

**ALAN SHANNON, Ph.D.**

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**OFFERING CREDENTIALS FOR**

A teaching position at the university level offering an opportunity to utilize the academic knowledge and extensive experience gained as a professional in recreation, leisure and hospitality services

**PERSONAL PROFILE**

- Outstanding executive, presenting an impeccable portfolio of qualifications earned during the course of over 35 years of progressive responsibility and achievement in the field of recreational, hospitality, and leisure services.
- Particular areas of expertise include hospitality management, recreational programming, facility development, leisure systems services, and organizational relations.
- Broad experience in director level positions within government and private industry.
- Self-starting, goal-oriented strategist whose confidence, perseverance and vision promotes success.

**EXPERIENCE**

**American Recreational Solutions, LLC**

**President and Chief Executive Officer**

**August 2007 to Present**

- Established American Recreational Solutions (ARS), LLC to provide full service recreational support in most leisure service areas.
- Specializing in organizational and operational analysis.
- Provider of recreational activities for community and private recreational programs.

**Headquarters, Commander Navy Installations**

**Community Support Programs**

**Management Analyst / Consultant**

**November 2006 to November 2007**

- Assigned, for six months to Commander Navy Region Singapore to establish a consolidated Community Support Program consisting of Morale, Welfare and Recreation, Visitor Quarters, Family Housing, Fleet and Family Services Office, and combined Business Office.
- Provided interim management for the newly established Regional Community Support Program and hired new management staff.
- Returned to Headquarters and developed Navywide program of review and inspections for regionalized Community Support Programs.

**Headquarters, Navy Region Northeast**

**Director, Community Support Programs**

**November 1999 to November 2006**

- Directed Northeast Regional quality of life operations from Maine to New Jersey and through New York in six different programs: family services; family housing; bachelor and hotel operations; recreation; food and beverage services; and child and youth programs.
- Provided centralized administrative, financial, personnel, marketing, and information technology management for all programs in seven locations in five states, and 13 communities.
- Overall operation operated on a \$46 million budget and employs over 800 associates.

## **Navy Installation/Community Recreational Services**

### **Morale, Welfare and Recreation Director**

**April 1973 to November 1999**

- Managed and operated five different Navy Morale, Welfare and Recreation (MWR) departments providing community recreational programs and services consisting of a wide variety of club, food and beverage, recreational, and social facilities/activities serving military personnel and their families both in the United States and Europe.
- As Chief Operating Officer for MWR was responsible for all financial; personnel; and operational planning, directing, and supervision.
- Departments operated on budgets in excess of \$7 million, with 100 to 300 employees, 30 different facilities and over 60 leisure activities.
- Consistently provided both progressive and improving programs with positive financial growth.

## **Headquarters, U.S. Naval Forces, Europe**

### **MWR and Bachelor Quarters Programs Manager**

**May 1987 to June 1991**

- Headquartered in London, England responsible for the formulation of policy, coordination of activities and administration of all functions categorized as Morale, Welfare and Recreation that included clubs, food and beverage, slot machine operations, hospitality, hotel, and leisure services for all of Navy Europe.
- Activities generated a yearly income of over \$30 million that served a military and civilian population of over 41,000 and employed some 1,500 individuals.
- Served on various Navy policy boards in the formulation and review of Navy-wide MWR policies.
- Area of responsibilities included all Navy commands in Europe, Mediterranean, and parts of the Middle East.

## **Active-duty: United States Navy**

### **Commander**

**June 1964 to August 1990**

- Served 26 years as a surface warfare officer in the U.S. Navy with seven years on active duty and the remainder in the U.S. Naval Reserve.
- Held a variety of management and supervisory positions to include: salvage and operations officer onboard an ocean-going tug, destroyers, a Naval Advisor to the Vietnamese Navy, counterinsurgency instructor, and data systems instructor. Retired with the rank of Commander.

## **SPECIAL SKILLS**

### **Leadership**

- Actively mentored student interns from several university hospitality and leisure services programs. Provided interns with real life opportunities to apply learned skills and abilities in recreational, fitness, restaurant, and hotel management settings.
- Developed professional staff abilities in corporate and government organizations that lead to promotions and greater responsibilities.

### **Change Management**

- Personally initiated organizational change from small locally centered operations to centrally manage, consolidated institutions taking advantage of economies of scale, efficiencies of standardized methods, and broader program management.
- A leader in change management. Through teambuilding, challenged, motivated, and empowered associates. Created an organization with following characteristics: a belief that systems' thinking is fundamental; a climate that encourages, rewards, and enhances individual and collective learning; a view that holds surprises, mistakes, and failures as learning opportunities; a desire for continuous improvement and renewal; and that learning is integrated with work.

### **Systems Development**

- Established accounting, personnel, and administrative systems for corporate level management
- Instituted operational retail accountability, inventory control, and business models that could be used to evaluate current operations with established goals and objectives.

## **ACADEMIC CREDENTIALS**

**State University of New York**  
Bachelor of Science

**Cortland**  
1963

**New Hampshire College** (now Southern New Hampshire University)  
Master of Business Administration

**Manchester**  
1978

**University of Connecticut**  
Doctor of Philosophy

**Storrs**  
2003

## **REFERENCES**

Jay S. Shivers, Ph.D.  
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