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Volume 16, Issue 2, 2012

**SPECIAL ISSUE:
A TRIBUTE TO THE INTERNATIONAL CONFERENCE
ON GAMBLING AND RISK TAKING**

**UNLV International Gaming Institute
William F. Harrah College of Hotel Administration**

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UNLV Gaming Research & Review Journal

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CONTENTS

EDITOR'S INTRODUCTION

Bo J. Bernhard

ACADEMIC ARTICLES

Articles in this section are refereed using a double-blind review.

A History of the International Conference on Gambling and Risk Taking.....1

David G. Schwartz

William R. Eadington

William R. Eadington and the Economics of Gambling9

Kahlil S. Philander

Douglas M. Walker

The Systematic Study of Gaming Operations19

Andrew MacDonald

William R. Eadington

Influencing International Foundations for Legalization, Policy and Commercial Gambling: A Tribute to William Eadington's International Conference on Gambling and Risk Taking.....27

Alex Blaszczyński

SPECIAL SECTION: TRIBUTES TO THE INTERNATIONAL CONFERENCE ON GAMBLING AND RISK TAKING

Max Abbott

Bo Bernhard

Peter Collins

Jeffrey Derevensky

Stewart Ethier

Don Feeney

Dean Hestermann

Connie Jones

Sudhir Kale

Henry Lesieur

Day-Yang Liu

Jeffrey Marotta

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Reece Middleton
Pauliina Raento
Pieter Remmers
Richard Rosenthal
Richard Schuetz
David G. Schwartz
Howard Shaffer
Carlos Siu
Ricardo Siu
Garry Smith
Katherine Spilde
Baby Tyawa
Rachel Volberg
Douglas Walker
Keith Whyte
Harold Wynne

CONCLUDING ESSAY87

Reflections: Insights from studying gambling in its era of change,
or what the past 43 years have been about
William R. Eadington

EDITOR'S INTRODUCTION

Bo Bernhard, Ph.D.

Executive Editor

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Special Issue: A Tribute to the International Conference on Gambling and Risk Taking

Welcome to what I believe to be the “most special” Special Issue in the history of *UNLV Gaming Research and Review Journal*. When this journal began publishing in 1994, this academic field was just beginning to mature, and a handful of academics recognized a need to provide more business-oriented, applied perspectives on the global gaming industry.

Among those academics was Dr. William R. Eadington (always “Bill”), who served on our founding editorial board, and who has since helped shape the journal’s vision through countless editorial and authorial contributions. As we approach the 15th convening of his incomparable International Conference on Gambling and Risk Taking, we decided that a tribute issue was very much in order. This tribute focuses on the conference’s many contributions, viewed through the eyes of over 30 illustrious contributors. Our goal in titling this a “tribute to the conference,” quite frankly, was not only to document the history of the most important conference in the field, but also to convince Bill to participate (because a more direct “Tribute to Bill Eadington” issue would no doubt offend his modest sensibilities).

Having said this, let us begin by offending these very sensibilities, and talk a bit about Bill and his contributions to the Nevada System of Higher Education (NSHE). It cannot be a common occurrence for an NSHE faculty member to have created a major academic field from scratch, but we are quite fortunate indeed to have this very type of academician among our ranks. In the field devoted to the academic study of gambling and gaming industries, Professor Eadington is the founding giant, the unquestioned “dean” of research, and the internationally (and even rarer, *universally*) respected leader.

Before Dr. Eadington arrived on the UNR campus in 1969, academic research on gambling was virtually non-existent. Today, many hundreds of serious international scholars attend his prestigious International Conferences on Gambling and Risk Taking (he has hosted 14 thus far, with the 15th arriving next May – in a very special co-hosted event that UNLV and UNR will produce together). At this conference, all attendees look forward to his “state of the field” addresses that serve as can’t-miss opening keynotes. These scholars – most all of whom trace their academic lineage directly or indirectly to Dr. Eadington – now themselves publish

several dozen rigorous peer-reviewed research articles every year, in areas as diverse as anthropology, psychology, sociology, mathematics, public policy, criminology, and of course Bill’s “home field” of economics.

Although he is fully comfortable in the world of ivory-tower academic elites, Bill’s work has always been very applied in nature. I have observed this on multiple (and even

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international) occasions while listening to Dr. Eadington's presentations in public policy settings, where his encyclopedic knowledge of virtually every global gaming jurisdiction ensures that new policy decisions are made in a manner that is informed by the successes and failures of old ones – thanks to the presence of the only scholar in the world who can possibly provide such comprehensive information. This is especially true of gaming legalization debates, which are often contentious hearings with vocal interest groups on both the pro- and anti-legalization sides. In these settings, Dr. Eadington's vast, sober scholarship usually prevails, providing a much-needed independent perspective to those tasked with making important public policy decisions. From our backyard in Nevada to outposts as far as South Africa and South Korea, Dr. Eadington is the academic voice to whom the gaming policy world turns when in need of expertise.

On an even more micro-level applied front, Dr. Eadington has also made significant contributions to the gaming management literature, developing co-authored articles and co-produced forums with business leaders around the gaming world. His past decade of research work with Andrew MacDonald, one of the truly progressive business leaders in the international gaming industry, stands out as particularly influential here. This partnership also blossomed at their co-moderated Executive Development Programs for senior-level gaming industry executives, where Bill's reputation and skill brought together leading thinkers from all over to debate and discuss, over a ten-day "think tank" of sorts in Lake Tahoe, the most important challenges facing the industry. We are fortunate to produce a thorough summary of the MacDonald-Eadington partnership in the pages of this issue.

Meanwhile, in the field of problem gambling, Dr. Eadington's research and service work once more provides a needed sober voice. These contributions are reflected in his active participation in a wide variety of organizations including the National Council on Problem Gambling (an organization that elected him president during the most challenging period in its history -- precisely because of his long-standing reputation for informed analytical thinking and fairness), the Nevada Council on Problem Gambling (where he has served a founding role), the Governor's Advisory Committee on Problem Gambling in Nevada (which he has chaired), the Scientific Advisory Board for the Institute for Research on Gambling Disorders (housed at Harvard Medical School), the National Center for Responsible Gaming (which he has served since its inception), the South African Responsible Gambling Foundation (where he has helped shape an entire nation's gaming industry infancy and toddlerhood), and the University of Macao (which has awarded him an honorary doctorate – a massive honor indeed). As someone who also has the pleasure of traveling and lecturing widely in Bill's field, I can attest that all of these organizations – and many others worldwide – think of him in glowing, admiring tones in much the same way that I do. As evidence, please take a moment to read Alex Blaszczynski's eloquent tribute to Bill's decades of work on gambling behavior.

Finally, it is his organization – the Institute for the Study of Gambling and Commercial Gaming at the University of Nevada, Reno – that merits special mention here as the first academic center for gaming and gambling research. Put simply, this Center is *the* center; in an academic field that now includes roughly two dozen academic institutes devoted to the study of gambling, we all turn to Dr. Eadington for guidance in navigating the often-challenging academic terrain, and all of us owe our existence to an academic dream that Bill had and then acted upon many years ago. In a very real way,

Moving forward, we are pleased to announce that our north and south NSHE partnerships will continue to expand and grow (in an exponential process that characterizes much of Bill's career – in a manner that only a passionate mathematician like Bill can truly appreciate!)

his Institute serves as an academic “home” to dozens of scholars who have never taken a single paycheck from the NSHE system, but who nevertheless think of Bill when they think of the Nevada System of Higher Education. To them, he represents the best of what our state’s universities have to offer; to them, he is what they know of NSHE; and to them, NSHE seems an admirable and scholarly place to do good work.

Moving forward, we are pleased to announce that our north and south NSHE partnerships will continue to expand and grow (in an exponential process that characterizes much of Bill’s career – in a manner that only a passionate mathematician like Bill can truly appreciate!) As Bill notes in his co-authored (with David Schwartz) piece on the history of the International Conference, our increasingly collaborative UNLV-UNR future promises to continue to deliver upon the many promises of Bill’s academic career.

In sum, by working in active collaboration with both domestic and international scholars, and over a remarkably consistent and productive 40-year career, Dr. William Eadington has led the charge to achieve a greater understanding of how cultural and institutional differences have affected the evolution of gaming industries and gambling behavior in various parts of the world. Somehow, calling him the “founding father” of the field doesn’t seem to do him justice. Nevertheless, this field has but one leader, and it is Bill Eadington – and his International Conference has become the place where the entire field comes together to celebrate and learn.

We start this issue with four academic articles, each authored by leaders in their fields. The first article is the aforementioned history of the conference, co-authored by Bill and the leading historian of commercial gaming and gambling behavior, David Schwartz. The second article is written by two young economists whose careers are likely owed to Dr. Eadington, Kahlil Philander and Doug Walker, and summarizes the economic contributions of the Eadington canon. The third article is the piece that is co-authored by Bill and Andrew MacDonald (who now runs what might be the world’s most successful gaming property by several diverse measures, Singapore’s Marina Bay Sands), and focuses on their contributions to gaming management literature. And finally, Alex Blaszczyński’s contribution expresses an admiration of Bill as a behavioral scientist whose work spans what is now a world of gambling research.

And if you think those contributions are impressive, wait until you read through the next section, which delivers 30 tributes to Bill’s conference. As is appropriate given the conference’s reach, contributors come from all over the planet, including the U.S., Canada, England, Finland, Holland, South Africa, Taiwan, Singapore, Macao, Australia, New Zealand – and even Louisiana (thanks to Reece Middleton). You’ll recognize many familiar names, and it is our hope that this list of contributors will grow (something that is now enabled through our online delivery system – launched in this issue). We actually did the rough math on it, and we believe that this issue’s contributors possess over 800 years of professional experience in the field. What a collective we are, and what a debt we all owe to our ringleader, for building what Henry Lesieur beautifully labels an “invisible college” in his own tribute piece.

Last but most poignant of all, Bill has kindly allowed us to conclude this special issue with his own special address – the concluding presentation he recently delivered to the graduating class of his 2012 Executive Development Program. As such, the last words in this issue are Bill’s “thank you” to the speech’s attendees, which only seems appropriate.

Thank you, contributors, and thank you, Bill. Here’s to celebrating and paying tribute once again in May of 2013!

We actually did the rough math on it, and we believe that this issue’s contributors possess over 800 years of professional experience in the field.



A History of the International Conference on Gambling and Risk-Taking

*William R. Eadington, Ph.D.
David G. Schwartz, Ph.D.*

“The study of gambling is fascinating, perhaps because it is so easy to relate it to parallels in areas of our everyday lives. But the surface has only been scratched; many questions remain to be satisfactorily answered.”

--Preface to *Gambling and Society* (1976), William R. Eadington, editor

The above statement is a sound summary of why those who study gambling do what they do: gambling raises vital questions, many of which still lack definitive answers. And yet, the study of gambling is no longer the *terra incognita* it once was. The evolution of the International Conferences on Gambling and Risk-Taking is both a sign of the changes in the study of gambling over the past forty years and one of the driving forces behind that change.

Started in 1974 as the National Conference on Gambling and Risk-Taking, the conference began as a gathering of academics in a variety of disciplines from around the United States who were interested in the impact of gambling from several points of view, ranging from analyses of mathematical questions about gambling, to the fundamentals of pathological gambling, to understanding business dimensions of gaming enterprises, to broader inquiries into the impact of gambling on society. The First Conference was held at the Sahara Casino in Las Vegas in June of that year in conjunction with the annual meeting of the Western Economics Association.¹

This wasn't the first mainstream academic discussion of gambling (gambling has been the subject of academic study since at least the 16th-century career of Giralamo Cardano), but it was the first dedicated gathering that concentrated specifically on the topic. And, while those who studied gambling in the early 1970s and before were often scoffed at by academics with more traditional research foci, they were greeted with outright hostility by some in the gaming industry.

These two disapproving attitudes about gambling research seemed to emerge from very different corners. Traditional academics were suspicious of those who studied gambling, suspecting that the researchers were themselves caught up in the thralls of gambling obsession; like studying prostitution or illicit drugs, such researchers must have impure ulterior motives if they are pursuing such perverse undertakings. A second attitude seemed to emerge from the gaming business community. Their attitude was, “How could academics know anything about this business? Their only real interest has been to expose the gaming industry as a corrupting social influence, Mafiosi, or other disreputable characterizations.” In light of the fact that the reputation of Nevada's casino operators still suffered from the prior legacy of mob activity and was tainted by associations with

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¹ William R. Eadington “UNLV Gaming Podcast 33.” November 2, 2011. Accessed at: <http://gaming.unlv.edu/about/fellowship.html>

Teamsters Union financing, such paranoia was perhaps justified.

But even at its first convocation in June 1974, the conference helped bring something of a rapprochement between academia and the gaming industry. Representatives of the Harrah's organization, based in Reno, had been publicly critical of the idea that professors could say anything meaningful about their industry, which they believed they already operated with a fair degree of competence and scientific management. Shortly after those comments received local media attention, George Drews, then the controller of Harrah's, received a phone call from Bill Eadington at the University of Nevada Reno: Would Mr. Drews like to attend the conference and organize a session around Harrah's operations?²

Drews and his Harrah's management team put together a presentation that impressed the audience of several dozen academics, many of whom still viewed the casino industry with suspicions, as one if not run by organized crime, certainly as an organization of questionable repute. By the same token, those from the gaming industry were impressed with the various approaches to gambling that the scholars at the conference took.³ Previously, much of the academic study of gambling came from either the field of criminology, which was chiefly concerned with illegal gambling, political corruption, and degenerate behaviors; or the mathematics of casino games, which was primarily focused on how to beat the house. Seeing that academics could approach gambling as an industry, not as a criminal conspiracy or a game to break, made people in the industry much more appreciative of the potential for collaboration and learning.

Two years after the conference at the Sahara, a selection of papers presented at the meeting were published as *Gambling and Society: Interdisciplinary Studies on the Subject of Gambling*. Included in this collection was a very insightful paper authored by George Drews of Harrah's, outlining their management strategy and the kind of management science they had developed by the 1970s.⁴ A sampling of the other chapters in the book⁵ provides insight into the breadth of that first conference:

- "Gambling: Historical Highlights and Trends and Their Implications for Contemporary Society," by Darrel W. Bolen, M.D., a UCLA psychiatrist

- "Sports, Technology, and Gambling," by Richard Schuetz, today a member of the California Gambling Control Commission and at the time, a member of the Department of Economics at the University of Utah

- "The Economics of Gambling," by George Ignatin (Professor of Economics, University of Alabama) and Robert F. Smith (Professor of Economics, Louisiana State University)

- "The Market for Pro Football Betting," by Michael E. Canes, Professor of Management at the University of Rochester

- "How Gambling Saved Me from a Misspent Sabbatical," by Igor Kusyszyn, Professor of Psychology, York University

- "Searching for the Motivations in Risk-Taking and Gambling," by Eric S. Knowles,

These two disapproving attitudes about gambling research seemed to emerge from very different corners. Traditional academics were suspicious of those who studied gambling, suspecting that the researchers were themselves caught up in the thralls of gambling obsession; like studying prostitution or illicit drugs, such researchers must have impure ulterior motives if they are pursuing such perverse undertakings. A second attitude seemed to emerge from the gaming business community. Their attitude was, "How could academics know anything about this business?"

² Ibid.

³ Ibid.

⁴ "The Business of Gaming" An Insider's View," by J. George Drews, *Gambling and Society: Interdisciplinary Studies on the Subject of Gambling*, Springfield, Illinois: Charles C. Thomas (1976), William R. Eadington (ed.), pp.

⁵ William R. Eadington, ed. *Gambling and Society: Interdisciplinary Studies on the Subject of Gambling*. Springfield, Illinois: Charles C. Thomas, 1976

Professor of Psychology, University of Wisconsin

- “Optimum Strategy in Blackjack—A New Analysis,” by Edward Gordon, Department of Economics, Claremont Graduate School

- “Probabilities and Strategies for the Game of Faro,” by Edward O. Thorp, author of *Beat the Dealer: A Winning Strategy for the Game of Twenty-One*

The success of the first conference and the enthusiasm of many of the participants led to the planning and scheduling of a second conference, held at Harrah’s Lake Tahoe the following year, in June 1975. As with most good academic inquiry, there were further questions to be explored, more researchers to be cultivated, and professional papers to be fleshed out, presented, criticized, and reviewed. The Second Conference indeed broadened participation among the delegates, attracted some international scholars (mainly from Canada), and again brought together people from inherently diverse backgrounds, such as the casino and lottery industries, academe, regulatory bodies, professional gamblers, and addiction experts. An increasingly apparent value of such a conference was to hear ideas about a subject of common interest - gambling - but dealing with considerations that seldom entered one’s day-to-day considerations.

The Third National Conference was scheduled about 18 months later, in December 1976, at Caesars Palace in Las Vegas. Many of the same researchers showed up, and the number of papers and participants increased accordingly. Among the mainstream researchers who became important contributors to this and the entire series of Conferences included Peter Griffin, John Gwynn, George Ignatin, Robert Custer, Julian Taber, Ron Sheppard, and Richard Rosenthal, among others. Also, this Conference coincided with the campaign to authorize casinos in Atlantic City, New Jersey, so there was increased interest from criminologists, social scientists, and casino proponents and opponents from the East Coast in this particular conference.

It was becoming apparent that the annual pace of the Conferences was becoming more of a burden on the small pool of serious gambling researchers with respect to their ability to produce important and meaningful research for each Conference. This led to a two year lag before the Fourth Conference in Reno, Nevada in December 1978, followed by a three year lag until the Fifth Conference at South Lake Tahoe, Nevada, in October 1981. Subsequent conferences generally followed a three year lag, which seemed a reasonable time in light of the organizational challenges of coordinating the Conferences by the University of Nevada, Reno, as well as the need for enough time to pass for substantial research to be generated, and for important events to occur with respect to gambling in an increasingly dynamic world. The locations and dates of the fourteen conferences and the impending fifteenth conference are summarized in Table 1.

