | Ph.D. | 1979 |

Ph.D. Comprehensive Examination Fields: Labor Economics, Monetary Theory, Urban-Regional Economics, and Economic Theory

Dissertation Title: An Analysis of the Youth Labor Market in the Pittsburgh Standard Metropolitan Area.

### EMPLOYMENT HISTORY

9/81 - PRESENT      Professor of Economics  
Co-Director, TECO Energy Center for Leadership (2002- 2004)  
Associate Dean, College of Business (1988)  
Chairman of the Division Economics and Business  
and Director of the MBA Program (1985-1988)  
The University of Tampa  
Tampa, Florida 33606 -1490

9/77 -8/81          Assistant Professor of Economics  
Frostburg State College  
Frostburg, Maryland 21532

### HONORS AND AWARDS –

- Teaching Fellow, Annual Award, Academy of Economics and Finance, 2009
- Most Inspiring Teacher Award, Delta Sigma Pi, January 2007
- John H. Sykes College of Business Teaching Excellence Award 2003-2004
- Outstanding Community Partner 2003 awarded by Management Assistance Program – Dec. 2003
- Training Team Member, Drucker Foundation, Oct. 2001
- Beta Gamma Sigma, honors society award for high academic achievement AACSB accredited institutions, 2000
- Excellence in Academic Advising\*\* (annual award to one faculty member) 2000
- Most Dedicated Teacher, Minaret Reader's Poll, 1996, 1995, 1994, 1993

- Order of Omega, outstanding inter-fraternity contributions, 1996
- Louise Loy Hunter Award\*, Outstanding Faculty Member of the Year, 1989-90.
- Delta Gamma Award for Outstanding Work in Educating the Future Women of America, Fall 1990.
- Humanities Division Award for Outstanding Contribution to the Humanities Division, 1986-87.
- Frostburg State College, Sigma Tau Psi, Man of the Year, 1981.
- Teaching Fellow, University of Pittsburgh, 1975-77
- Teaching Assistant, University of Pittsburgh, 1971-73
- Omicron Delta Epsilon, Honorary Economics Society, Duquesne University, 1970.
- Graduate Assistant, Duquesne University, 1969.

\* This award is the highest honor the University can bestow on a faculty member and is given to only one faculty member per year.

\*\* The recipient of this award is chosen by the advising office and is given to only one faculty member per year

## **COURSES TAUGHT**

Principles and Basic Economics  
 Labor Economics  
 Government and Business  
 Urban and Public Sector Economics  
 Energy and Resource Economics  
 Managerial Economics (MBA and undergraduate)  
 The Economics of Organizations  
 Money and Banking  
 Urbanization  
 Labor History and Labor Economics  
 Women Money and Power: Gender Economics  
 Strategic Planning  
 The Economics of Organizations

## **CONSULTING**

Strategic planner, pricing strategist, organizational architect, economic damages expert witness, facilitator, and board retreat specialist

Facilitator/Strategist/Economic Analysis to the following organizations:

|           |                                       |                     |
|-----------|---------------------------------------|---------------------|
| 1993-1994 | Errol Country Club                    | Apopka, FL          |
| 1993-1994 | Pebble Creek Country Club             | Greenville, SC      |
| 1993-1994 | River North Country Club              | Macon, GA           |
| 1994-1995 | The Centre Club                       | Tampa, FL           |
| 1995-1996 | Palma Ceia Golf and Country Club      | Tampa, FL           |
| 1996-1998 | Tampa Palms Golf and Country Club     | Tampa, FL           |
| 1998-1999 | The Meadows Country Club              | Sarasota, FL        |
| 1998-2000 | Treasure Island Tennis and Yacht Club | Treasure Island, FL |
| 1999      | Greater Tampa Association of Realtors | Tampa, FL           |