Table 1

SCHEDULE OF NATIONAL AND INTERNATIONAL CONFERENCES ON GAMBLING AND RISK TAKING, 1974 TO 2012

CONFERENCE	LOCATION	DATES
First National Conference on Gambling and Risk Taking	Sahara Hotel and Casino, Las Vegas, Nevada	June, 1974
Second National Conference on Gambling and Risk Taking	Harrah's Lake Tahoe, Stateline, Nevada	June, 1975
Third National Conference on Gambling and Risk Taking	Caesars Palace, Las Vegas, Nevada	December, 1976
Fourth National Conference on Gambling and Risk Taking	MGM Grand Hotel and Casino, Reno, Nevada	December, 1978
Fifth National Conference on Gambling and Risk Taking	Caesars Tahoe Hotel and Casino, Stateline, Nevada	October, 1981
Sixth National Conference on Gambling and Risk Taking	Bally's Hotel and Casino, Atlantic City, New Jersey	December, 1984
Seventh International Conference on Gambling and Risk Taking	MGM Hotel and Casino, Reno, Nevada	August, 1987
Eighth International Conference on Gambling and Risk Taking	Royal Garden Hotel, London, England	August, 1990
Ninth International Conference on Gambling and Risk Taking	MGM Grand Hotel and Casino, Las Vegas, Nevada	June, 1994
Tenth International Conference on Gambling and Risk Taking	The Queen Elizabeth Hotel, Montreal, Quebec, Canada	May, 1997
Eleventh International Conference on Gambling and Risk Taking	MGM Grand Hotel and Casino, Las Vegas, Nevada	June, 2000
Twelfth International Conference on Gambling and Risk Taking	Fairmont Waterfront Hotel, Vancouver, British Columbia, Canada	May, 2003
Thirteenth International Conference on Gambling and Risk Taking	Harrah's Tahoe Hotel and Casino, Stateline, Nevada	May, 2006
Fourteenth International Conference on Gambling and Risk Taking	Harrah's Tahoe Hotel and Casino, Stateline, Nevada	May, 2009
Fifteenth International Conference on Gambling and Risk Taking*	Caesars Palace Hotel and Casino, Las Vegas, Nevada	May 2013

* Co-sponsored by the Institute for the Study of Gambling and Commercial Gaming, University of Nevada, Reno, and the International Gaming Institute, University of Nevada Las Vegas

As academic conferences go, each one added to the broad knowledge and insights in a variety of disciplines regarding gambling. However, a few highlights over the years are worth noting. For example, the most important developments of the Fourth Conference (1981) included

As academic conferences go, each one added to the broad knowledge and insights in a variety of disciplines regarding gambling. However, a few highlights over the years are worth noting. For example, the most important developments of the Fourth Conference (1981) included contributions to the mathematics of the game of blackjack and empirical analysis for strategic approaches to developing winning gambling system, and to studies regarding problem and pathological gambling. Again, criticisms from the Nevada gaming industry were voiced with the following sentiment: "Why should the State of Nevada (through its university) be inviting people to come into our State and criticize our major industry, or otherwise put it in a bad light?" The split between Town and Gown was not yet over.

The Fourth Conference also produced a sea-change in both the composition of attendance and dynamic of the series. For the first time, there was a significant European

contingent in attendance, with the greatest representation coming from the United Kingdom. Events of the prior decade had led to substantial expansion and then turmoil within the U.K. casino industry, particularly related to the loss of gaming licenses for such marquis companies as Playboy and Ladbrokes. The eccentric British Gaming Act 1968 had authorized casinos, but licensees were not allowed to stimulate demand for gambling in any manner. Furthermore, the law was written in such a manner that a gaming license was a privilege, not a right, and that the privilege could be removed via a demonstration that the licensee was not a “fit and proper person” to hold a gaming license. To further complicate matters, there was no structure for due process or appeals, and the decision of the Gaming Board would be considered final. Also, there were no intermediate penalties short of license removal. Thus British casinos were confronted with the “death penalty” (loss of a gaming license) even for apparently minor violations in the Gaming Act. This certainly increased the willingness of surviving licensees to abide by the letter and spirit of the law. At the same time, it also increased the industry’s interest in the future role serious academic research might play in shaping public policy and public opinion about legal gaming. Along with a cohort of interested academics, the British made their presence known at that conference.

Another dimension that emerged at the Fourth Conference was the analytical and political dimensions of card counting at blackjack. Since Atlantic City opened its casinos in May 1978, the highly regulated New Jersey environment created substantial exploitable opportunities for skilled card counters. Casinos were greatly constrained in the rules and procedures of the game to the point that skilled card counters could generate a long term positive return at the game and, in effect, they become revenue sharers with the casinos on blackjack play. Thus, at least in theory, professional card counters were threatening the profitability of the Atlantic City gaming industry or, alternatively, the survivability of blackjack as it was being offered.

A series of Executive Orders from the Governor was followed by bans against card counters in the casinos, lawsuits in New Jersey courts, and ultimately to a State Supreme Court decision that determined card counters could not be banned solely because they were skillful at the game. After that decision, New Jersey regulators relented, and provided enough flexibility in the blackjack rules for operators that card counter advantages could be largely mitigated.

It was in this setting that the Fourth Conference took place. Besides the top researchers, authors and popularizers of blackjack in the world, including Peter Griffin, Edward O. Thorp, Stanford Wong, John Gwynn, Ken Uston, and Arnold Snyder, perhaps 100 professional blackjack players – many from Atlantic City – attended the conference, looking for blood.⁶ One session in particular, entitled “Atlantic City and the Card Counter Controversy” provided a fascinating forum for discussion of the

substantive legal and regulatory issues that had emerged in the prior three years. Also, casino managers at South Lake Tahoe, who had not been forewarned about the impending presence of such formidable professionals at blackjack, were caught by surprise, much to their chagrin.

The Sixth National Conference (1984) was held at Bally’s Park Place in Atlantic City, New Jersey. The conference was co-sponsored by the Bureau of Business and Economic Research of the University of Nevada Reno and the American Studies Program of Pennsylvania State University. As the first Conference held outside of Nevada, there was a concern that the attendance and attention the Conference would receive would be disappointing. Nonetheless, more than two hundred researchers, industry representatives,

The Fourth Conference also produced a sea-change in both the composition of attendance and dynamic of the series. For the first time, there was a significant European contingent in attendance, with the greatest representation coming from the United Kingdom.

⁶ <http://www.blackjackinformer.com/blackjack/players/ken-uston/>

regulators, financial analysts, and gamblers from throughout North America and Europe attended the Conference, which ran for four days and featured nearly forty sessions on a variety of topics.

The general breakdown of research areas at the Conferences was becoming more systematic: mathematical and empirical analysis of different gambling games and wagering situations; the role of marketing and management in the casino industry; the process of legalization of gaming; the purpose and efficacy of regulation of gaming industries; the evaluation of pathological gambling treatment programs; and the spread of legalized gambling in the United States and throughout the world.⁷ Other topics, such as the history of gambling in different parts of the world, gambling in the arts and literature, and links between gambling and financial markets also made their way onto conference programs. This was also the beginning of the period where major government-sponsored studies of gambling which were typically aimed at assessing gambling's social and economic impacts were being undertaken in various parts of the world.

The increasingly global focus of the series was formally recognized in an important change in the Conference title: starting with the seventh conference in 1987, the series became known as the International Conference on Gambling and Risk Taking. In keeping with its new title, the event's co-sponsors included the London-based Society for the Study of Gambling and Australia's National Association for Gambling Studies. The conference was also the first in which Judy Cornelius played a key role as Assistant Conference Coordinator, general organizer, and troubleshooter. Cornelius, who became the Associate Director of the Institute for the Study of Gambling and Commercial Gaming at UNR from its inception in 1989 until 2011, served as the logistical coordinator for the next seven International Conferences as well, until her retirement from the University of Nevada, Reno.

By this point in time, the spread of legal commercial gaming, especially casino gaming, was being taken far more seriously as a policy option in various legislative chambers throughout the world. It was not yet obvious that the legalization of casinos was about to explode in the United States and elsewhere, but one could see signs that things were about to change. The gambling world had moved relatively slowly for the past couple of decades up to this point. On the international scene, the Netherlands had legalized government-owned casinos under the monopoly company Holland Casinos in 1972, primarily to combat illegal casinos in that country. Over time, government's focus shifted more toward using the casinos as catalysts for tourism, and to provide entertainment options for the Dutch. Charity casinos had been established in various western Canadian provinces from the 1970s onward, but it was not yet obvious that the provinces themselves would soon want to get directly into the action. Soon, the rather down-market charity casinos would be replaced with provincially owned facilities that offered much more extensive casino gaming. Australia had been authorizing rural and relatively remote monopoly casinos since the early 1970s, but by the mid-1980s, attention for new casino complexes shifted to urban centers, such as Perth and Adelaide.

The Australian experiment was effectively the first time that "American-style" casino hotel resort centers were being offered near where people lived. The old casino model,

Besides the top researchers, authors and popularizers of blackjack in the world, including Peter Griffin, Edward O. Thorp, Stanford Wong, John Gwynn, Ken Uston, and Arnold Snyder, perhaps 100 professional blackjack players – many from Atlantic City – attended the conference, looking for blood.

The increasingly global focus of the series was formally recognized in an important change in the Conference title: starting with the seventh conference in 1987, the series became known as the International Conference on Gambling and Risk Taking.

⁷ William R. Eadington, ed. *The Gambling Studies: Proceedings of the Sixth National Conference on Gambling and Risk Taking*. Reno: Bureau of Business and Economic Research, 1985.

The Australian experiment was effectively the first time that “American-style” casino hotel resort centers were being offered near where people lived. The old casino model, premised on European values as well as on the relative distance of places like Las Vegas and Atlantic City from major cities, implicitly used geographic distance as a social buffer and protection for citizens from the purported dangers of gambling. That was about to change, and change dramatically, in many corners of the world.

premiered on European values as well as on the relative distance of places like Las Vegas and Atlantic City from major cities, implicitly used geographic distance as a social buffer and protection for citizens from the purported dangers of gambling. That was about to change, and change dramatically, in many corners of the world.

Substantial changes in the U.S. really began in 1988. That year, the Indian Gaming Regulatory Act passed the U.S. Congress and by 1990 the first tribal compacts were either being negotiated or hammered out through federal court decisions, with each state taking a somewhat different tack. Mining town casinos had been authorized by the voters of South Dakota in November, 1988, and the Iowa legislature approved riverboat casinos for that state’s waterways in early 1989. The seeds for dramatic expansion of casinos in the United States had thus been planted, with spores spreading to other countries as well.

The Eighth International Conference (1990) was held in London, England, and this considerably broadened both the conference’s visibility and the scope of legal, cultural, and research issues addressed. As in the United States, there was a small but growing cohort of interested and skilled gambling researchers in the U.K., many of them university based, but an increasing number coming out of industry or from consulting firms. In a similar vein, researchers from other European countries emerged and participated in the London conference, and the papers and presentations demonstrated both the similarities and differences from jurisdiction to jurisdiction, and country to country, of policy challenges now under consideration in many parts of the world.

Around this time, Eadington and Cornelius undertook a serious effort to better document the research generated by the conferences.⁸ Their belief was that many substantial gambling research studies were not working their way into mainstream academic journals, and those that did were scattered and often hard to find. By collecting such articles by theme and subject matter, such collections would be very useful in legitimizing the broad area of gambling related research.

Through the Institute for the Study of Gambling and Commercial Gaming at UNR, they set out to publish many of the better research papers in edited books from the Eighth International Conference onward. The result was a collection of hard-bound books that have proven useful to researchers and libraries throughout the world. This series continued through 2009, resulting in a total of nine major edited collections.⁹

By the turn of the Millennium, much had changed with respect to the legal status of gambling, especially casinos, in many part of the world. The prior decade had seen the explosion of legalization of casinos in a dozen U.S. states, the establishment of

⁸ Conference proceedings had been produced for the Fourth through Seventh conferences, in hard-bound volumes similar to how dissertations and masters theses are reproduced. However, these were limited in numbers and circulation. These proceedings can be found in the Special Collections libraries at the University of Nevada, Reno and the University of Nevada Las Vegas.

⁹ Gambling and Public Policy: International Perspectives (1991); Gambling and Commercial Gaming: Essays in Business, Economics, Philosophy, and Science (1992); Gambling Behavior and Problem Gambling, (1993); Gambling: Public Policies and the Social Sciences (1997); The Business of Gaming: Economic and Management Issues. (1999). (All the above edited by Eadington and Cornelius). Finding the Edge: Mathematical Analysis of Casino Games. edited by Olaf Vancura, Eadington and Cornelius (2000); The Downside: Problem and Pathological Gambling (2002), edited by Jeffrey Marotta, Eadington and Cornelius; Optimal Play: Mathematical Studies of Games and Gambling (2007), edited by Stewart Ethier and Eadington; and Integrated Resort Casinos: Implications for Economic Growth and Social Impacts, edited by Eadington and Meighan Doyle (2009).

casinos on tribal lands throughout America, as well as government owned casinos in the Canadian provinces of Quebec, Ontario, Nova Scotia, Alberta, Saskatchewan, Manitoba, and British Columbia. Countries such as Finland, Switzerland, New Zealand, and South Africa, also got into the game. The number of gaming machines located outside of casinos in Australia had tripled over the decade (to 200,000 for a population of 20 million) and substantial political backlash against the widespread presence of casino-style gambling began with the idea of legalization of Internet gaming within their borders. The Las Vegas Strip had gone through a decade of unprecedented growth, with numerous mega-casino resort developments opening into a market with seemingly unlimited demand potential.

Because of the Great Recession of 2007-2009, and the substantial fall-out experienced by the university budgets within the State of Nevada (directly related to the adverse impacts of the Recession on the State's casino industry), a degree of retrenchment had to take place especially within the Institute for the Study of Gambling and Commercial Gaming at the University of Nevada, Reno. With that backdrop, along with the increasing accomplishments of UNLV's International Gaming Institute in the past few years, it was decided that the best direction forward would be to consolidate the efforts of the two Institutes. As a result, an agreement to co-sponsor the 15th International Conference of Gambling and Risk Taking in 2013 was reached in the summer of 2011, with the understanding that further cooperation in other arenas would follow.

Given the continuing proliferation of gambling and commercial gaming globally, the time is right to establish the University of Nevada (at both campuses) as the intellectual and research center for gambling issues not only for the United States, but in a global context. Because State resources are likely to remain limited, consolidation is certainly the right direction at this time. The 15th International Conference on Gambling and Risk Taking will demonstrate just how well the two Institutes will be able to continue and expand upon the longstanding traditions that the prior conferences have established. These promise to be most exciting times for the future of the conferences, and for the continuing evolution of substantial research in the fields of gambling and commercial gaming.

Given the continuing proliferation of gambling and commercial gaming globally, the time is right to establish the University of Nevada (at both campuses) as the intellectual and research center for gambling issues not only for the United States, but in a global context.

William R. Eadington and the Economics of Gambling

Kahlil S. Philander, Ph.D.

Douglas M. Walker, Ph.D.

“If I have seen further it is by standing on ye shoulders of Giants”

--Isaac Newton

Introduction

As any reader of this *Journal* knows, gambling research is a relatively young field. The economics of gambling (or gaming), as a sub-field, has really taken off only since the early 1990s, when casinos began expanding outside of Nevada and Atlantic City. Since then, the literature has grown dramatically, to include numerous articles in mainstream economics journals, as well as the introduction of new journals dedicated to gambling research. As the gaming industry has grown worldwide, the increased availability of data has provided a vastly expanded menu of available research topics in economics.

Modern gambling research, whether on the psychology or economics of gambling, can perhaps trace its roots back to the 1st National (later International) Conference on Gambling and Risk-Taking, organized by Bill Eadington at the University of Nevada, Reno, and held in Las Vegas in 1974.

Modern gambling research, whether on the psychology or economics of gambling, can perhaps trace its roots back to the 1st National (later International) Conference on Gambling and Risk-Taking, organized by Bill Eadington at the University of Nevada, Reno, and held in Las Vegas in 1974. At that time, only 12 states had lotteries (Clotfelter and Cook 1991), and commercial casinos operated only in Nevada. There was virtually no published literature in economics on the gambling industry, although there had been some papers published on risk-taking and gambling behavior (e.g., Friedman and Savage, 1948).

It is fair to say that Bill almost single-handedly created the “economics of gambling” field. The importance of his International Conference on Gambling and Risk-Taking series in the development of this research field cannot be overstated. Bill brought together researchers from different disciplines and countries who could discuss and debate various facets of gambling. Economists who study in this area have a natural appreciation for other disciplines such as sociology, psychology, public administration, and law (among others), because gambling research is, by its nature, interdisciplinary. At one point, this aspect of gambling research made it more difficult to publish in economics journals. More recently, because of the importance of the industry, and because of the increased visibility of good gambling research, it is now easier to publish work on gambling in mainstream economics journals.

As explained by Eadington (2003, p. 204), at the time of the 1st National Conference, the gambling industry had a “nefarious reputation and checkered past.” Eadington and others who were doing research on either the gambling industry or gambling behavior were probably viewed as being far outside the mainstream, in terms of their choice of

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research focus. Indeed, even choosing gambling as a research focus into the late 1980s and early 1990s might have been seen as a very risky career choice. However, Bill's choice to focus his academic career on gambling has had an enormously positive impact on countless other researchers (including us), and on public policy throughout the world.

Other papers in this issue discuss the conference series. In this paper, we focus on Bill Eadington's contributions to the gambling research field, in general, and to economists' understanding of the gambling industry and gambling behavior, in particular.

Overview of Eadington's Research

During the past fifty years or so, economic research has grown extremely technical. The most prestigious journals often publish papers that have few words – they are more mathematical expositions, full of equations, Greek letters, lemmas and proofs. Critics of the profession (including many people in the profession) have argued that this technical direction of economic research is to our discipline's detriment because it further removes economics from reality. Although Bill's undergraduate degree was in mathematics, and his career as an economist began at a time when the economics profession was beginning to move in a more technical direction, his pioneering work on the economics of gambling has always retained an applied and pragmatic approach.¹ His papers have often been geared at addressing or guiding public policy concerns. In this respect, Bill's work has arguably made a much greater impact than the great majority of published papers in economics.

Going back to 1975, Bill has authored, co-authored, or edited over 100 articles, books, book chapters, and conference proceedings. Several books have been produced from his conference series, and he has published in a wide variety of journals, including the *Journal of Gambling Studies*, *International Gambling Studies*, *the Journal of Gambling Business and Economics*, *the UNLV Gaming Research & Review Journal*, *Annals of Tourism Research*, *the Journal of Travel Research*, and the *Journal of Economic Perspectives*, to name a few. Having published so much, Bill has obviously made enormous contributions to the literature. His papers have had a significant influence on the direction of gambling research to this point, and will continue to impact research in this area.

Although much of the economics profession focuses on analyzing data from the past, relatively little of Bill's research has done this. Rather, he has focused on current issues – his research has always been *timely*. Bill keeps current on the issues that are shaping the gambling industry around the world, and his papers typically offer key insights about issues that should be considered by policymakers. Other researchers have benefited from this work because it set a foundation for them upon which to build. In this way, Bill has, more than anyone else in this area, shaped the direction of research. Overall, his research and service work in this area has led us to where the gambling research field stands today. It has grown dramatically during the past few decades, and no one deserves more credit for that than Bill Eadington.

In the following sections we discuss specific issues about which Bill has written during his career. Our discussion is not exhaustive; rather, we discuss a selected few of Bill's key contributions to the literature.

Principles of the Economics of Gaming

Eadington's 1999 paper in the *Journal of Economic Perspectives*, a top-tier journal

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¹ That is not to say his work avoided these methods, consider for example Cargill and Eadington (1978), which was the first study to apply time series and explanatory regression modeling techniques to forecast macroeconomic gaming data.

where articles are by invitation only and are designed to bridge the research world with policy and popular thinking, may be considered a seminal work in economics. The fact that Bill was asked to write the paper for the 1999 volume of the *Journal* is an indication of his reputation in the field and the importance of the gaming industry as an economic/policy issue.

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And,

Eadington (1999) was the first major piece of academic work to formally outline evidence of many fundamental economic principles in casino-style gaming, which is quite important as the gaming market has characteristics that are quite different from typical markets.

For example, he provides context for how price sensitivity may be present in this market, despite prices not being directly observable to consumers in many cases.

first author to clearly describe the economic policy implications of choosing one form of casino-style gaming over another. He outlined the variation in outcomes from urban casinos, destination resort casinos, or widespread placement of gaming machines (e.g.

Eadington (1999) was the first major piece of academic work to formally outline evidence of many fundamental economic principles in casino-style gaming, which is quite important as the gaming market has characteristics that are quite different from typical markets. For example, he provides context for how price sensitivity may be present in this market, despite prices not being directly observable to consumers in many cases, and despite actual price paid (out of pocket spending) differing from the expected price (house advantage). As an exercise in economic thought, he provides examples of how general consumer theory may continue to hold in the absence of clear pricing structures, providing evidence for this, such as:

Regular and local players play more frequently than tourists, and probably share their experiences more than tourists, and as a result are more price sensitive. Thus, the house advantage tends to be lower for slot machines for casinos that cater to local players than for those that cater to tourists. (p. 181)

American roulette is approximately twice as expensive to play as European roulette. Because of this, roulette is a fairly minor table game in the United States; in Nevada it generated only 8.3 percent of the table game win in 1998. However, in other countries, roulette is often the dominant revenue generator among table games. (p. 181)

Similarly, he provides some evidence for the effect of a competitive market on prices, by comparing the average house advantage in the near perfect competition market in Nevada to the oligopoly in Atlantic City, noting that it is much lower in Nevada overall. He further notes high-end players' sensitivity to price is especially evident, as written in Eadington (1999):

Casinos compete most significantly over internal policies like maximum limits that such top-end players are permitted to wager, credit facilities, advanced deposit requirements, and the handling of cash. Moreover, casinos often provide discounts to these customers by offering rebates on losses and commissions paid on handle. (p. 180)

Eadington (1999) provided a framework from which to understand how different forms of gaming (e.g. Electronic Gaming Machines vs. destination resort casinos) will differently affect job creation, tourism, and consumer demand. In particular, he was the

video lottery terminals, pokies, or EGMs). For example, Bill describes how widespread gaming machines may more effectively satiate local demand for gaming and generate tax revenue due to their ubiquity, but that they offer considerably less benefit in terms of economic impact and job creation, as compared to a destination resort casino (that will draw patrons from outside the area, and thereby bring tourism export dollars into the local economy). These considerations now tend to dominate policy conversations during the expansion of gaming.

In addition, much in the way that the “new era of responsible gambling,” largely based on the “Reno model” (Blaszczynski, Ladouceur, and Shaffer, 2004), has forced scientists to re-evaluate past research of the effect of gaming expansion on problem gambling, Bill’s thoughts on the effects of integrated-resort casinos suggested a need to re-explore past research on the economic impact of casinos. In Eadington (1999), and later work such as Eadington (2009), he notes that these new gaming venues generate considerably more jobs, economic development and exports than urban casino-only complexes. This is due in part to their non-gaming amenities providing a direct impact, but is also related to their combined effects as a tourism draw to the region.

Indeed, some empirical evidence of the positive effects of resort casinos that Bill first described is beginning to emerge. In a study of U.S. casinos, Cotti (2008) found,

Some related industries see an increase in employment, which could be indicative that these firms benefit from some complementary demand, maybe through increased tourism etc.” (p.39).

Similarly, in the Mississippi market (which has several resort-style casinos), Hashimoto and Fenich (2003) found that activity of the local food and beverage industry increased following the development of casinos, including rises in the number of business and employment – these figures excluded food and beverage activity within the casino, and therefore represent incremental effects outside of the property.

In an important paper for both economists and non-economists to understand economic motivations for the consumption of gambling services, Eadington (1987) provided a survey of the various consumer behavior models of the gambler. In this study, Bill discussed various wealth motivations for rational-behaving consumers (based on work by Brenner, 1983, 1985; and Friedman & Savage, 1948), as well as entertainment motivations (based on work by Eadington, 1973, 1975; and Tsukahara & Brumm, 1976). That is, an explanation is carefully provided of how consumers could be motivated by a desire to increase their overall level of wealth through gambling, or that their motivation may simply be playing as a form of recreation. In his description, he draws distinctions between different forms of gaming with respect to the applicability of various theories, for example:

Lotteries which have low intrinsic entertainment value but very large prizes relative to the cost of participation are the ideal wealth motive gambles. Fixed odds games with even money pay-offs, on the other hand, are more likely to attract entertainment motivated players than wealth seekers.

He later provides an interesting theoretical explanation of how even “normal” (i.e. non-pathological) gamblers will tend to over-indulge in gaming at casino resorts, expanding on thoughts from Eadington (1975). To paraphrase, he explains that individuals gambling for entertainment may allocate a time and money budget to each casino visit. If the consumer initially loses less than expected, the consumer may then

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re-evaluate the budget and allocate more spending to both gaming and non-gaming activities. If the consumer loses more than expected, he may re-evaluate his budget to account for the void of activities to perform in the time period previously allocated to the visit. Overall then, gamblers will tend to spend more than expected at the outset of a “casino visit.”

Although we have provided only a few different ideas of Bill’s, they have demonstrated the variety of issues he has discussed in journal articles. Of course, many other authors have touched on similar themes as Bill, but few have done so with such clarity and such an eye for pragmatism. Other researchers are building on this work; in many cases they try to find data and develop ways to test some of the issues first outlined by Bill.

Political Economy and Gaming History

Much of the work by Bill and his co-authors has influenced public policy, but many contributions have also been reflective of the development of gaming in different jurisdictions, and how this has shaped current policies. These articles are unparalleled in the literature in their ability to describe the political economy of many different gaming markets at many different points in history.²

The earliest example of this work in peer-reviewed journals is Eadington (1984), which provided a chronological explanation of the political economy of casino gaming in the US, beginning with the early “monopoly” on casino gaming by Nevada from

1931 to 1978, and ending with the (then) present day when casino gaming was beginning to expand to other states. Eadington (1984) provided many projections that proved to be quite accurate, and offered insight that remains relevant in today’s political economy. For example:

Since many of the social concerns related to the legalization of casino gambling in new jurisdictions are related to the absolute size of the proposed industry, it is likely that as new jurisdictions consider legalizing casino gaming, they will consider the restricted-size approach, rather than follow the Nevada or New Jersey models.

However, the major arguments in support of the legalization of casinos in a particular jurisdiction are usually linked to the potential economic benefits to be derived, and these benefits are greater if the industry is larger. (p. 34)

Since 1984, we have observed that many of the states to adopt casino-style gaming have done so using a market structure model that limited the number of casino licenses. We also continue to observe that a key variable in determining the expansion of gaming (of any form) is the presence of fiscal weakness, where the economic benefits of expansion become more politically meaningful (e.g. Calcagno, Walker, & Jackson, 2010; Coughlin et al. 2006; Davis et al. 1992; Erekson et al. 1999; Winn & Whieker, 1989).

Bill has also written on jurisdictions outside of North America. In a series of historic case studies of the Australian gaming market, each focusing on a different form of gaming, McMillen and Eadington (1986) described the series of policy decisions and their associated outcomes that led to the market structure at that time. Like the analysis in Eadington (1984), this study provided context for how the political economy shaped the (then) present day gaming economy. Similarly, Eadington and Siu (2007) examine the historic development of the Macao casino industry. The authors described the conditions

² This is something Bill also does extensively in his speaking and consulting engagements. However, we are not focusing our discussion on those contributions.

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under which adopting a loosely enforced regulatory structure in the early years of the Macao gaming market may have been an optimal design to generate more economic rents for both operators and regulators/government. In this rapidly evolving Macao gaming market, future demand was uncertain. By adopting a loose regulatory design (unlike what prevailed elsewhere in the region and in ruling Portugal), both government and operators were more easily able to respond to changes in demand from external visitors. This made the system more effective at providing adequate supply than a strictly regulated design, despite oversight concerns.

In the pre-UIGEA era of online gaming, Eadington (2004) provided an early outlook of the future of the market, providing some insightful predictions based on straightforward economic analysis. He noted:

(The ease of entry and low marginal cost of online gambling) suggests another reason online gambling might not be popular from a policy perspective. Gambling is often legalized not for the possible benefits to consumers but for the economic rents that specific interests, especially governments, can capture... Economic rents through excise taxes on online gambling might be difficult for policymakers to achieve. There might be a tendency for regional or national governments to "price compete" on tax rates against one another. Thus, online gambling might correctly be considered an unreliable source of tax receipts, especially compared with site-specific forms of gambling, such as casinos or gaming devices located in bars and hotels.

Indeed, online gambling is only now becoming legally adopted in some US jurisdictions, and this study pre-dated what was then thought to be a surprising passage of the Unlawful Internet Gaming Enforcement Act (UIGEA) of 2006. After the Justice Department's 2011 change in interpretation of the Wire Act, the recent ability of the US government to curb play on offshore sites through arrests of many of the largest sites' key operators (in April 2011) has most likely contributed to the high level of interest in obtaining Internet poker licenses in Nevada. Economic rents will not be as likely to be competed away as they would have been in a market open to unlicensed foreign sites with a first-mover advantage.

More recently, Eadington (2011a) explored the newest macro-level trends in the casino gaming industry and provided direction for future growth in the industry. Drawing upon experiences from past recessionary periods, Bill provided an outlook on the effect of the Great Recession (of 2007-09) on future gaming developments. He suggests that the fundamental changes in the outlook on the Las Vegas gaming market by both investors and lenders, along with the development of technological innovations in remote gaming, has fundamentally changed the mega-casino paradigm that prevailed for the past couple of decades in Las Vegas – the era of mega-casino expansion is over. He further contends that this impact will extend beyond Las Vegas, to the rest of the US and in Europe, albeit to a lesser extent. Given Bill's accuracy with past prognostications, it seems likely that these potential impacts may also come to fruition.

Finally, his 2011 article in this journal provided a detailed economic obituary for his adopted hometown of Reno (Eadington, 2011b). In the article that he was perhaps destined to write, Bill explored the decisions that Reno made and the structural shifts

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that were imposed upon Reno, all of which led to its demise as a gaming locale. Most poignantly, he concluded with harsh assessments of the economic and development decisions that Nevada's policy leaders had made with regard to tax policy and education expenditures. In doing so, Bill sounded a haunting warning that he has been articulating since his arrival in the state and that proved especially prescient during the Great Recession – the state relies too heavily on a narrow tax base, and without diversification, the entire state may face the same fate as the gaming industry in his beloved Reno.

The Social Costs of Gambling

The social costs of gambling have been one of the most controversial aspects of legalizing gambling and of gambling research. Politicians and voters have a great concern about the potential social problems and costs associated with problem gambling. Similarly, most gambling research is at least tangentially related to social costs, for example, the prevalence and treatment of problem gambling, or the estimation of social costs.

Eadington (1999, p. 188) also points out one of the most complicating factors in understanding the costs associated with problem gambling is the separation from personal costs and social costs.

Bill's paper concisely outlines the different contentious issues and provides a framework with which for economists and other researchers can analyze social costs.

Two of Eadington's papers (1999; 2003) have made important contributions to the understanding of the social costs of problem gambling. In section 3, we discussed other aspects of Bill's 1999 paper. Here we focus on how social costs are addressed in that paper.

One of the keys to correctly thinking about social costs was pointed out in Eadington (1999) – the counterfactual. What would have otherwise happened? If casinos were not legal, would problem gamblers have been engaging in other harmful behaviors? Psychologists and other researchers have been focusing on this, and the issue is critical when considering the social costs attributable to problem gambling.

Eadington was among one of the first voices to clearly explain an important distinction of the gaming industry compared to most other "sin" goods or industries with negative externalities – that gaming is often introduced as an export good to other jurisdictions. That is, the home state is able to capture the economic rents from foreign state visitors, while exporting many of the negative externalities when the visitors return to their foreign homes. This changes the efficient strategy of the home state, and may lead to economically efficient proliferation of gaming, beyond that which

would be prescribed by a Pigovian tax design. As stated by Eadington (1999, pp. 186-187):

Historically, casinos have often been introduced to capture economic benefits from "exporting" casino gaming to customers from regions where the activity is prohibited. Jurisdictions that legalized casinos were often resource poor, or under economic duress. One or both of these factors apply to Monaco (1863), Nevada (1931), Macao (in the early 20th century), the Caribbean (1960s), and Atlantic City (1976).

Indeed, this exportation strategy may also help explain the emergence of small island nations – such as Antigua, the Isle of Man, and Alderney – as large suppliers of online gaming licenses and regulation.

Eadington (1999, p. 188) also points out one of the most complicating factors in understanding the costs associated with problem gambling is the separation from personal costs and social costs. Bill's paper concisely outlines the different contentious issues and provides a framework with which for economists and other researchers can analyze social costs. This issue has been debated at conferences and in the literature since the mid-1990s

(at least), still with no agreement among researchers.

In 2003, Bill's paper from the Whistler Symposium (held in 2000) was published. This paper is a very important contribution to the social cost literature because it clearly outlines the different types of concerns that politicians, voters, and researchers have with respect to problem gambling and the social costs attributable to them. The paper provides a review of the literature, discussing different economic frameworks. Again in this paper there is a major focus is on "internal" versus "external" (or social) costs.

Perhaps what most differentiates Bill's contributions in general, and the 2003 paper in particular, is that, although he clearly describes the complexities of the controversies in the literature, his writing is always geared at clarifying and simplifying the issues for his readers. This greatly increases the impact of Bill's work, because it is accessible to researchers from different disciplines.

As is the case with most of Bill's writing, it has an applied value. That is, after he discusses abstract issues of social cost definition and measurement, Bill explains a policy proposal that would begin to address the social cost issue in a real way. Although it was controversial at the time – and still would be if proposed by U.S. politicians – Eadington (2003) suggests adopting a "gambling license" system, whereby people would need to get a license to be able to gamble at casinos. Since most of the social costs of gambling are attributable to problem gamblers, these people could self-exclude themselves from casinos. Alternatively, family members or casinos could ban players. Finally, a player could lose their gambling license as a result of a court order (Eadington 2003, p. 209). The full implications of a licensing system are not known, but this is very good example of Bill's work. It provides tangible, workable suggestions for how to address policy issues or concerns. This is a much more important contribution than simply debating technical definition or measurement issues.

Conclusion

In 2012, casinos are widespread across the US and around the world. Although researchers do not have a full understanding of the economic impacts of gambling, it is clear that our understanding in this field is where it is today largely because of Bill Eadington's contributions that began when casinos were fewer and far between. His influence was not only limited to his published research, but also to his conference series bringing together and promoting gambling research, his speaking, his consulting, and his other service activities.

Bill's writing is typically at the frontier of topics he chooses to address. This is because he is always in tune with what is happening in gambling research and policy, in the US and around the world. Because of this, Bill's research usually serves as a foundation for other economists who study different facets of the economics of gambling. Our own work has benefitted greatly from Bill's insights.

In this paper we have described but a few of the topics to which Bill has contributed to the literature, and have limited the scope of our survey to his peer-reviewed articles. It is clear that Bill has written on nearly all of the key policy issues that have emerged in gambling research over the past four decades, and in doing so has generously lent his "economic lens" to gambling researchers from all disciplines. When Bill first began researching the economics of gambling, it was far from a guaranteed career path for a young economist, but his body of work now serves as a "giant's shoulders" that we, and many other gambling researchers, stand upon.

Bill's work has usually been applied in nature, which has made it extraordinarily relevant for policymakers. Because of this, Bill has had a greater influence on gaming policy worldwide, probably, than any other individual researcher. This has been

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confirmed, for example, by Bill's being inducted into the Gaming Hall of Fame in 2011, and twice being nominated for the Nevada System of Higher Education's Regents' Researcher Award.³ As the authors of other papers in this issue can attest, we all owe an enormous debt to Bill Eadington for bringing gaming research to its current status.

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The Systematic Study of Gaming Operations

*Andrew MacDonald, Ph.D.
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“Bill Eadington’s efforts to build a sound foundation for public policy decisions on commercial gaming have been pioneering, tireless, and immensely fruitful. His data-driven approach to the study of casinos’ effects on communities and economies has contributed immeasurably to its growth and standing, and his penetrating analyses of the business of casino gaming have significantly improved how we conduct it.

As a recovering academic and fellow dismal scientist, I know that scholars like Bill are rare: his effectiveness in breaking down traditional academic silos; his successful application of academic research to inform complex and controversial public policy questions; and his unimpeachable “speak where the data speak, be silent where the data are silent” disposition provide models for all scholars to emulate – regardless their chosen fields of study. That Bill chose the commercial gaming industry as the focus of his energy and insights is, for all of us, a stroke of enormous good luck.”

--Gary Loveman, CEO, Caesars Entertainment

In spite of the phenomenal spread of legal casino gaming to virtually every major country in the world since the 1960s, there has been relatively little development in the “casino management science” literature that would guide major gaming operations in exploiting available opportunities and avoiding the pitfalls of political, legal, or public relations fiascos that casinos seem to find, often without even trying very hard. The casino industry is different than other industries, insofar as they confront a unique legacy of illegal status in most jurisdictions prior to the 1960s; a history of involvement (perceived and sometimes real) with organized crime and of scandals involving bribes, kick-backs, and licentious politicians; and general concerns over the unintended negative consequences associated with the presence of gambling in society. However, many of the new generation of casino management, especially those who entered the industry with MBA credentials since the 1980s, seemed unaware of the nuances that distinguished casinos from, say, the hotel, airline, or insurance industries, that their academic training had more or less prepared them for.