|           |   |                    |
|-----------|---|--------------------|
| 1999-2000 | Smith & Associates                        | Tampa, FL          |
| 2000-2001 | The Greater Tampa Association of Realtors | Tampa, FL          |
| 2001      | National Public Radio                     | Washington D.C.    |
| 2001      | Rebuilding Together Tampa Bay             | Tampa, FL          |
| 2002      | Tampa Federation of Garden Clubs          | Tampa, FL          |
| 2002      | Hillsborough Education Foundation         | Tampa, FL          |
| 2002      | Meals on Wheels                           | Tampa, FL          |
| 2002      | Steppin' Stones Farm                      | Tampa, FL          |
| 2002      | Presbyterian Church of Bloomingdale       | Valrico, FL        |
| 2002      | ASTD                                      | Tampa, FL          |
| 2003      | Humane Society                            | Tampa, FL          |
| 2003      | NARI                                      | St. Petersburg, FL |
| 2003      | Humane Society of Tampa Bay               | Tampa, FL          |
| 2003      | Management Assistance Program (MAP)       | Tampa, FL          |
| 2003      | Tampa Theatre                             | Tampa, FL          |
| 2003      | Tampa Preparatory School                  | Tampa, FL          |
| 2003      | Star Tech                                 | Tampa, FL          |
| 2004      | Green Oaks Country Club                   | Verona, PA         |
| 2004      | CTC-Tampa Bay                             | Largo, FL          |
| 2004      | America's Second Harvest                  | Tampa, FL          |
| 2004      | Meals On Wheels                           | Tampa, FL          |
| 2004      | Humane Society of Tampa Bay               | Tampa, FL          |
| 2005      | Heartbeat International                   |                    |
| 2005      | NARI                                      | St. Pete, FL       |
| 2005      | Lennar Homes, Heritage Pines Country Club | Hudson, FL         |
| 2005      | Tampa Club                                | Tampa, FL          |
| 2005-2006 | Palma Ceia                                | Tampa, FL          |
| 2006      | Yerrid Law                                | Tampa, FL          |
| 2007      | Carrollwood Day School                    | Tampa, FL          |
| 2007      | READPolk                                  | Lakeland, FL       |
| 2005-2009 | St. Petersburg Country Club               | St. Pete, FL       |
| 2008-2010 | Temple Terrace Golf and CC                | Temple Terrace, FL |
| 2011-2012 | The Tampa Club                            | Tampa, FL          |
| 2012      | Yerrid Law                                | Tampa, FL          |

## **COURSES TAUGHT**

Principles and Basic Economics  
Labor Economics  
Government and Business  
Urban and Public Sector Economics  
Energy and Resource Economics  
The Economics of Organizations (MBA)  
Managerial Economics (MBA and undergraduate)  
The Economics of Organizations  
Money and Banking  
Urbanization  
Labor History and Labor Economics  
Women Money and Power: Gender Economics  
Strategic Planning

## RESEARCH, SCHOLARSHIP, AND CREATIVE WORKS

A Guidebook to Effective Presentation of Quantitative Data for the Social Sciences, John Bowman and Michael LeMay (Editors), Cumberland, MD, 1978. Funding through a grant from the Regional Education Service Agency - Appalachian Regional Commission.

Study Guide to Accompany Intermediate Macroeconomics, Hough-Mifflin Publishing, Boston, 1983 MA, 1983.

Evidence on the Youth Labor Market and Vocational Training, presented at the Annual Meeting of the Eastern Economic Association, March 1985, Pittsburgh, Pennsylvania.

Economic Pricing Concepts Can Boost the Bottom Line, *Club Management*, December 1992

The Case for Real-Life Cases in Economics, Eastern Economic Assoc. Meetings, March 1993

The Economics of Financial Aid, *Journal of Admissions*, April 1993

Teaching Managerial Economics: A Strategic Planning Approach, presented at and published in the proceedings of the Mid-South Academy of Economics and Finance, February 1994

Member Surplus a Concept for the Nineties, *Club Management*, January 1995

Paying the Price, *The Country Club*, March 1995

Bundle Prices: Pricing Strategy from a Different Perspective, *Club Management*, Nov/Dec 1995

An Economic Analysis of Private Country club in the 90's, presented at and published in the proceedings of the Mid-South Academy of Economics and Finance, Feb. 1996

Incentive Conflicts In Private Clubs, presented at and published in the proceedings of the Academy of Economics and Finance, Feb. 1997

Solutions to the Agency Problem in Nonprofit Organizations: A Case Study of the Greater Tampa Association of Realtors, presented at and published in the proceedings of the Academy of Economics and Finance, Feb. 1998

Teaching Agency Theory: The Problems and Solutions in Nonprofit Organization, presented at and published in the proceedings of the Academy of Economics and Finance, Feb. 2000

Teaching Supply, Demand and Surplus: An Experiential Approach, Academy of Economics and Finance, Feb. 2001

Documenting the Agency Problem in Nonprofit Organization, Academy of Economics and Finance, Feb. 2001

Effectiveness and Efficiency in Club Operations, *The Boardroom*, August 2001.