The need for documentation of casino management practices and processes was partially met by the development of an active trade press from the 1980s onward³, as well as by a few textbooks⁴ that laid out fundamental principles that would be useful

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¹ *Casino Journal*, *Casino Player*, and *International Gaming and Wagering Magazine* were among the pioneers in this area, and *Global Gaming Business Magazine*, *Casino Management*, and *Casino Enterprise* are among the modern examples of the casino trade press.

² See, for example, Kilby, Fox, and Lucas, *Casino Operations Management*, Greenlees, *Casino Accounting and Financial Management*, and Hashimoto, *Casino Management, A Strategic Approach*.

for beginning casino managers and executives as well as college students. Trade publications, relying heavily on interviews with gaming industry executives and with company profiles, provided interesting anecdotes, examples, and success stories, but often lacked the kind of conceptual foundation that would substantially benefit senior management. There was a clear need for more rigorous material, especially at a level where it could be incorporated into training processes and academic programs that could influence the level of sophistication of management practices in the casino industry, and the ability of industry leaders to cross-fertilize developing management and marketing concepts from other service industries.

Noting this shortcoming, this article's co-authors began addressing some specific strategic issues confronted by gaming companies who were often confronting new projects in jurisdictions that had just legalized gaming for the first time, or were liberalizing their gaming laws to capture greater economic benefits from this popular but controversial industry.

Professor Eadington's and Mr. MacDonald's professional relationship began in the early 1990s, but blossomed in 1999 when Andrew MacDonald agreed to become the co-moderator of the rigorous ten-day-long annual Executive Development Program sponsored by the University of Nevada, Reno. This partnership followed the untimely passing of the original co-founder and co-moderator of the Program, Nigel Kent-Lemon of the U.K. MacDonald, who had gone through the EDP program in 1992, already had extensive casino management and regulatory experience in Australia, and was well positioned to be the "inside man" to address a wide variety of management and strategic issues typically confronted by casino organizations. Eadington, a lifetime academic and economist, was the "outside man," having built his research and consulting career around a wide variety of public policy oriented studies on the legalization and regulation of casino gaming, as well as on the economic and social impacts associated with casinos and gambling in general. He was also pretty good at encouraging other academics to become seriously involved with gambling research in their own areas of interest. In the context of the Executive Development Program, this complementarity allowed MacDonald and Eadington to present very diversified perspectives on the challenges that confront casino managers and executives, not only in their daily and annual operations, but also in positioning themselves to enter into new gaming markets, to understand cultural differences as they apply to casino customers, employees, and organizations in different parts of the world, and to gain a better understanding of dealing with legislators and regulators in a wide variety of jurisdictions globally.

Beginning in the mid-2000s, MacDonald and Eadington (hereinafter "we") co-authored a series of articles that looked at many different aspects of the gaming industry; all were published in Global Gaming Business Magazine. Each was a seemingly a one-off piece that attempted to address an issue of some relevance at the time. However when looking back at those articles it is clear that we had in fact embarked on a systematic study of gaming operations – though we did not recognize it at the time.

In our first effort, we looked at assessing opportunities in new jurisdictions—a situation that arose mostly as a consequence of significant investment opportunities occurring outside of mature markets. We contended that any gaming company considering such development opportunities in "foreign" jurisdictions—and wanting to

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... we looked at developing a highly targeted and focused development approach for gaming projects. That approach was LASER focused – considering factors such as Location, Access, Scale, Entertainment and Range.

compare them against other potential investments—should first establish a framework against which the risks and potential rewards of such propositions may be tested. That framework should realistically assess the company’s vision, core competencies, expertise, and strategic goals. Beyond that, there is also a need to establish which of all the alternative opportunities the company may – or should – pursue. In other words – picking winners.³

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The factors influencing this kind of decision-making are geographic, cultural, political, legal, and legislative. The assessment process for “foreign” projects should also evaluate the challenges posed by foreign language (if relevant), the jurisdiction’s foreign investment criteria, the market’s likely competitive dynamics, and expected market demand. When an opportunity emerges that appears to be attractive and generally meets the company’s framework, then much more detailed information gathering and analysis becomes necessary.

Secondly, we looked at developing a highly targeted and focused development approach for gaming projects. That approach was LASER focused – considering factors such as Location, Access, Scale, Entertainment and Range. This effectively considered assessing the process of determining which sites might offer the best prospects for the casino developer. The most desirable characteristics for a site or venue are those with a great location with a dense population surrounding the site and a site that is highly visible and easily accessible. The site should provide the spatial characteristics most suited to the development and preferably provide expansion opportunities for future growth. It is also preferable for the site to be located in an existing business, leisure or entertainment precinct within the region and complement the range of facilities already on offer.⁴

PAINT is an acronym that is useful when considering attributes that need to be promoted and addressed by a gaming company when developing or considering concepts for a new Integrated Resort with casino in a jurisdiction that is considering – or has recently authorized – casino gaming. PAINT stands for Partners, Architecture, Investment, Novelty and Tourism.

Next we moved on to painting the right picture for gaming developments. PAINT is an acronym that is useful when considering attributes that need to be promoted and addressed by a gaming company when developing or considering concepts for a new Integrated Resort with casino in a jurisdiction that is considering – or has recently authorized – casino gaming. PAINT stands for Partners, Architecture, Investment, Novelty and Tourism. For many jurisdictions considering gaming legislation for the first time, it is the Tourism element that really makes this worthwhile. If casinos can generate substantial impacts on their regional or national tourism sectors, then the resulting economic benefits will be both direct (new capital investments, job creation, tax revenue generation, spill-over tourism benefits to the rest of the region) and indirect (multiplier effects as higher incomes earned in the casinos and resorts are spent throughout the jurisdiction, leading to increased local affluence and employment.) One can readily point to the experience of Las Vegas, Atlantic City, Biloxi, Connecticut, and Macao to illustrate the potential strength of these forces.⁵

³ Gaming opportunities in developing markets: Picking winners. (2006, February). *Global Gaming Business Magazine*.

⁴ LASER: Developing a highly targeted and focused development approach. (2006, February). *Global Gaming Business Magazine*.

⁵ Painting the right picture for gaming developments in international jurisdictions. (2006, April). *Global Gaming Business Magazine*.

However, without a significant tourism dimension, the picture might become more one of PAIN, and there may only be limited opportunity for the developers or government to promote the real economic benefits from casinos over the perceived and actual social costs, especially in the face of church opposition or an aggressive anti-gaming constituency. Generally speaking, it is easier to sell the concept of legal casinos when most of the clientele will be coming across state, provincial, or national borders.

If, on the other hand, the great majority of customers are locals, then legalization may still be warranted based on freedom of individual choice and import substitution. But clearly, the economic benefits to the region will be markedly less dramatic. This can be seen with most urban casinos (Detroit, Sydney, Montreal), riverboat casinos (Illinois, Indiana, Missouri, Iowa), and other locally oriented casinos (most tribal operations, Colorado, Manitoba, Alberta, provincial casinos in the U.K., etc.)

Having established the jurisdiction, the actual location and convinced the various government authorities, we then moved on to further discuss the merits of Integrated Resort Development.⁶ One of the buzzwords that has come into general usage in the world of legal gambling is that of Integrated Resorts (or IRs as they are sometimes known). The notion of Integrated Resorts came into prominence with the bid process for the two Singapore Casino licenses in the 2000s. The Singaporean government as early as 2004 made it quite clear that what they did not want was “just” casinos or resort facilities dominated by their casino operations, so they mandated that only a very small proportion of the actual physical facilities would be for casino utilization. The rest would be support facilities and consumer oriented amenities that would dominate the developments. The Singapore authorities therefore set up a licensing structure that mandated that less than ten percent of the gross floor area would be for casino use – the rest would be for hotels, theaters, convention centers, theme parks, museums, retail, and food and beverage offerings. The scale and mix of amenities and assets as well as their ability to act as catalysts that can transform a region’s economy are what makes such developments distinct from traditional casinos and casino-hotel complexes. Singapore, as an example, when it decided to establish two Integrated Resorts in the city-state, did so on the basis of the potential visitor impacts and the positive effects they would have on Singapore’s economy as well as its image. Singapore’s goal was to triple its tourist numbers over a period of twelve years and to more than triple the resulting economic impact by attracting higher spending and thus higher value visitors to that country. Following their openings in 2010, the two IRs have been critical in achieving that objective and will likely contribute more than fifty percent to Singapore’s long term tourism goal by 2015.

Now having also established a model for casino development, we proceeded to consider various issues that might impact the operation or the competitive dynamic of such developments. One important case study was Macau – where the focus of their analysis was on the scarce resources of licenses, land and labor. As it has since played out – all of these factors have borne serious consideration for the concessionaires and also for those looking on from the outside wanting to get in. They wrote at the time – in 2006 – about Macau being a lesson in scarcity and abundance: the scarcity of licenses, land and labor – against the abundance of a huge market sitting right on Macau’s doorstep.

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⁶ “Everything to Everybody: The Case for Integrated Resorts. (2008, November). *Global Gaming Business Magazine*.

The Macau and Chinese governments have demonstrated a willingness to allow Macau to evolve quickly into a showcase for the “one country - two systems” approach with many issues being resolved to ensure success. Macau’s future appeared bright back in mid-2006 and the evolution and transformation of that market has truly been awe inspiring, though many of the suggested problems still lurk in the background.

However many forget that even for Macau there was a period of concern that needed to be addressed, especially in 2008. Most of the concerns of the skeptics at the time stemmed from what we called the C8: Competition, Costs, Constraints (labor and infrastructure), Commission rates, Consumer profiles, Capital crunch, Credit availability, and China. The relative importance of each element in the C8 may differ from observer to observer. However, there was little doubt that these factors were significantly

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contributing to a cautionary sentiment among a growing number of observers regarding Macau’s future. Our point at the time – in regard to the question of “Confidence or Crisis” – was one of confidence in Macau that readily arose from the amazing successes achieved to date. It was and still is a tiny city-state that had quickly transformed from a sleepy backwater to a thriving entertainment center with billions being invested in magnificent resort developments. In our view there was no Crisis yet – but the emerging issues being discussed were not to be over-looked. Our long-term perspective was that the burgeoning Chinese middle-class would likely ensure Macau’s success as long as the partnerships between the participants in Macau’s gaming industry – government, regulators, concessionaires and junket agents – all recognized and appropriately responded to the issues and challenges that would arise.⁷

We then went on to consider operational aspects of developments, framed by a familiar and classic perspective. Jim Collins’ classic business book *Built to Last* was followed up by his 2001 title *Good to Great*, a book in which Mr. Collins examines

the principles of companies that make the leap from being merely good to being great in the long term. Part of the wisdom from that book is embodied in what Mr. Collins calls the hedgehog concept, defined as “a single organizing idea, a basic principle or concept that unifies and guides everything.”⁸ It doesn’t matter how complex the world, a hedgehog reduces all challenges and dilemmas to simple—indeed almost simplistic – hedgehog ideas. For a hedgehog, anything that does not somehow relate to the hedgehog idea holds no relevance.”⁹

Establishing a *hedgehog concept* is useful at any level, whether personally or for one’s company. In its own most simplistic form, it is about finding a positioning that you enjoy, a niche you can exploit and are good at and a reason (economic or otherwise) to do so. Remember: “The fox knows many things but the hedgehog knows one big thing!” Using this framework, we looked at case studies in the casino industry that we felt were relevant at the time around those gaming companies that might have been considered as making the transition from *Good to Great*. More importantly, perhaps, we identified a framework that could be used to look at this systematically.

From there we went on to address the nuances of the everyday operational challenges faced in casino management. In the area of Table Game Operations we addressed optimal utilization as part art and part science. In this we concluded that management’s

⁷ “Macau – Confidence or Crisis?” *Global Gaming Business Magazine*, June 2008

⁸ The hedgehog concept was originally coined by the philosopher Isaiah Berlin, in his essay “The Hedgehog and the Fox.” Berlin in turn had taken the concept from the ancient Greek philosopher Archilochus, who wrote “the fox knows many things, but the hedgehog knows one big thing.”

⁹ “Good to Great in Gaming” – Gaming companies doing what they know best by keeping it simple. (2008, June and July). *Global Gaming Business Magazine*, and *Society for the Study of Gambling Newsletter*, Vol. 40, 2007

manipulation of the size, shape, and congregation patterns around higher limit tables and its control over the average number of players per table at various wagering levels should allow the casino to increase profitability. This results in a management exercise that is far better than allowing a lot of potential wagering to go unharvested by being too cautious in controlling the casino floor's labor costs. As it turns out, hands per hour and overall theoretical win are sometimes increased with fewer players per table and greater labor costs, as long as wagering levels are above certain thresholds.¹⁰

Another area that was explored involved the high volatility game of high-end Baccarat, especially in Macau and Las Vegas, where we proposed the premise that "knowledge would defeat fear." In this case, the volatility inherent in enormous wagers coupled with deep discounts to junket operators or players can be analytically understood with the basic mathematics of probability and statistics, especially the use of the normal distribution, expectations, and standard deviation analysis. There is still much to be concerned with, but volume can overcome volatility in a parallel manner to how knowledge can overcome fear. Casino management still has much to learn in this arena.¹¹

We also undertook an effort to demystify gaming by encouraging managers to think of gaming as a commodity or alternatively as an entertainment service. There is much perceived "magic" that can take place in a casino, especially around highly ritualistic table games, but it is important from a scientific management perspective to keep most of those perceptions of magic on the players' side of the table. When the casino managers begin to think in superstitious terms, it is not only foolish; it can be downright expensive to a casino's profitability and its employees' morale.¹²

It is not unusual to hear casino executives speak of gaming as a unique and mysterious product. This notion also manifests itself in how casino managers think about the business of gaming. Unique, mysterious, unlike any other – these are the words often associated with the gaming business that are uttered by long-term casino managers. This is consistent with the belief that the only way to learn the business is to live the business, and see all of the unusual things that can happen on the casino floor and in the executive offices. In reality, though, gaming is just a business like most others: one that can benefit from analysis of its fundamental economic characteristics, and by drawing from, and applying, principles and experiences from other businesses.

This last principle is the one on which all of these articles were really written, and the one that supports the notion that these collective individual works in fact represent a systematic study of gaming operations. As such, they somewhat accidentally formed a genesis for the development of a systematic approach to true scientific management in the casino literature, an important contributor to the future levels of sophistication that will direct the next generations of casino managers throughout the world.

The final article we published in this series looked at the emerging phenomenon of Integrated Resort casinos. Anticipating the success and likely popularity of this

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¹⁰ Table Games Optimal Utilization. (2008, August). *Global Gaming Business Magazine*.

¹¹ "Knowledge Should Defeat Fear" – Understanding the high stakes game of Baccarat. (2007). *Global Gaming Business Magazine*.

¹² Gaming as a commodity – Thinking of gaming as an entertainment service. (2008, March). *Global Gaming Business Magazine*.

model, we examined its various benefits – social, economic, political, and in terms of public relations – and predicted that this was likely to become the model for choice of casino legalization in the near future, especially with urban casinos, as compared to the destination resort casinos of such locales as Las Vegas, Macau, Biloxi, and Atlantic City.¹³ The subsequent unprecedented success of the Singapore IRs, along with recent legalization authorizing an IR development in Boston, as well as efforts undertaken in 2012 and beyond for Integrated Resorts with casinos in Miami and New York City, point to the prescience of this article.

The subsequent unprecedented success of the Singapore IRs, along with recent legalization authorizing an IR development in Boston, as well as efforts undertaken in 2012 and beyond for Integrated Resorts with casinos in Miami and New York City, point to the prescience of this article.

The series of articles effectively ended when Andrew MacDonald moved from a senior executive position with the Malaysian gaming company Genting to a senior gaming analyst role with Macquarie Capital, an investment bank, in New York. The new position constrained his time to luxuriate in writing thoughtful and provocative articles in casino management science. He subsequently was approached to be Executive Vice President in the Marina Bay Sands casino in Singapore, where he has had the opportunity to run one of the highest-grossing and most profitable casinos in the world from its opening in 2010. MacDonald was subsequently promoted to Senior Vice President and Chief Casino Officer of Las Vegas Sands, the corporate entity that oversees casinos in Las Vegas, Macau, Singapore, and Bethlehem, Pennsylvania. Predictably, free time was diminished considerably with these new roles.

All of the articles in the series were suggested and largely outlined on the initiative of Andrew MacDonald, with Eadington providing the academic touches and a few insights of his own. However, the combination of MacDonald's practical hands-on experience in the field, not to mention his good sense for analytics, along with Eadington's strong grounding in economic, management, and analytical principles, made this a most rewarding and effective partnership. In addition, our decade as a team that co-moderated the Executive Development Program from 1999 to 2009 undoubtedly contributed to our ability to hone in on important strategic and operational issues.

Perhaps in the future, when circumstances permit, the series may indeed continue. We shall see.

¹³ MacDonald, A., & Eadington, W.R. (2008, November). Everything to everybody: The case for integrated resorts. *Global Gaming Business Magazine*.

Influencing international foundations for legalization, policy and commercial gambling: A tribute to William Eadington's International Conference on Gambling and Risk Taking

Alex Blaszczyński, Ph.D.

Introduction

Irrespective of which perspective one adopts – clinical, public health, marketing/promotion, operator, or regulator – the fundamental foundation upon which gambling in contemporary society is built is policy, legislation and economics.

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Throughout history, gambling in its various guises has fluctuated from widespread popularity to social opprobrium and suppression. Following the temperance movement and prohibition in the USA in the early 1900s, gambling became relegated to the realm of illegality and was the purvey of gangsters and moral degenerates. In 1909, the Women's Civic League effectively lobbied the Nevada State Legislature to make gambling illegal, a restriction that lasted only 20 years (Puzo, 1976). Ironically, the stock market crash of the 1920s and the very forces that undermined gambling as a legitimate commercial recreational pursuit led to the establishment of Las Vegas as a small town located in a desert environment that existed for no other purpose than to offer a few Western-style casinos (Puzo, 1976). Remaining relatively dormant for three decades, commercial legal gambling began to manifest a growing resurgence in the mid 1960s with a burst of activity in the following decades. From its meager start in one state in the USA, gambling now represents a major business enterprise with casinos and/or other forms of gambling now present in 48 of the 50 states.

The image of gambling has also witnessed an almost spiritual cleansing as political and legal agencies joined forces to exclude organized criminal elements and suppress corruption and money laundering associated with casino operations. Probity checks and government commissions resulted in the acceptance and spread of legal commercial gambling with its effects ultimately spreading beyond the borders of America to global regions.

Legal commercial casino gambling is now an enterprise that incorporates many Western and Eastern Europe, the Australasia, Africa, the United Kingdom and Mediterranean countries but absent in the predominantly Islamic countries such as Indonesia and the Middle East where the Qur'an (Koran) prohibits gambling. The

distribution of gross gaming revenue across international jurisdictions reflects the status of gambling as an important economic enterprise for industry and governments. For example, the gross gaming revenue of Nevada is USD \$10.9 billion, a figure Macau surpassed in 2007. Macau reached USD\$33.6 billion in gross gaming revenue in 2011. Singapore with just two casinos opening in 2010 has rapidly expanded with comparable levels of revenue achieved to date.

Estimated projections suggest that global casino gaming revenue will achieve a compound annual rate of 9.5% to 2015 (Global Gaming Outlook, 2012). Affected by the global financial crisis, the rate for the USA is predicted to be 5% compared to the 18.3% for Asia over this period with Asia accounting for 43.5% and the USA for 40% of the total share of the market revenue (Global Gaming Outlook, 2012).

Emerging technologies has further contributed to the rise of commercial gambling with this form accounting for 8% of the global gambling market (GBGC, 2011). With expected growth to continue at 12% annually, global Internet gross gaming yield is predicted to exceed US\$43 billion by 2015 (GBGC, 2011).

Irrespective of which perspective one adopts – clinical, public health, marketing/promotion, operator, or regulator – the fundamental foundation upon which gambling in contemporary society is built is policy, legislation and economics. Policy determines the scope and forms of the various forms of gambling that can be introduced into a jurisdiction, legislation sets the regulatory framework in which commercial gambling can be legitimately offered, and economics underpins the driving force behind supply and demand.

William R. Eadington: Influence and achievements

Within the above context, William R. Eadington stands as an intellectual above all others. Bill has, for over forty years, made a substantive contribution to commercial gambling not only in respect to influencing legislation and economics, but also in placing gambling at the forefront of scientific inquiry, and in attracting, mentoring and stimulating many other researchers into the field.

From his first publication in 1973, Bill has set about systematically and comprehensively examining the economic characteristics, political environment and social effects of commercial gaming across international jurisdictions. It is with great insight that Bill began comparing the development and expansion of legalized casino gaming in the US, particularly comparing and contrasting the pioneering gaming States of Nevada and New Jersey. The motivation for embarking on such a comparison was the recognition that legalized casino gaming was emerging as a dominant force in the gambling industry, one that would transcend the borders of America to represent a global market reaping substantial economic benefit (and costs) to governments and industry operators. Bill had the vision to see that Bugsy Siegel's selection of Las Vegas as the site for his construction of a casino, and the spread of this form of activity to the boardwalks of Atlantic City would, in the climate of the 1980s, breach these geographical monopolized boundaries to encompass other States in addition to other countries. In this regard, Bill was more than correct.

In response to this prophesized and subsequently realized trend, Bill recognized the need to direct and advance the political debate on policies for and against the legalization and proliferation of casino gaming in the community. In so doing, the impact of Bill's career aspirations is evident in the extent to which he has shaped the economic and regulatory framework of casino gaming on the world scene. How has he achieved this? Bill has managed to influence the field through several means, specifically his scholarly writings, clarity in conference presentations, consultations

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and organization of a world renowned and respected conference. Through such means, Bill has outlined the financial and economic factors that have evolved to mold legitimate sources of capital funding that have allowed the construction of the mega-casinos that now form the familiar landscape of Nevada and more recently, Singapore and Macau. Bill has examined the processes and importance of shifting the capitalization of casinos from their mafia-controlled early origins to legitimate commercial enterprises run on strict probity and regulatory requirements.

Market forces are rarely static and Bill's analysis of the effects that the recent global financial crisis has had on the American market and how increasing reliance on gaming taxation revenue by governments has significantly altered the face of gaming worldwide are insightful. As Bill notes, the offshoot of this reliance is the shift in focus evident within political circles where legislation has moved from one of regulatory restriction to the promotion of a sustainable long-term industry. Nowhere is the change in government focus more clearly articulated than in Bill's statement that, "*There was a collective belief that the harnessing of legal commercial gaming could fulfill many needs and solve a myriad of society's problems*" (Eadington, 2009).

Bill was cognizant of the evolutionary changes that were occurring within the gaming environment with the shift in attitudes from opposition on moral grounds to the growing acceptance that commercial gaming could be conducted with substantially high levels of integrity and consumer protection. He recognized the fact that private and government operators were invested with the task of introducing increasingly sophisticated forms of gambling and that this would result in tensions between pro- and anti-gambling sectors of the community. Accordingly and not surprisingly, Bill contributed to debates adding clarity and objectivity to questions and issues related to tax revenue generation, and regional economic revitalizations. To do this, he embarked on what can be best described as a more accurate and realistic assessment of, and implications for, gambling introduced to local and broader regional economies and on related social and political structures of communities (Eadington, 1988). He often remarked on the creation of employment opportunities, taxation revenue, enhanced tourism, and satisfaction of consumer demands as factors fostering the promotion of gambling.

... one of the most impressive and endearing qualities that Bill has exhibited is his capacity to advance beyond the economics of gambling to incorporate social justice and the commercial tension between the profit motive and the protection of vulnerable community members.

From my own perspective, one of the most impressive and endearing qualities that Bill has exhibited is his capacity to advance beyond the economics of gambling to incorporate social justice and the commercial tension between the profit motive and the protection of vulnerable community members. Bill fully understands the need for gaming operators to balance market expansion and the legitimacy of gambling as a recreational product with the negative consequences experienced by a minority of the general population, and a significant minority of the gambling public (Eadington, 1988). He strongly argued that it would not be until the industry effectively responded to and managed problem and pathological gambling behaviors among patrons that the blanket of acceptance and legitimacy would come to cover commercial gaming. In his 2002 book, *The Downside*, co-edited with Jeff Marotta and Judy Cornelius, Bill applied economic parlance in referring to the *negative externalities* that problem and pathological gambling exerted on the acceptance and legitimacy of gambling in general.

He identified the social costs of gambling as one of the major variables restricting the proliferation of gambling in various jurisdictions globally.

This argument continues to bear relevance in contemporary times where we continue to witness adversarial positions adopted by academics, and welfare and community groups who act to stultify cooperative research with claims of ethical conflicts of interest and bias. Pointing to the experience of tobacco, alcohol and pharmaceutical research, these groups argue that collaborative efforts are either extremely difficult or not possible.

Bill, however, displayed a more pragmatic and ethical perspective in his attempts to draw together researchers, regulators, industry operators and treatment providers together in conferences to share ideas and concepts and to engage in critical debate over controversial topics.

I am drawn to Bill's comments, expressed in his foreword to the 1982 Fifth Conference on Gambling and Risk Taking, where he clearly articulated the presence of tension between the diverse interest groups in gaming with industry operators perceiving various threats to their revenue base and autonomy through regulatory restrictions, and psychologists and psychiatrists tarnishing their image through the pathology of problem gambling. He noted that "*Such perceptions often have some basis in fact, but often there is quite a bit more common ground among such individuals than they individually might be aware of*" (Eadington, 1982, p. vii). Nevertheless, the tension continues although there does appear to be pockets of breakthrough in various areas with governments, industry and researchers demonstrating the ability to work in concerted and collaborative means to evaluate harm minimization strategies.

Not surprisingly, key stakeholders (to use such a cliché), that is, influential government and industry decision-makers who dictate policies and the direction of commercial enterprises internationally have consistently sought Bill's expertise and advice. This has included input regarding economic forecasting, feasibility of gaming products and devices, cost/benefit analyses and drafting of gaming legislation and regulation across virtually every international jurisdiction where gaming is legal. It is difficult in a brief manuscript to include a comprehensive description of the impact of Bill's scholarship and influence in informing and shaping policy decisions and economic development made in respect to casino gaming in America and elsewhere. He has provided substantive discourse on the effects of gaming on tourism, integrated resorts and their market structure and tax environments, the impact of tribal gaming among native Americans, competition and the evolution of game preferences and VIP contractual systems and junkets in Macau, and the role of capital ventures, rent-seeking and risk taking in the construction and development of the casino industry.

In tribute to Bill's contribution and achievements, I can only highlight the incredible breadth of his economic and market analyses and the extent to which he in many ways has made a significant mark on the casino gaming scene. I do not profess in any way to be able to detail which impacts can be directly attributed to Bill and which have been the indirect or subtle outcomes of his lifetime work. What I can state is that his reputation is as one, if not the leading, authority on casino gaming, policies and economic growth.

But there is more. Not content with leading the field, Bill spread his knowledge by teaching and training others through the curricula and Executive Development Program for Senior Casino Management he developed for professionals. This fostered the capacity of others to take on the mantle of leadership in their respective organizations. The reputation and standing of Bill as a leader in the field can be easily empirically validated; in 2008, Bill was justifiably awarded the title of Doctor of Business Administration *Honoris Causa* from the University of Macau for his contributions to gambling research, and in 2011, he was inducted into the Gaming Hall of Fame with a Special Achievement Award for Gaming Education.

As an economist, Bill was nevertheless cognizant of the social and personal costs associated with excessive gambling. From the early days, he argued that, "*It is conceivable that in the near future some jurisdictions in the United States are going to want to legalize casinos but also to restrict the social impacts associated with the presence of casinos*" (Eadington, 1984). Consequently, he recognized the need to take into account the concepts of responsible gambling, arguing for the imperative to incorporate harm minimization initiatives into government policies and industry codes of conduct. But his concerns were not relegated to the domain of armchair philosophizing. He actively extended his academic and consultative roles by becoming a member of the National Council of Problem Gambling (1998 – 2012) and accepting the position of its

Presidency (2008-2009).

Conference: International Conference on Gambling and Risk Taking

In collaboration with Judy Cornelius and others, Bill established and organized fourteen triennial International Conferences on Gambling and Risk Taking and published its proceedings through the Institute for the Study of Gambling and Commercial Gaming, University of Nevada, Reno. Commencing in 1974, and with the next one planned in 2013, this conference brought together prominent experts in all aspects of gambling research to interact and share their knowledge, understanding and skills. One cannot over-emphasize the central role and contribution that this conference made in coalescing disparate disciplines into a cohesive whole: sociology, psychology, psychiatry, economics, political science, history, decision making, neurosciences, and public health to name but a few. These conferences, eagerly looked forward to by students, early career academics, and seasoned researchers, formed the foundation for interpersonal interactions and multi-disciplinary collaborative research to emerge. There is no doubt, confirmed by personal feedback from colleagues, that Bill's conference stimulated research and set the basis for effective networking and consequent strong collaborative ventures and endearing friendships among researchers.

I can attest to this personally. While completing my doctoral dissertation in the early 1980s, I attended the first of a number of Bill's conferences. Apart from my exposure

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to a man of such impressive stature (physically as well as intellectually), I met many fellow researchers who remain close colleagues and friends. Bill's clarity and depth of ideas, capacity to communicate effectively, and charisma left a significant mark on my academic pursuits, and as a consequence, I have much to be grateful for having met him and having participated in his conferences where I gained a wealth of knowledge and innovative ideas.

In writing this tribute, I had cause to revisit the publications emanating from these conferences. A cursory perusal of the names of participants appearing in the pages of these conference proceedings simply shows the extent to which Bill was able to draw together a diverse group of growing experts to offer high quality papers that have, in the aggregate, set the contemporary gambling research and regulatory agenda. It is interesting to revisit the early days when the study of the psychology of gambling was at its embryonic stage and reflect on the then pioneers who continued their interests and activities to build international reputations as experts. Bill is right to be justifiably proud of the fact that his vision and efforts in organizing his conference had generated the spark of inquiry into many budding researchers, clinicians and regulators, not to mention industry operators. From the earlier pioneers such as Julian Taber, Robert Custer, John Rosecrance, Durand Jacobs, Jule Moravec, Patrick Munley, Gordon Moody, Michael Walker, I. Nelson Rose, Iain Brown, William Thompson, and William Cummings among many others were added the crop of those who flourished over the recent years;

Henry Lesieur, Jeff Derevensky, Robert Ladouceur, Jeff Marotta, Randy Stinchfield, Jan McMillan, Mark Griffiths, Rina Gupta, Lia Nower, and of course Bo Bernhard and many, many more. This list is biased to most of those I had met at Bill's conference and does not include many others who deserve mentioning.

Although many researchers and clinicians working in the field of gambling studies recognize the contributions of William Eadington and have been influenced either through his publications or by having attended one of his conferences, the majority would

not be fully aware of the mammoth influence that Bill has had in painting the canvass of gambling with the full colors of the palette. Using the brush of economic studies, the vibrant scene of commercial gaming from the background of legislation, policy and regulatory practices, market forces, social costs/benefits and historical perspectives through to the forecasting of future developments, Bill has created a monumental three dimensional enduring work of art that will be admired by many generations yet to come. As academics continue to analyze the extent and nuances of Bill's studies, many will come to realize just how influential his scholarly work has been and the extent to which the field of gambling studies owes him a debt and sense of deep and respectful gratitude.

A Tribute

A tribute (from Latin *tributum*, contribution) is wealth, often in kind, that one party gives to another as a sign of respect. With some trepidation, I fear that this paper does not do true justice as a tribute to William R. Eadington or his contributions to: commercial casino gaming economic and market policies and development; the importance of problem and pathological gambling and its adverse social and personal costs; or to the opportunities presented by his conferences for networking, intellectual stimulation, rigorous debate, and directing interdisciplinary attention to a significant global and growing business and recreational industry. Therefore, suffice it to say that there are few contemporary equivalents of William R. Eadington garnering the respect accorded to him by his peers.

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Tributes to the International Conference on Gambling and Risk-Taking

I initially encountered problem gambling in 1979 when I was invited to sit in on the first Gamblers Anonymous meetings in New Zealand. I was there to help the group forge links with mental health providers and to raise public and professional awareness of what was then known as compulsive gambling. Ever since, I have retained an interest in gambling. My early focus was on finding ways to assist problem gamblers and people close to them and reducing wider gambling-related harm and social costs. While this focus and concern persists, over the years I developed a wider interest in gambling per se, in its varied forms and contexts, and how it has evolved over time. Gambling is a fascinating area to be involved in; in whatever capacity one engages with it. It reflects and touches cultures, economies, societies, individuals and families in multiple ways. It is highly politicized and often polarizes communities and constituencies.

One of the strengths of Bill's International Conferences, additional to their continuity, is their truly international scope and the fact that they bring multiple players to the table. It is not industry focused, problem gambling/treatment focused, regulator focused or academic research focused. It is all of these and more. This inclusiveness is a major strength.

Back in the late 1970s there was relatively little research on gambling. In the early 1980s I commissioned a literature review on problem gambling that had a reference list of just two pages. It is hard to believe how things have changed. Gambling became a major growth industry in many parts of the world. This expansion was driven by changing attitudes including the increased legitimacy of legal gambling, the intersection of electronic technologies in financial markets and gaming venues, the advent and evolution of the Internet, accelerating globalization and the spread of gambling to previously non-gambling settings. Problem gambling, not classified as a mental disorder until 1980, became a growth pathology, reflecting the rapid increase in the availability of high risk gambling forms. Specialist treatment and related services were established and proliferated. Had someone gone into hibernation in the early 1980s and woken today the pervasiveness of gambling in everyday life would surely be among the changes that would occasion most surprise. It has been a profound transformation. Ambrose Bierce, over 100 years ago, quipped “the gambling known as business looks with austere disfavor on the business known as gambling.” Today gambling is indeed big business, and business, post-major global recession, clearly has a

substantial gambling underpinning.

Gambling research has also grown, almost exponentially, during the past 20 years or so. A number of gambling specific journals have been established and gambling articles increasingly appear in mainstream journals in an array of academic disciplines and specialties. When I first began to read about gambling, to try to see the bigger picture as well as increase my understanding of problem gambling and related adverse impacts, Bill Eadington's name stood out. His first gambling publication was in 1973 and he has continued to publish since, for four decades. While a number of these publications are in economics journals, Bill's interests and scholarship is broad and multidisciplinary. It has a strong applied and policy focus. The year following his first publication, in 1974, Bill organized and coordinated the National (later International) Conference on Gambling and Risk Taking. It is remarkable that he has continued to do so, every three years, from 1974

to 2013. Someone, John Cleese I think it was, once explained how Americans differed from the English. He gave three differences but only one can be mentioned in polite company. He said that when the English hold world sporting events they invite people from other countries. Organizing successful international events of any sort presents a huge challenge. This is more the case when there are diverse stakeholders, including major ones with often opposing worldviews and agendas. There are other significant national, regional and international gambling conferences. However they generally, predominantly, engage parts of the sector with little or no involvement of other parts. One of the strengths of Bill's International Conferences, additional to their continuity, is their truly international scope and the fact that they bring multiple players to the table. It is not industry focused, problem gambling/treatment focused, regulator focused or academic research focused. It is all of these and more. This inclusiveness is a major strength.

A few years back I was asked by Bill to give an opening plenary address, focusing on research and policy developments in Australia and New Zealand. This invitation reflected the commitment to ensuring that the Conferences do not have an overly heavy US or North American emphasis. There were two opening plenary speakers and Bill was on the program to follow. If my memory serves me correctly the first speaker (not me) went over the allotted time and I only partially cut back to accommodate it. While I speak a lot in public this was far from one of my better performances. Partly the timing threw me. Bill was magnificent. I felt like a bumbling novice in comparison. He took the much-reduced time in his stride. He gave a perfect, albeit truncated, presentation - a scholarly, clear, engaging overview of gambling developments worldwide and future projections. His sense of fun and wit was not dimmed.

Gambling research and related policy and service interests is only one of my areas of academic and professional activity. For this reason I need to be selective when it comes to conference participation, other than in our own two-yearly international conference and think tank in Auckland. The International Conference on Gambling and Risk Taking is at the top of my list. We owe Bill, Judy and others who have sustained this event over the years much credit. It provides a safe forum for engagement and debate and has played an important role in fostering scholarship and research and forging links between research, policy and practice. I am aware that the Conference is but the tip of the iceberg of Bill's wide-ranging consultancy and other involvements worldwide. His contribution and influence is huge. He is highly regarded, deservedly, by people from all branches of the diverse, somewhat disjointed international gambling "family."

Max Abbott, Ph.D.