The Millennial Generation: The Future of the Club, *The Boardroom*, November 2001

Agency Theory & Organizational Architecture: Concepts for Defining and Solving the Problems Facing Nonprofit Organizations, ARNOVA Meetings, Miami, FL November, 2001

Teaching the Millennial Generation, Academy of Economics and Finance, Feb 2002

Invited speaker – “Agency theory and its implications for HR Executive, Human Resource Institute Annual Conference, St. Petersburg, FL Feb. 2002

Two Part Pricing: A Concept for All Board Members, *The Boardroom*, December 2002

Presentation – Political Correctness in Economics, Academy of Economics and Finance, Savannah, GA, Feb. 2003

Invited speaker – Teaching the Millennials – AEF - Post conference Teacher Training Workshop – Savannah, GA, Feb 2003

Discussant – A Profile of Students Majoring in Economics, Luther Lawson – AEF, Savannah, GA Feb. 2003

Discussant – The Background and Origin of Rising Research Stars – Jay Marchand - AEF, Savannah, GA Feb. 2003

Discussant – “Examining the Volatility of State Education: An Analysis of the Ten Largest U.S. States” – Louis Pantuosco - AEF, Savannah, GA Feb. 2003

Presentation, “Teaching the Millennials: Do We Need a Paradigm Shift?” paper presented at the Eastern Economic Association, Washington D.C. (Feb. 2004)

Presentation, Two-part Tariffs and Other Micro Concepts: *A Country Club Case Study*”, paper presented at the Academy of Economics and Finance, Biloxi MS (Feb. 2004)

“A Comparison of Two Methods for Reducing Cheating in the Economics Classroom”, with Mike Jeffries paper presented to the Academy of Economics and Finance, Biloxi MS (Feb. 2004)

Private Clubs and Cost-Driven Pricing”, published in *The BoardRoom*, July/August, 2004.

The Millennial Generation and Strategic Opportunities for Your Club” published in *Club management*, August, 2004.

Strategic Planning: The Problems and Recommended Solutions, Part 1”, *The BoardRoom*, Sept/Oct, 2004.

Strategic Planning: The Problems and Recommended Solutions, Part 2, *The BoardRoom*, Nov./Dec, 2004.)

Mandatory Memberships: Solution or Band-Aid, *Club Management*, Dec. 2004.

Strategic Planning: The Problems and Recommended Solutions, Part 2, published in *The BoardRoom*, Nov./Dec, 2004.

Hoke, L. R., "Demographics is Destiny" *The BoardRoom*, Jan./Feb., 2005.

The Economics of Private Country Club, *The Journal of Hospitality Financial and Technology Professionals*, April/May 2005

Presentation with Mike Jeffries, "Developing a Viable Outcomes Assessment Program for a Course in Economics", paper presented to the Academy of Economics and Finance (peer reviewed) Houston, TX (Feb. 2006)

Presentation with Mike Jeffries, and Michael Truscott "The Technological Monkey", paper presented to the Academy of Economics and Finance (peer reviewed) Houston, TX (Feb. 2006)

Hoke, L. R., "Is your cost of goods right?", *The BoardRoom*, July/Aug 2006

Hoke, L.R., "Sunk costs never count", *The BoardRoom*, Nov/Dec 2006

Presentation with Mike Jeffries, "Teaching externalities, transaction costs and other microeconomic concepts using experience learning". AEF Jacksonville, FL Feb. 2007.

Invited speaker "Teaching the Millennial" Teacher Training Program, AEF, Jacksonville. FL Feb 2007.

Hoke, L.R., "The golf industry's persistent state of disequilibrium", *The BoardRoom*, Jan/Feb 2007

Hoke, L.R., "The myth of the good member" *The BoardRoom* July/Aug 2007

Hoke, L.R. and James Fesmire, "Game theory and private clubs", *The Boardroom*, Sept/Oct 2007

Invited speaker, "Teaching the Millenials" The Seventh Annual Economics Teaching Workshop, University of North Carolina Wilmington, October 2007

Hoke, L.R., "The 'Hokonomics' of the Food and Beverage Operation, *The Boardroom*, Jan/Feb 2008

Invited speaker, "Effective contracting with students and teaching the Millennials" Master Teacher Program, Brock School of Business, Samford University, Birmingham AL, March 2008

Hoke, L.R., "Your club's strategic canvas" *The Boardroom*, May/June 2008

Invited speaker, "The Freakonomics of Private Clubs" Seminole Region, Club Management Assoc. of America, Boca Baton, FL (Oct. 2008)

Hoke, L.R. "Versioning" *The BoardRoom*, Sept./Oct. 2008

Hoke, L.R., "This Economic Crisis: A Critical Strategic Time for Private Clubs" *The BoardRoom*, Jan./Feb. 2009

Presentation, "Optimal price adjustments in a declining economy: A case study of private clubs" paper presented to the Academy of Economics and Finance, Pensacola, FL (Feb. 2009)

Hoke, L.R. "The Impact of the Economic Crisis A Survey of Gator Region Clubs", *The BoardRoom*, March/April 2009

Hoke, L.R. "Recession: A perfect time for 'WOW' pricing", *The BoardRoom* Sept/Oct 2009

Hoke, L.R. "The great recession and its strategic implications for private clubs", *The BoardRoom*, Jan/Feb 2010

Hoke, L.R. "Alignment", *The BoardRoom* July/Aug 2010

Hoke, L.R. and Michael Truscott, "The Macroeconomic Environment, Its impact on the Club industry and the need for strategic focus on members" *The BoardRoom* Jan/Feb 2010