Pro Vice-Chancellor and Dean, Faculty of Health and Environmental Sciences
Co-director, National Institute of Public Health and Mental Health Research
Director, Gambling and Addictions Research Centre
Director, Centre for Migrant and Refugee Research
Professor of Psychology and Public Health
Auckland University of Technology

Past President, World Federation for Mental Health

It is often said of teachers that their contributions might best be calculated generationally. After all, as a teacher, one never knows where one's influence ends – as one teaches a few student souls, who then go on to teach others, who in turn go on to become parents of still more, and on and on and on. In the field of gambling studies, our generational growth can be easily traced: all of us link, via citation or, even more commonly, in person, with the great Dr. William Eadington and what most of us call “the Eadington Conference.”

As is the case for so many in our field, Bill built the road that I have traveled, and his conference epitomizes the spirit of his contributions better than any of his other efforts (which is really saying something, when one reviews his CV). When I was an undergraduate in the early 1990s, I discovered that there was one giant on every gambling scholar's bibliography page: William R. Eadington. As I buried myself in the bowels of my university's library system, I remember the weight that that name carried. It seemed magisterial, almost, though today that original sense of majesty is almost unrecognizable when I think of “my Bill.” (And as these pages attest, each of us has our own Bill!)

In the field of gambling studies, our generational growth can be easily traced: all of us link, via citation or, even more commonly, in person, with the great Dr. William Eadington and what most of us call “the Eadington Conference.”

As an undergraduate, I had been encouraged by a professor to pursue an honors thesis that examined gambling in my hometown of Las Vegas, and in doing so, of course, I came across Bill's work. Again, and again, and yet again. I remember being struck that the University of Nevada, Reno had the foresight and good fortune to host Dr. Eadington's stunning array of exploits. The most impressive among them was this massive conference, whose published proceedings seemed to leap from my college library's bookshelf. Inside this publication, there were contributions from mathematicians, theorists, clinicians, historians, economists,

sociologists – virtually every academic sensibility that one could use to interpret what many of my college friends deemed a frivolous act. Even though it happened nearly twenty years ago, I have a vivid memory of being seated amidst the smells of an old library, inhaling these published proceedings, as they provided a foundation for an honors thesis that in turn provided a foundation for an academic career.

Several years later, I presented my first paper at an Eadington Conference, and while I like to think that I always prepare for public presentations, in truth nothing inspires you to want to be a better academic quite like an Eadington conference. I remember pulling all-nighters that saw a.m. hours with which I had grown unfamiliar. Another contributor to this volume, Don Feeney, happened to be a program chair for the National Council on Problem Gambling's annual conference, and happened to be in the audience on that conference day. Don's enthusiasm for ideas is much like Bill's: it's infectious, it's connective, and above all else, it is kind. Self-indulgent story shorter, Don's presence and enthusiasm that day led to a keynote at that year's NCPG conference, after which many more kind souls invited me to their own gatherings, and my academic world began to grow, to invoke the over-used but apt phrase, exponentially.

Here's another thing that's remarkable about Bill's conferences: it seems as if Bill attends every single session himself (an impossibility with five or six sessions going on at the same time, but there he always is, it seems). Bill typically takes a seat in the middle

of a middling row, and with his head-taller silhouette standing out from the crowd, he has a “conference pose” that anyone who has seen will recognize: he leans forward, head tilted slightly upward, intent on what is being said and no doubt connecting it to terabytes of data stored in his mind. In contrast to so many of us, who see conferences as opportunities to mingle outside as much as we learn inside, Bill is the very best session attendee I’ve ever seen.

Which is not to say that Bill does not indulge in “outside the lines” play at these conferences – quite the contrary! In fact, I would wager that a very slight majority of Bill’s knowledge has been obtained in conversation rather than from books, with friends who span the globe – and nearly always over wine. I am so fortunate to have joined these wine conversations with Bill and friends on both U.S. coasts (and often in the middle) -- and several times in Canada, in Asia, and in Europe (where it always feels like Bill’s wide-ranging, dignified, and classically well-read academic temperament fits perfectly). And in each conversation, Bill does that thing that is so, so rare among academics: he listens. Way more than he should (indeed, way more than I should *let* him, given how much he knows), Bill listens. And this is why, I’m convinced, Bill is so smart and his conferences are so fun.

Today and forever, Bill’s knowledge becomes my students’ knowledge, and his sensibilities (to the degree I am able to mimic them) are communicated to generations to come. As this field grows in stature and size, and as we approach the 15th gathering of the “Eadington Conference,” it seems a perfect moment to celebrate generations past, and generations future – and all of us linked through “our Bill.”

Bo Bernhard, Ph.D.

Executive Director, International Gaming Institute; Associate Professor, Department of Sociology, University of Nevada, Las Vegas

Where would gambling studies be as an academic discipline without the periodic international conferences on this subject established and sustained by Bill Eadington over an immensely productive academic lifetime? The answer, as I think as any honest scholar would have to concede, is: “Possibly nowhere. Certainly not where they are today.”

I came comparatively late to this discipline from an interest in public policy and commercial practice, especially in South Africa. In the early 1990s, it became clear that South Africa would have to legalise casino gambling. This was for two reasons. First, because with the reintegration into South Africa under Mandela and De Klerk of the so-called independent homelands - recognised as independent states by the then South African government but by no-one else - South Africa found itself with 17 casinos run by Sun International which had been legal under homeland law but were now illegal under South African law. Second, and less peculiarly and more importantly, South Africa was confronted with a vast number of illegal machines in seedy venues in every small town in the country. The Central Government had already decided to legalise up to forty casinos divided amongst the nine Provinces but where these were located and who was awarded a licence, in return for what, was a matter for Provincial Governments to determine.

At this point I became involved by putting together a team of South African academics whose mission was to assist Provincial Government in devising good public policy for their Provinces in relation to casinos. The trouble was that, though we had between us quite a lot of diverse disciplinary expertise, none of us had actually studied

the gambling industry. It didn't take long to discover that the best way to remedy this rather egregious gap in our knowledge would be to make contact with Prof William R Eadington of UNR. We duly descended on him and, after he had quite properly satisfied himself about our *bona fides*, he could not have been more generous and wise with his advice nor more impressive in relation to the breadth and depth of his expertise in all matters to do with gambling. It took him little effort to persuade me that attendance at the next International Conference on Gambling and Risk-Taking would be a must for any academic wishing to become or remain up to date with the latest work being done in psychology, economics, sociology, law, public administration, and, indeed ethics, history and mathematics.

It was at my first conference that I came to the conclusion that gambling is an immensely interesting and rewarding subject to study – much more interesting, as far as I'm concerned, than actually gambling. One thing that made it interesting was

that, whatever your own discipline, you were forced to understand what people were contributing to the study of gambling as a whole from their own disciplines. Another factor was the sheer diversity of interesting questions to be explored. Why do people gamble at all when they know the odds are stacked inexorably against them and why do some people gamble to the point where they are doing themselves and others real harm? Why is the question of legalising gambling or making more commercial gambling legally available always controversial and always results in special regulatory regimes such as do not seem to be required for other forms of entertainment? What's the best way for

The international conferences have always sought to combine diversity of subject matter and discipline and, it seems to me they have steadily got better as more and more high-grade academics and others interested have come to see how intellectually rewarding the study of gambling can be.

governments to tax gambling – and what are the worst ways? Leaving aside questions of appropriate legal status, is gambling as such immoral and best thought of on the analogy of, say, pornography, or is it mostly harmless entertainment, like riding roller-coasters or eating spicy food and only a problem when indulged in to excess? And so on.

The international conferences have always sought to combine diversity of subject matter and discipline and, it seems to me they have steadily got better as more and more high-grade academics and others interested have come to see how intellectually rewarding the study of gambling can be. However, as everybody knows, much of the value of academic conferences comes not from listening to papers, however useful – and often entertaining – this activity frequently is for both audience and author. A huge part of the value of these conferences exists in the opportunities they provide to meet, get to know and exchange ideas with others who share an interest in gambling whether as scholars, industry professionals, regulators and legislators, treatment and educational professionals. For this to happen, conference organisers need to ensure that their conferences are sufficiently attractive and prestigious to ensure that the best and the brightest in all the relevant fields are motivated to attend. Bill's intellectual authority combined with his personal magnetism and sheer determination has ensured that these conditions have been consistently met at these conferences.

Nor, finally should it be thought that good conferences are one-off events. They are often the occasion for establishing collaborative working relationships that prove productive over long periods. They also often provide opportunities for forming abiding friendships – not least with Bill himself. Both these things have certainly be true for me over the past twenty years and for both of them I am deeply grateful to Bill himself and to all of you.

Peter Collins, Ph.D.
University of Salford (retired)

In 1988, after I returned from the U.S., I was thinking about the first research project for my new academic career, and I decided to examine the feasibility of raising new revenues for local governments in Taiwan. Since then, commercial gaming has become the core subject for both my teaching and research -- for the past 25 years now.

... I invited William Eadington to make a few public speeches at my university auditorium on the integrated resort concept – and to illustrate, as only he can, the many successful stories around the world of casino gaming.

In 1995, I was working on a project focusing on the legalization and taxation of commercial gaming in Taiwan, and I started to look at not only at the national lottery but also the potential for casinos. I actually had spent much of my time focused on casino gaming, having visited many casino properties in Las Vegas, as well as the Nevada Gaming Control Board. It was during this period that I discovered that there was a very special opportunity to attend a large-scale academic gaming conference: the International Conference on Gambling and Risk-Taking. I have since attended this conference many times, and I met many prestigious scholars at this field, including the conference's esteemed founding figure, William Eadington.

Years later, in 2007, I had developed a bold idea that aimed to establish, regulate, and study a commercial gaming industry in Taiwan. In order to realize this bold idea, I certainly needed many external resources for help. Once again following Dr. Eadington's lead, I established the Center for the Study of Lottery and Commercial Gaming (though at that time Taiwan only had legalized lottery). This university-level research center was created to formally examine the potential for more integration between tourism, gaming, and local economic development. I was very lucky to invite a few government officials, the university president and many local press and media to come to an event we hosted, where Dr. William Eadington delivered a keynote entitled, "The Legalization and Future of Casino Gaming in Taiwan." It is not an exaggeration to say that this event formally launched Taiwan as a legitimate international member of the casino gaming community.

This was just the beginning, however -- to approve a casino, a public referendum needed to be passed at local county level in the Penghu islands. During this process, I organized an international consulting team to help the Penghu government, including the leading gaming expert William Eadington. He made many trips back and forth to outer Penghu island, and also actively engaged in dialogue with central government officials, local county magistrates, and other local business leaders during this crucial time. He also delivered several more keynote addresses inside and outside the Penghu county government main building. Moreover, a social campaign was pushed forward to clarify and address these issues among the general public. Once more, I invited

William Eadington to make a few public speeches at my university auditorium on the integrated resort concept – and to illustrate, as only he can, the many successful stories around the world of casino gaming.

Although the Penghu referendum failed, in an unexpected outcome, people in Taiwan began to pay more attention to the integrated resort concept in neighboring regions and countries. Ultimately, on July 7th 2012, the island of Matsu declared that it will be Taiwan's first to approve a casino gaming project with an integrated resort concept. These kinds of developments are no doubt very remarkable in the Taiwan setting, but they reflect only one of so many global communities that Dr. Eadington's career has touched.

Day-Yang Liu, Ph. D

Director, Center for the Study of Lottery and Commercial Gaming

National Taiwan University of Science and Technology

In 1992, we embarked upon our very first gambling study examining the link between children's gambling behavior and video game playing in an attempt to try to better understand youth gambling behaviors. Along with Dr. Rina Gupta (one of my graduate students at that time), we became interested in trying to understand why youth were gambling, what were some of the risk factors, and how we could prevent and/or minimize gambling problems among young people. We had read much of the existing research at that time from some of the giants in the field; Dr. Henry Lesieur, Dr. Durand Jacobs, Dr. Mark Griffiths, Dr. Howard Shaffer, Dr. Sue Fisher, Dr. Rachel Volberg, Dr. Michael Walker, amongst others.

After our initial studies were completed, we were anxious to present our findings and receive feedback as to whether or not we were on the right path. As we searched for conferences to attend, it became obvious that the International Conference on Gambling and Risk Taking, hosted by Dr. Bill Eadington and his center at the University of Nevada-Reno, was the preeminent research conference focused on gambling. Participating in such a conference afforded us the greatest opportunity to potentially hear from the international research community about the most recent developments in the field.

Held every three years, Rina and I submitted two paper proposal abstracts, and to our amazement both were accepted for the 1994 conference, which was held in Las Vegas. To my great surprise this was the ninth such international conference in this burgeoning field. Attending the first luncheon, we randomly sat a table, only to find we were sitting with some of the great figures in our field (this was pre-Internet so we had no idea as to what individuals looked like). We were privileged to not only sit next to Sue Fisher and

Mark Griffiths but were able to share in their excitement as they accepted research awards presented by Bill Eadington for their many invaluable contributions to the field.

There is little doubt that attending and presenting at this conference represented a major turning point in our careers. Bill, Judy Cornelius, and the conference organizers were wonderful hosts, and especially inviting of new researchers in the field. We quickly were assimilated into the field and have developed many

long-lasting lifetime friendships, research partners and collaborators. Rina, myself, or both of us have attended every single one of Bill's conferences ever since the ninth meeting. Travelling to Las Vegas, Lake Tahoe, Vancouver or Montreal (not far for us to travel), it has always been a treat to hear the latest research findings presented by esteemed international researchers.

The field of gambling studies has grown dramatically during the past twenty years since we completed our first studies. Rina, my graduate students and I have been very fortunate to have had the opportunity to publish our work and present at many, many conferences all over the globe. The International Conference on Gambling and Risk Taking is still looked upon by many as the place where new and old (old is used figuratively) researchers can get together to share ideas, establish collaborations and hear about innovative research paradigms. Bill, Judy and their staff have been instrumental in fostering an open atmosphere where all opinions can be freely expressed, evaluated based upon their merits, and appreciated.

As some of the giants in the field are phasing out their research and clinical work

There is little doubt that attending and presenting at this conference represented a major turning point in our careers.

we can be reassured that the field eagerly welcomes new researchers. Whether taking a neurobiological, cognitive, psychodynamic, biological, psychosocial, sociological, economic or legal perspective, the ability to openly discuss our ideas in an unrestricted forum remains essential. The International Conference on Gambling and Risk Taking was, and still remains, the preeminent research conference in the field of gambling. We eagerly look forward to the next conference where we can be inspired, share ideas, meet colleagues and old friends, foster new relationships, and help stimulate a new generation of eager researchers.

Jeffrey L. Derevensky, Ph.D.

Co-Director, International Centre for Youth Gambling Problems and High-Risk Behaviors, McGill University

Another reason to attend the conferences, albeit a less important one, is that they are entertaining. At what mathematics conference could one hear a presentation by Bishop Arnold Snyder of the First Church of Blackjack? Or a mathematical talk by Peter A. Griffin done entirely in his best Dr. Strangelove imitation?

My field is applied probability, a branch of mathematics. One of the applications that has most interested me over the years has been gambling. When probability was first studied in the 17th and early 18th centuries by Fermat, Pascal, Huygens, Montmort, Bernoulli, and De Moivre, gambling was its principal application, with application to actuarial science still in its infancy. Today, gambling plays a less central role in applied probability. The result is that there are few mathematicians working exclusively in this area. There are some, like me, who contribute occasionally.

As one might expect, there are also few, if any, mathematics conferences devoted to gambling. Nevertheless, there is a triennial interdisciplinary conference that always has a number of sessions concerned with mathematical topics. I am referring to the International Conferences on Gambling and Risk Taking organized by Bill Eadington and the Institute for the Study of Gambling and Commercial Gaming at the University of Nevada, Reno. I have attended nine of the last ten such conferences and have co-edited one of its proceedings volumes, *Optimal Play*.

Why have I kept coming back to these conferences after more than 25 years? There are several good reasons. One is that they bring together people that one might not otherwise meet. In my case, I met Edward O. Thorp, author of *Beat the Dealer*, at the 5th conference (1981); J. Laurie Snell (1925--2011), who solved the game of baccarat chemin de fer, at the 6th conference (1984);

Thomas Cover (1938--2012), well known for his universal portfolio, at the 7th conference (1987); Jerome H. Klotz (1934--2006), a former statistics professor of mine, at the 9th conference (1994); Robert C. Hannum, coauthor of *Practical Casino Math*, at the 10th conference (1997); and James Grosjean, author of *Beyond Counting*, at the 12th conference (2003), just to name a few of the mathematically inclined attendees.

At all of the more recent conferences, there has been a reception for authors promoting their recently published books. It was at such a reception at the 12th conference (2003) that I resolved that a book on probability and gambling at the level of Richard A. Epstein's classic *The Theory of Gambling and Statistical Logic* needed to be written for the present generation. I was confident that a 400-page book could be ready in three years, in time for the next conference. Seven years later, my monograph/textbook *The Doctrine of Chances: Probabilistic Aspects of Gambling*, at over 800 pages, was published. The book was an attempt to document the state of the art of the subject as of 2010, restricted only by the constraint that it be presentable at the undergraduate level (i.e., that it not be too technical).

At the 5th conference in 1981, I met Peter A. Griffin (1937--1998) and at the 6th in 1984, I met Russell T. Barnhart (1926--2003). I kept in touch with Griffin, author of *The Theory of Blackjack*, and Barnhart, one of the few historians in the world whose focus was the history of gambling, until their deaths, and I dedicated my book to their memories as a way of acknowledging the major influence they had on it.

Another reason to attend the conferences is to learn of new research. Many of the papers presented at the conferences, and particularly many of the ones published in

the proceedings volumes *Finding the Edge: Mathematical Analysis of Casino Games* and *Optimal Play: Mathematical Studies of Games and Gambling*, both co-edited by Bill Eadington, were cited in my book. These include 10 articles in *Finding the Edge*, perhaps the most influential of which (for me) was Donald E. Catlin's "Using overall expected return per dollar risked to determine strategy decisions in gambling games," and 16 articles in *Optimal Play*, perhaps the most important of which (for my book) was Chris and Tom Ferguson's "The endgame in poker," a game-theoretic study of poker. In particular, nearly half of the articles in these two volumes were deemed significant enough to be cited in a basic textbook on the subject.

The more important point is that new mathematical research is being done on the topic of gambling, and the subject is evolving. I can also acknowledge that, at least a few times, when the call for papers arrived from Bill Eadington, I started thinking about what I could speak on and went on to write a research paper that might not have been written were it not for that motivation. My work on Oscar's system ("Analysis of a gambling system" in *Finding the Edge*) is an example of that.

Another reason to attend the conferences, albeit a less important one, is that they are entertaining. At what mathematics conference could one hear a presentation by Bishop Arnold Snyder of the First Church of Blackjack? Or a mathematical talk by Peter A. Griffin done entirely in his best Dr. Strangelove imitation?

Finally, in the volume *Optimal Play*, one of the papers, Richard A. Epstein's "Parrondo's principle: An overview," first introduced me to this intriguing topic, which has been the focus of my research for the past four years. In summary, I can say categorically that Bill Eadington's International Conferences on Gambling and Risk Taking have played an important role in my own career and, more importantly, in the continued development of mathematical research on gambling. Of course, my field is only one of numerous subject areas addressed by the conferences, so one can only speculate on the number of gambling scholars who owe a debt of gratitude to Bill Eadington for his foresight in initiating this conference series in 1974 and his career-long efforts on its behalf.

Stewart N. Ethier, Ph.D.
Department of Mathematics, University of Utah

I joined my company and was introduced to the business of casino gambling as a wet-behind-the-ears, still-in-grad-school Public Affairs Analyst in 1992. To suggest that my learning curve was steep is to say that Mount Kilimanjaro is a bit of a climb. I didn't know my EBITDA from my pro forma or my 10-K from my 8-Q, and to me, a million dollars was the same as ten million was the same as one hundred million. Despite some fluency in the social sciences, I was definitely a work-in-progress.

Truth be told, so was my company when it came to understanding the implications of the nascent expansion of casino gambling around the country. We'd been in business more than fifty years, and we were the first major casino company to recognize that there might be a business opportunity in Joe and Jane Sixpack's newfound receptivity to our industry – yet we didn't have much of a clue about the dynamics of casino legalization nor what casinos meant, and didn't mean, to their host communities and economies.

Which I suppose was a good thing, because understanding those dynamics and impacts was what I was hired to do. By 1992, our market research department had assembled a library of books and scholarly journals addressing these issues. When I say "library," I mean two full bookshelves and maybe half of another shelf in an alcove next to the copy machine.

It was difficult to find a volume or an edition without coming across, time and time again, the name of William R. Eadington. It didn't matter where you looked. Economics, psychology, sociology, history, political science, public administration, fiscal policy, market analysis, you name it: if any aspect of commercial gaming had been studied, it had been studied by Bill Eadington.

My experience in the library foreshadowed my experiences in assorted cubicles, corner offices, and executive suites around the building during my first few weeks on the job. Conversations tended to be structured as follows: wet-behind-the-ears Public Affairs Analyst walks into someone's office; asks a seasoned industry professional about this, that, or the other thing; the seasoned industry professional waxes eloquent for a couple of minutes; the wet-behind-the-ears Public Affairs Analyst asks a follow-up question, or for more details; and the seasoned industry professional scratches his chin, sighs, shakes his head, and says, "Well, I really don't know. You should talk to Bill Eadington. He would probably know."

And he always did.

That was twenty years ago. When his CV was still the size of something you wouldn't mind terribly carrying around in your briefcase. Now, would you copy it to a thumb drive, please?

Bill Eadington has built, and continues to build, the foundation for rational, dispassionate public policies affecting virtually every aspect of the commercial gaming industry around the globe. He has shed supernovas of light on debates that, absent his influence, were generating only heat. He has been a model of grace, thoughtfulness, and erudition. The levels of legitimacy and acceptance that

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the industry has reached, and beyond which the industry yet aspires, would not be imaginable without Bill's influence. And yes, without his occasional prodding and well-placed criticism.

The delight I take in Bill's scholarship extends far beyond its proven ability to make it easier for me to do my job. It's much more fundamental, and much more personal. It's akin to the free and easy exchange of thoughts and ideas between close friends. The freedom to provide honest feedback, and the receptivity to the same. The challenging, and the being challenged.

It's obvious from his conferences, his executive development program, his go-to status among journalists and policy-makers, his weighty CV, and his quadruple-platinum frequent flier status that Bill has inspired and guided a generation of researchers, policy makers, and industry professionals worldwide. I am pleased to be counted among them, owe him a great debt of gratitude, and so very fortunate to be his friend.

Dean Hestermann
Director, Issues Management and Strategic Communications
Caesars Entertainment

The International Conference on Gambling and Risk Taking (ICGRT) and Dr. Bill Eadington have become synonymous, representing innovation, creativity, and excellence. In the great swirl of gaming and gambling related conferences that now span the globe, the ICGRT stands apart as the one gathering that unites us all. The event always brings the latest and greatest developments to the podium, and attracts both the early pioneers and the next generation of thinkers – as well as everyone in between. On a personal level, the conference has always been my favorite networking event, largely due to the diversity of the participants and of course the cutting edge information they possess.

I suppose I could be considered a relative “old timer” in the gaming industry with 19 years of service, 12 of those in the responsible gambling field. Throughout that experience, Dr. Bill Eadington has become one of my most trusted sages when seeking answers to almost anything gambling related. He can inform you of the latest developments on gambling in Siberia (and no, that’s not a euphemism), he knows who served as the most prominent architect of the responsible gaming programs in South Africa, and he will generously provide you with the best governmental resources in Singapore. In sum, his brain (and his conference) can provide you with almost anything you might want to know about a jurisdiction’s relationship with legalized gambling. Indeed, Bill is the “go-to guy” and the ICGRT is the “go-to conference” when it comes to gaming on a global scale.

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To speak to my own work for a moment, Bill’s pragmatic approach to responsible gaming has led to many animated discussions between him and me over the role of the gaming machine manufacturer in designing a “safer” product. I don’t think we ever fully agree on the subject, but I love our exchanges, and I always learn something new. As with any great professor, Bill thinks “out of the box” – and his critical, questioning approach to gaming and to life is one of the reasons that I believe the ICGRT is such a resounding success.

I observed these skills much more closely when I had the privilege of serving with Bill on the Board of Directors of the National Council on Problem Gambling (NCPG). In this setting, Bill’s leadership abilities really shone, and when the NCPG adopted a new strategic plan to entirely reshape the organization’s structure, I quickly nominated Bill to be our first President of the new era – as I was certain there was no one more able to guide the Council through these uncharted waters. Of course he was elected unanimously, and he did not disappoint. Today the NCPG is bigger and better than ever, in great part due to Bill’s dedicated efforts. And it is no coincidence that this same leadership shepherded the ICGRT to its current status, as the most important conference of its kind in the world.

As we engage in the brave new world of interactive and social gaming, I look forward to the 15th International Conference on Gambling and Risk Taking, and its perspectives from the best and brightest. This event mirrors the ever curious and engaging mind of Dr. Bill Eadington. He is brilliant, articulate, engaging and one of the hardest working people I have ever met. I cannot wait to hear his thoughts on how the new forms of gambling

will impact our industry, our society, our economies, and our ever evolving global gaming culture.

Connie Jones
Director of Responsible Gaming
IGT

It was through my good friend Andrew MacDonald that I got introduced to Bill Eadington, who promptly invited me to submit an abstract for the 12th International Conference on Gambling and Risk Taking to be held in Vancouver in 2003. Up until then, I had known Professor Eadington by reputation only. At first, I thought, “Why should I submit a paper to this conference? For sure, all participants will be talking about the ills associated with gambling and how to rid ourselves of this plague!” Let me clarify... While I have always believed that problem and responsible gambling constitute important research areas, my interests at that time were squarely aligned with casino marketing and with the mathematics underlying various casino games. Now, a decade later, I am actively involved in studying problem and pathological gambling. But I digress.

For gambling buffs like me, the Gambling and Risk Taking Conference has always offered a smorgasbord of juicy ideas laid out with logic and flair, open to discussion and dissection, always on the cutting edge of gambling research. You can never tell what friendly faces you will encounter at the conference lunches or what lifelong associations you will make, or what directions your own research might take after your ideas are vetted and guided by luminaries at the Conference.

For sure, there was a lot of erudite discussion on problem gambling at the Vancouver Conference, but I also got to meet industry giants and practitioners like Phil Satre, Chairman of the Board of Harrah’s Entertainment, and Olaf Vancura, Bob Hannum and Hal Marcus, all gifted mathematicians whose work and ability I greatly admired. Based on Bob Hannum’s presentation, he and I subsequently co-authored a paper on the mathematics and management of dead chip programs.

The best outcome from this Conference for me was to get to know Bill Eadington personally, a relationship that I have treasured for over a decade. What Bill has done for the gaming industry from all perspectives is truly prodigious, and the First National (later International) Conference on Gambling and Risk Taking in 1974 was but one, albeit very important facet of his enormous contribution.

Ralph Waldo Emerson once said, “An institution is the lengthened shadow of one man.” Nowhere is this truer than in the institution of the Gambling and Risk Taking Conference and Bill Eadington. The Conference is without exception a star-studded gathering of distinguished scholars investigating the multifaceted phenomenon of gambling from diverse yet equally powerful lenses—public policy, addiction, treatment, social impact, business prospects, underlying mathematics, etiology, and economic development—to name but a few. Bill is one academic who has

conducted high quality research in most, if not all areas associated with gambling. Several papers incubated at the past fourteen conferences have since metamorphosed as landmark articles in respected journals or as highly cited pieces in books that Bill Eadington and Judy Cornelius subsequently edited.

For gambling buffs like me, the Gambling and Risk Taking Conference has always offered a smorgasbord of juicy ideas laid out with logic and flair, open to discussion and dissection, always on the cutting edge of gambling research. You can never tell what friendly faces you will encounter at the conference lunches or what lifelong associations you will make, or what directions your own research might take after your ideas are vetted and guided by luminaries at the Conference. This is one conference that invariably

offers a never-ending array of surprises.

To me, what creates the magic and the stimulation of the Gambling and Risk Taking Conference is the enormous enthusiasm of Bill Eadington. Having seen him in action—create and perform different roles—is to see unbounded enthusiasm in motion. Be it the Gambling and Risk Taking Conference or the Executive Development Program for Senior Gaming Executives, Bill contributes wholeheartedly, pouring his passion and his enthusiasm to create a heady cocktail of knowledge potent enough to satisfy that contagious thirst for curiosity. To return to Emerson and to paraphrase him, Bill's enthusiasm is the leaping lightning, not to be measured by the horse-power of understanding.

I, like most of my fellow scholars, look forward to the 2013 International Conference on Gambling and Risk Taking. And thank you, Bill, for making it all happen.

Sudhir H. Kale, Ph.D.
Professor of Marketing
Co-Director of the Globalisation and Development Centre
Bond University

In a sense, Bill helped form what sociologists call an invisible college (Crane, 1972). The concept of invisible college implies communication among scholars about a specific area of interest. As a result of this college, knowledge is disseminated, grows, and is improved.

In 1984, I was introduced to the National Conference on Gambling and Risk Taking in Atlantic City. This was the sixth conference Bill Eadington organized. Prior to that time, conference papers and a few people from the National Council on Compulsive Gambling (now called the National Council on Problem Gambling) who had attended meetings were my introduction to the conferences on gambling and risk taking. As a result of attending the conference, I got to meet researchers I had read about as well as avid advocates for gambling, adamant foes of gambling, and others who had systems they were convinced would make them rich. Ironically, one of these people appeared at a Gamblers Anonymous meeting several years later where I attended as a guest.

That first meeting was a blur, with many new people and names. Bill Eadington, the conference organizer, stood out head above the rest. His grasp on the big picture of what was about to become an explosion was insightful; his knowledge of the gambling industry encyclopedic. He was predicting widespread casino gambling at a time when only Nevada and New Jersey were on the map. There were no riverboats, no Colorado mining town casinos, and no Indian Gaming Regulatory Act in the US. No Canadian provinces had casinos; and terms like “virtual reel gaming technology” and “Internet gaming” were not yet born.

At that time, virtually everything written about gambling by academics, including unpublished doctoral dissertations, could be read in a few months. The meetings became a source of information about gambling in other countries and theoretical approaches taken to gambling. Bill Eadington’s ability to gather intellectuals from around the world was impressive. In a sense, Bill helped form what sociologists call an *invisible college* (Crane, 1972). The concept of invisible college implies communication

among scholars about a specific area of interest. As a result of this college, knowledge is disseminated, grows, and is improved. Ironically, things like academic journals help form such colleges, yet there was no broadly focused journal that would represent this one.

Perhaps the major insight I had at the Atlantic City conference was that there were many unpublished papers that deserved the light of day. In a real sense, that conference was an inspiration for the formation of the *Journal of Gambling Behavior* (later changed to the *Journal of Gambling Studies*). People from that conference and others to follow became reviewers and authors for that journal. The formation of this journal helped the invisible college coalesce. Many articles that were first presented at the International Conference on Gambling and Risk Taking have been published in the *Journal of Gambling Studies* as well as other journals.

The conferences produced intellectual stimulation as new ideas and methods were introduced and old ideas and methods were challenged. Often this led to intellectual debates. At other times, the sessions led to collaboration on different projects where people from different countries and disciplines met and began international studies that would not have been possible without the conference. These collaborative efforts were sometimes presented at the next international conference, thus enriching the field.

The conferences are a delight. After having attended several of the conferences (they became the International Conference on Gambling and Risk Taking), attendees look forward to seeing people from previous conferences and renewing friendships.

Some of the people who have presented at previous conferences have passed on. Robert Custer, Julian Taber, Rena Nora, Durand Jacobs and Michael Walker are some of those who enriched the conferences and continue to influence the invisible college. Now there are new faces; people who will wonder how this field began. It is a tribute to Bill that this invisible college will have newcomers to whom the torch is being passed. Bill Eadington, as president and founder of that college, deserves special recognition for his service to the field.

Henry R. Lesieur, Ph.D., Psy.D.
Pawtucket, Rhode Island

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The 10th International Conference on Gaming and Risk Taking, held in Montreal in 1997, made an indelible impression upon my professional development. In the late 1990s, I was a clinical psychology graduate student at the University of Nevada Reno struggling to find a dissertation topic. I focused my efforts on better understanding a clinical population that I found intriguing; problem gamblers. My faculty advisor was not a problem gambling specialist, nor were there any faculty in the Psychology Department with particular interest in problem gambling, so I was referred to Dr. Bill Eadington, a Professor in the School of Business and Director of the Institute for the Study of Gambling & Commercial Gaming. At the time, I thought the suggestion to ask an economics professor to mentor me on the topic of problem gambling was ludicrous; as it turned out, this suggestion was a precious gift.

The wise professor used our discipline difference as a teaching asset. Couched as a means to better understand my worldview, Professor Eadington asked me to write a paper explaining my conceptualization of problem gambling.

At the suggestion of Dr. Eadington, I attended my first gambling conference and presented this theoretical paper exploring experiential avoidance as a functional process of problem gambling. I was in awe of this conference. Not only was there a depth and

breadth of topics and expertise, but it was lively and fun. Like Dr. Eadington, the conference attendees were collegial and extraordinarily supportive of students. I recall Roger Horbay walking up to me after my talk and referring to me a genius; 15 years and dozens of presentations later, I have not re-experienced post-talk accolades of this magnitude.

I have attended every International Conference on Gambling and Risk Taking since my first and have never been disappointed. In addition to being a conference participant, I had the opportunity to briefly work alongside Bill Eadington and Judy Cornelius with conference organizing and editing conference proceedings. From this perspective, I came to appreciate all the hard work, talent, and commitment it takes to successfully organize a world-class conference. Bill and Judy's conference, as affectionately referred to by veterans in the field, has rightly earned itself an excellent reputation. As the venerable conference host, Dr. Eadington is in

his element whether at the podium or gliding between colleagues during networking breaks. In the background, Judy Cornelius would masterfully orchestrate conference logistics.

I view Bill and Judy's conference as the premier research conference on gambling, and I leave each conference with a wealth of new information. The conference offers opportunities to explore ideas and empirical findings from a variety of academic disciplines including mathematics, law, economics, hospitality, gaming technology, public policy, psychology, sociology, and business. It is an event marked with discoveries and connections.

I am eagerly looking forward to the 15th International Conference on Gaming and Risk Taking in Las Vegas. A forerunner of this conference helped launch my career and I consider my participation with these conferences a vital part of my ongoing professional

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development. It is here where friends and colleagues meet, collaborations form, knowledge is shared and expanded, and the ideals, legacies, and individuals that embody the International Conference on Gaming and Risk Taking are celebrated.

Jeffrey J. Marotta, Ph.D.
Problem Gambling Solutions, Inc.

I welcome this opportunity to provide a testimonial to honor Bill Eadington and the conferences organized by the Institute for the Study of Gambling and Risk Taking (ISCGC). My first contact with Bill occurred in the early 1980s, when I was contemplating enrollment in a Ph.D. At the time, although gambling was widely recognized as an essential feature of Australia's popular culture, there had been very little academic research on the topic. What research did exist had focused on the psychology of problem gambling and a few rigorous, but somewhat romanticized, histories. But I wanted to analyze the dramatic shifts in Australian gambling policy, which were occurring at the time (the legalization of casinos and gaming machines in clubs and hotels, privatization of government-owned gambling enterprises). Given the scarcity of academic resources, however, my supervisors were disinclined to approve my chosen thesis topic. Then quite by accident I stumbled across a journal reference to W.E. Eadington; the title of his article seemed to be very close to my own interests. So I wrote a letter (it was long before emails and the internet) – not really expecting a reply.

But Bill did reply – and more. His letter was accompanied by copies of several journal articles and the most recent ISCGC conference proceedings. Bill's warm letter of encouragement convinced my supervisors that examination of public policy on Australian gambling was a worthwhile thesis topic after all. Years later, I was honored when Bill accepted the invitation to examine my thesis.

Since then, Bill has continued to support and encourage many Australian gambling researchers. His own research and analysis is highly regarded in the international research community. Perhaps just as significant as his academic citations is the number of times Bill has been invited to be the keynote speaker at conferences around the world. For example, during the 1980-90s, the formative years of gambling research and policy development in Australia and New Zealand, he was invited to several academic and industry conferences. More recently, Bill has turned his attention to Asian countries where he continues to offer similar leadership and guidance.

Under Bill's leadership, the ISCGC rapidly became an international resource. During the 1980s, when several countries were confronting the potential for gambling development, the Institute acquired significant national and international standing as a key centre for the dissemination of gambling research. It achieved this through successfully producing regular conferences on gambling, which have received critical acclaim from industry

representatives, academics, counselors and social welfare specialists. When researchers have needed information about gambling policy in North America, the ISCGC continues to be their first port of call.