Presentation, "The decline in private country clubs: The economic concepts which explain it and the strategies to reverse the trend" paper presented to the Academy of Economics and Finance, Jacksonville, Feb 2011

Hoke, L.R. "What are 'Salami Tactics' and are they good or bad for your club?" *The BoardRoom*, Sept/Oct 2011

Presentation, "What, how and who – A Guided Imagery Approach" paper presented to the Academy of Economics and Finance Charleston, SC, Feb 2012

Hoke, L.R., Brian Kench, and Charles Skipton, "The Real Problem with Mandatory Membership" *The BoardRoom*, Sept/Oct 2012

Presentation, "The declining economic viability of municipal golf courses" paper presented to the Academy of Economics and Finance with Marcus Ingram, and Jared Meyer, Mobile AL Feb. 2013

Hoke, L.R., Brian Kench, and Charles Skipton "The moral hazard of mandatory membership, *Research in Economics Journals*, February, 2013

Thompson G., Dean Koutroumanis, Amy Brownlee, and Leon Hoke, "Strategic Change in a Mature Industry: Can a Downtown City Club Turnaround Its Declining Membership?", *Small Business Institute Journal*, Vol. 10(1), pp. 43-55.

Ingram M.A., Lee Hoke, Jared Meyer, "The declining economic viability of municipal golf courses, *Public and Municipal Finance*, Volume 2, Issue 1, 2013

Hoke, L.R. and Jody Thompson, "Value creation, the results of excellent strategic planning, *The BoardRoom*, May/June and September/Oct 2013

Tompson, George, Dean Koutroumanis, Amy Brownlee and Lee Hoke, "Strategic Change in a Mature Industry: Can a Downtown City Club Turnaround Its Declining Membership?", *Small Business Institute 1. 3Journal*, Vol. 10(1), pp. 43-55" Jan. 2014

Presentation, "The Technological Monkey: Revisited Agency Problems Created by New Technology", Paper presented to Academy of Economics and Finance, Jacksonville, Fl. February 2015

Presentation, "A Pedagogical Approach to Teaching the Equal Marginal Principle" Paper presented to Academy of Economics and Finance, Pensacola, Fl. February 2016

Presentation with Abigail Blanco, "Racial Bias in Policing: A Rational Choice Perspective" Paper presented to the Academy of Economics and Finance, Charleston, SC February 2017

Presentation with Karl Borja and Aaron Wood, "Narcissism and Entitlement An Empirical Study of College of Business Students" Paper presented to the Academy of Economics and Finance, Houston, Texas. Feb. 2018

Invited speaker, "The economic environment, the strategic implications for the hospitality industry, and the potential for a strategic responses" Hospitality Financial and Technology Professionals of Florida

Presentation with Karla Borja and Aaron Wood, "A game theory approach to student entitlement and incivility in the college classroom" Paper presented to the Academy of Economics and Finance, St. Pete, FL Feb. 2019

Hoke, L., Karla Borja, and Aaron Wood, "Walter Oi, the Most Important Name Never Discussed in the Private Club Boardroom, Part I"- Jan/Feb

Hoke, L., Karla Borja, and Aaron Wood, "Walter Oi, the Most Important Name Never Discussed in the Private Club Boardroom, Part II "- Mar/Apr

Hoke, L.R. "Elasticity a Critical Economic Concept for Board Members?" *The BoardRoom*, Oct. 2019

Misuraca, Jill A., Deirdre Dixon, Dean Koutroumanis, Lee Hoke, "Motor City Restaurant Dilemma: Decision IPO or Not" June 2019

Wood, Aaron, Karla Borja, and Leon "Lee" Hoke, "Narcissism for Fun and Profit: An Empirical Examination of Narcissism and Its Determinants in a Sample of Generation Z Business College Students", *Journal of Management Education*, November 16, 2020

Wood, Aaron, Karla Borja, and Leon "Lee" Hoke, "Classroom Policy and Narcissistic Behavior: A Game-Theoretic Approach", *College Teaching*, August 7, 2020

Hoke, Leon, Karla Borja and Aaron Wood, "A Game-Theoretic Approach to Student Entitlement and Incivility in the College Classroom", *Academy of Economics and Finance Journal*, May 2022

Hoke, Leon, Deirdre Dixon, Jody Thompson "Effective Governance of a Mandatory Membership Club- A Moral Imperative", *The Boardroom*, 4<sup>th</sup> Quarter 2022

Presentation, "AACSB - The Mission from a Drucker Five Questions Perspective" in Orlando at the annual meeting of the Academy of Economics and Finance. Feb 10, 2023

Hoke, L.R. "Operationalizing Your Strategic Plan" *The BoardRoom*, Oct. 2023