For many researchers from Australia and New Zealand, the Institute's conferences have helped overcome the 'tyranny of distance' that can result in unhelpful parochialism. They also

For many researchers from Australia and New Zealand, the Institute's conferences have helped overcome the 'tyranny of distance' that can result in unhelpful parochialism. They also have exposed researchers to a range of new disciplinary perspectives as well as a network of industry, legal and public policy representatives. The conferences have a unique capacity to stimulate and facilitate international, multi-disciplinary discourse on a broad range of topics related to gambling.

have exposed researchers to a range of new disciplinary perspectives as well as a network of industry, legal and public policy representatives. The conferences have a unique capacity to stimulate and facilitate international, multi-disciplinary discourse on a broad range of topics related to gambling, and continues to make an important contribution to transnational research and analysis. The pivotal role that the ISCGC has played in fostering research excellence and bringing together analysts from variety of disciplines has established its global reputation for research and scholarship on a wide-variety of gambling public policy issues.

In conclusion, I consider it a privilege to know Bill Eadington and wish to reaffirm my enthusiastic appreciation of Bill's support over several decades. While we often have arrived at different conclusions on research and policy, Bill always expresses his views with respect and good humor. More generally, gambling research and analysis are extremely well served by the successes and international reputation enjoyed by the ISCGC and the positive relationships that the Institute has successfully forged around the globe.

Jan McMillen, Ph.D.

Former Director, Australian Institute for Gambling Research (AIGR)
University of Western Sydney
Former Director, Centre for Gambling Research
Australian National University (ANU)

So, just how is it one describes the eminent and distinguished Dr. Bill Eadington – admired academic; acclaimed author; accomplished, astute, adroit, brilliant, champion, discerning, expert, engaged and enlightened, a veritable icon? The answer, quite simply, is “yes.”

From the time Bill developed the Institute for the Study of Gambling and Commercial Gaming in 1989 and for 15 years before, when in 1974, he organized the International Conference on Gambling and Risk Taking, Bill has been the go-to guy for the media and anyone else interested in the past, present or future economic perspectives of the commercial gaming industry.

The International Conference has not only been truly “International,” having heard research from New Zealand, Australia, South Africa, United Kingdom, Finland, Germany, the Netherlands and many other locations in Europe, Peking and other parts of the Pacific Rim, but has also been host to among the most esteemed and celebrated personages in the problem gambling field. The list of presenters is, at once, legion and legendary and includes Drs. Robert Ladouceur and Jeff Derevensky of Canada, Dr. Alex Blaszczynski of Australia; Dr. Gerhard Meyer of Germany and our country’s Drs. Rachel Volberg, Durand Jacobs, Henry Lesieur, Howard Shaffer, and Mr. I Nelson

Rose, to name just a few. Many trend setting and field shaping ideas have had their seminal consideration at this Conference and persons from the gaming industry have included unrivalled leaders in responsible gaming, like Phil Satre and Gary Loveman. The legacy of those no longer with us also lingers with the memories of the late Drs. Rena Nora and Julian Taber. And, as if that were not sufficient, many persons prominent in the field today received their career enhancing inaugural exposure at The International Conference, including the editor of this volume, Dr. Bo Bernhard. Dr. Bill Eadington is so closely identified with this meeting that it is often referred to simply as “Bill’s Conference.” Only held triennially, some say that it is so good it takes three years to get ready for it!

My acquaintance with and appreciation for Bill came at an entirely different level, however. Whereas it is true that responsible gaming and problem gambling have an economic facet, there is much, much more to it than that.

I came really to know Bill when he was President of the National Council on Problem Gambling. I served as his Vice President and was at once inspired and moved by his commitment and leadership. But most of all I was touched by what I saw to be compassion and a real heart for problem gamblers and their families. Bill neither ignored, violated nor circumvented Council policy, he was much too organized and efficient a leader for that, but he brought a fresh new perspective, a contemporary and energetic motivation to help those folks who had a problem with gambling, which was both timely and efficacious. It even included serious initiatives to bring about awareness and legislation at the federal level, recognizing problem gambling as a major public health problem. Much has been accomplished since, as a result of his direction and inspiration.

Dr. Bill Eadington is so closely identified with this meeting that it is often referred to simply as “Bill’s Conference.” Only held triennially, some say that it is so good it takes three years to get ready for it!

In the fashion of a true champion of his field, Dr. Eadington continues to work with other agencies both within and without the University of Nevada System, for the good of others by co-developing programs and establishing new ones. He is, truly, our icon and our champion.

Reece Middleton, MA, LAC, CCGC
Executive Director
Louisiana Association on Compulsive Gambling

Conferences are a learning experience. Some events are instructive in a negative way and succeed in showing how not to do things. The best meetings, in turn, are logistically smooth and socially rewarding. They produce inspiring contacts, fresh thinking, and collaborative projects. One sign of success is popularity: year after year, high quality attracts a sizeable crowd, which is a mixture of new faces and those who would not want to miss the event under any circumstances. Together they create a dynamic buzz. A sign of success for the individual attendee is the odd combination of happy brains and terrible sleep deficit once it is all over.

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For me, the conference series on Gambling and Risk-Taking has been a thoroughly positive learning experience. Over the years the organizers have set a high standard for conference logistics, venue choice, program design, and intellectual and social endeavors. The series has therefore continued to stand out as an example to follow among the expanding selection of gambling conferences. When organizing seminars of various sorts I, too, have resorted back to previous programs of “the Eadington conference” to look for ideas for session design and scheduling.

My first encounter with the conference series happened about fifteen years ago, when I was generating an interest in gambling studies. The conference in 2000 gave a good overview of the field. The emphasis in the era of worldwide industry expansion, technological change, and regulatory challenges was on regional business and legal development, impact studies, and problem gambling. But there was space for other topics, too. A session about gambling math left me mesmerized. I learned about particular jurisdictions, and was delighted to find a presentation or two about history, morality, and philosophy. A session about teaching, and case studies about gambling, urban development, and tourism were most instructive. The atmosphere was relaxed and welcoming to new participants. And I liked the way the scene broke conventional boundaries of professional monocultures by bringing together academics, regulators, industry experts, and treatment specialists.

The little that there was in the early 2000s for a cultural studies person was, in retrospect, worth a fortune. A handful of similarly oriented colleagues from history, sociology, and anthropology kept good company to a geographer whose interests seemed to be similarly off the mainstream map. But we got reasonably sized audiences for our talks and tough questions from prominent colleagues. The tone was curious, intellectually challenging – and sincerely encouraging. We learned that in this venue novelty and well-defended arguments were generally welcome.

It was this open-mindedness and genuine interest in a variety of ideas that turned me – and those culture- and history-oriented colleagues – from newcomers to those who would not want to miss this particular conference under any circumstances. The experience was also critical in convincing me that the social-scientific and cultural study of gambling

was the way forward. That people were willing to interact beyond their usual scope was stimulating and there were opportunities for interdisciplinary and international collaboration.

Diversity, open-mindedness and encouragement represent dynamic continuity in this conference series. This continuity has fostered and sustained change by welcoming new scholars and new topics. One trend that has stood out over the past decade is the growing interest in the social-scientific and cultural study of gambling and, especially, the expanding attention to gambling in ordinary people's daily life. What in 2000 was a handful of scholars is now a sizeable group that in 2009 at Lake Tahoe filled several sessions. Another trend is the expansion of diversity to include more women, ethnic minorities, and academic subdisciplines. And it is all increasingly international and interactive, as former newcomers introduce their students to this venue.

Continuity is comfort, but it stays interesting because of its capacity to sustain change. That there are things one can count on, and something new to learn each time, is a solidly built platform for this conference series to stay successful.

Pauliina Raento, Ph.D.
Research Director, The Finnish Foundation for Gaming Research
Professor of Human Geography, University of Helsinki

My “conference story” begins in 1981, when I joined the Jellinek organization. Jellinek is the largest institute specializing in addiction in the Netherlands, with particular focus on alcohol, illicit drugs, medicine, tobacco, and gambling. In 1988, we established a pioneering training project for the slot machine hall industry, which had become aware of the need to do something about the problem gambling issue. Because of this background, some people would call me a veteran in the area of responsible gaming – and some of these people are particularly good at making one feel particularly old.

From the beginning, I wanted to travel. And when I received this brochure with beautiful pictures of Lake Tahoe, boasting a major academic gambling conference, I knew what I wanted. The only problem was financial: for me, the trip would cost a fortune. I somehow managed to convince my boss at Jellinek that he should send me there, given the growing importance of an international field. And so I did, taking a plane to San Francisco, renting a car, and then taking the leisurely drive to Lake Tahoe on an early Saturday afternoon.

This was the first time that I met Bill Eadington. And of course, there was also Judy Cornelius alongside Bill, ably organizing the events with a smile. I enjoyed the experience immensely, and best of all: I learned a lot.

I continued to serve as one of Bill’s eager students. One of my proudest achievements to this day is that I was a member of the very first class of the University of Nevada, Reno’s Executive Development Program, in 1991. Even better, a couple of years later I was given the opportunity to play a different role, and took part in the faculty of the EDP.

Bill and I have been in close contact ever since, as our European Association for the Study of Gambling (EASG) conference has become the European equivalent of his effort. At the time, we divided the world in three parts, so that we would have no competition between our academic conferences – with each conference held every three years. Thankfully, this also meant that during all of those years I never missed one of Bill and Judy’s conferences, and Bill was always present at ours in Europe.

In mid-September of 2012, we hosted the 9th European Conference in Europe, and for the very first time Bill was not present. The void was palpable, as it has always been a must for us to have him in the program. The reasons are known to all who have heard Bill present: such a tremendous amount of knowledge, such a uniquely interesting way of presenting this knowledge, a gift for always bringing light to the darkness.

Since then, I have taken on many other international duties in this growing field -- but still not nearly as many as Bill has. I still learn from my EDP professor, who has contributed so much to a very beautiful, interesting part of my working life.

Pieter Remmers
Assissa Consultancy Europe

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I am not sure who first described the International Conference on Gambling and Risk Taking as a “five ring circus,” but this has always seemed the most appropriate description. However, the more formal (but unofficial) name participants have always used in referring to the conference captures it too: “Eadington’s Conference.” It was Bill’s experiment, after all, his gift, to put all of us - casino operators, card counters, compulsive gamblers and those who treat compulsive gamblers, researchers and academics, gamblers and those in recovery, students of gambling, and those opposed to all gambling - under the same tent. His intention was for us to listen and learn from one another.

From such proximity came some of our earliest attempts at collaboration. It also provided this neophyte with some memorable experiences. One of the highlights of those early conferences was an instructional session on how to cheat at cards; I recall that it featured an FBI agent, a magician, and an actual card cheat. I also remember hearing Ed Thorpe’s presentation, then seeing the author of “Beat the Dealer” in the casino, standing in front of the wheel of fortune; he was writing down the outcome of each spin, while I watched, and wondered what the heck he was doing. I also remember a wild dinner with Ken Uston; my first meeting with Sue Fisher, Iain Brown, and Bob Custer; the wonderful hospitality of Gordon and Jess Moody.

The conference provided many opportunities to meet informally, and friendships started then have been extremely important. The conference was held in cities that were destination gambling venues, but it wasn’t until 1990, when it was held in London, that it became truly international.

I presented my first gambling paper at the 1984 conference. It was in Atlantic City, at the first of the conferences to be held outside of Nevada. Other presenters that year included Alex Blaszczynski, Iain Brown, Bob Custer, Susan Darvas, Joanna Franklyn, Mary Heineman, Dewey Jacobs, Henry Lesieur, Chuck Maurer, and Marvin Steinberg. I can be reasonably certain about that, not because my memory is so terrific, but because the proceedings were published, as I believe they have been for each conference going back to the very first one in 1974.

The history of the conference is the history of our field, and as the number of gambling conferences has proliferated, and our ring of researchers and clinicians has grown larger, the significance of Eadington’s conference becomes more apparent. It was the first, and the biggest, and the most exciting; the only one that can somewhat accurately be compared to a circus.

Richard J. Rosenthal, MD
Clinical Professor of Psychiatry and Co-Director, UCLA Gambling Studies Program
Semel Institute for Neuroscience and Human Behavior
University of California, Los Angeles

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The International Conference on Risk Taking and Gambling is a powerful moniker. It just resounds of importance, status, and prestige. I was very much of the opinion that the target market for such a lofty event was certainly not a graduate student whose main association with both risk taking and gambling was explained by a need to deal blackjack and dice during the late night to finance his college education. No, something with a title like this was designed for the very smart, the very special, and the very select. Or so I thought.

I met Bill Eadington in 1969. I was 18 years of age and a sophomore at the University of Nevada, Reno. I took the first class he ever taught at UNR, a class on statistics. I found the man most interesting, and took many more classes from him over the next few years. So many, in fact, that when I looked at my transcripts I opted to major in economics because I had taken so many of his classes that this was the path of least resistance to graduation.

It was also the case that as I was dealing at Harrah's Club in Reno on the 9:00 PM to 5:00 AM shift that I would see Dr. Eadington occasionally wandering through the casino, looking about, and when I would spot him he would either give me a wave, or if the game was dead, he would come over and visit. He always had lots of questions, and no sooner would I answer one that he would come with another.

It was somewhat surreal, I suspect, to have my professor come up to my game and start peppering me with questions. The man was certainly curious, and certainly curious about all things gambling.

I doubt that I could properly record my amazement when this man came to me and told me about the Conference, and then said he would like me to write and present a paper for it, and if I couldn't write a paper, I could at least come, and possibly referee a panel. He also told me that I didn't need to worry about the money, just get there, he suggested. To say the least, I was astounded. I mean, after all, I was a graduate student and a casino dealer, and at the time both roles seemed rather low on the importance scale of things in the world. Yet here was this man that wanted me to be there. He made me feel important, he made me feel that I mattered; he made me feel that I had something to contribute.

Well, since meeting Bill Eadington in 1969, I have been to a number of the Conferences, and I even pay my own way now. I have presented papers, sat on panels, refereed panels, and done whatever else I could do to contribute. At every Conference I have attended I have noticed something, and that is a student or two who was participating in one way or another, and I would smile

because I knew how they got there. And not only were there a few of Bill's students hanging around, but there were other types as well. They may be professional gamblers, they may be advantage players, they may be people that worked in casinos, or they may even be people who had or were suffering the ravages of problem or pathological gambling. They, like me, were made to feel important, as if they had something to contribute, and they were made to feel this way by Bill Eadington.

There are certain institutions in life that are difficult to separate from the personalities

... the Conference has a personality, and this too was given to it by Professor Eadington. This personality is one of inclusion, not exclusion. This is a personality that suggests that when the story of gambling is told, it will be told by a diverse and complex tapestry of people from a wide variety of vantage points.

behind them, an example being the Model A and the personality of Henry Ford. So too it is with the International Conference on Risk Taking and Gambling and the name William Eadington. This is Bill's baby, and it was born and nurtured through his efforts. More importantly, the Conference has a personality, and this too was given to it by Professor Eadington. This personality is one of inclusion, not exclusion. This is a personality that suggests that when the story of gambling is told, it will be told by a diverse and complex tapestry of people from a wide variety of vantage points... even lowly graduate students who deal cards and dice during the night to finance their education.

Richard Schuetz
Commissioner
California Gambling Control Commission

... the ICGRT is, in many ways, the bedrock of the contemporary gambling/gaming studies scene, and really the single indispensable outlet for presentation that anyone studying gambling, regardless of discipline, needs.

The International Conference on Gambling and Risk-Taking and I go back a long way—for me, at least. For the conference, I'm still a relative newcomer. That's not surprising, since the ICGRT is, in many ways, the bedrock of the contemporary gambling/gaming studies scene, and really the single indispensable outlet for presentation that anyone studying gambling, regardless of discipline, needs.

My introduction to the ICGRT came in early 1997; I was in that curious phase of graduate school (U.S. History, UCLA) in between completing most of my required coursework and starting my dissertation in earnest. I had a hunch that I wanted to write about casinos' history and had already started preliminary research.

That semester, I was in a seminar taught by Professor Eric Monkkonen, an eminent urban historian. He issued a challenge to the class: if we could get our paper published in an academic journal or make a presentation at a conference, we would get an automatic A for the class. In grad school, where grades usually run the gamut from A to A- and GPA's almost entirely irrelevant, that's not much of an incentive, but the challenge itself piqued my interest. I don't know exactly how I found out about the ICGRT, which was held in Montreal that year, but remember how excited I was when I told Dr. Monkkonen that I'd be presenting a paper there—and how excited he was for me.

This was my first academic conference, and it was a great introduction: I met many scholars there who have since become mentors, colleagues, and friends. Bill Eadington, naturally, is at the top of that list: I recall approaching him a bit awestruck, still not quite believing that the colossus who stood astride most of the writing about gambling that I'd read over the previous months was standing in front of me with a friendly smile. Seeing the work that Bill and a legion of other scholars presented at the conference proved to me that I wasn't so off-base in writing a dissertation about the development of casinos in Las Vegas (in Westwood, this was not the most obvious or the most universally applauded choice).

By the time the next conference had rolled around (at the MGM Grand, 2000), I had gotten my Ph.D. (Dr. Monkkonen became my committee chair) and was working in the surveillance department of an Atlantic City casino – not the typical post-doc, but this isn't a typical field. I somehow convinced my director to sign off on my attending the conference, and while I was in Las Vegas I found out that UNLV had a vacancy for a job that I started a few months later.

Without the conference, I still would have had a career, but it would have been much, much different. I wouldn't have dreamed of making gambling my primary academic focus, and I certainly wouldn't have been able to accomplish much at the Center for Gaming Research without the solid foundation laid by Bill at UNR's Institute for the Study of Gambling and Commercial Gaming. So to say I feel a profound personal gratitude to both Bill and the conference is an understatement. By the same token, it's difficult to overstate the importance of the conference and Bill to the academic study of gambling: both have done so much to build it over the past forty years that it's difficult to even attempt to quantify their impact.

I won't try to do that, then, but I will say that I'm proud to be one of the many scholars who has had the honor of taking part in the conference, and that Bill continues to inspire me just as much as when I was a graduate student.

David G. Schwartz, Ph.D.
Director, Center for Gaming Research
University of Nevada, Las Vegas

I have known Bill Eadington for about thirty years. His scholarly work and teaching activities first came to my attention because, unlike much of the emotional scholarship that sheds more heat than light, Bill's work was considerate, honest, and very smart. It should be no surprise then to learn that the man behind the scholarship provided the guidance for educational activities that also have been thoughtful, collegial, supportive, and collaborative. Bill's contributions to the field are many; it is difficult to work in the area of gambling studies and be unaware of Bill's considerable contributions. What might not be as well-known, however, is that his contributions – especially the *International Conference on Gambling and Risk Taking* – have been a special kind of scholarly glue that holds together a foundation upon which a youthful, energetic and growing field rests.

The International Conference is a place that brings the field together; it offers a place for experienced workers to meet and consider the intellectual, practical, and methodological issues that challenge our collective understanding of gambling.

As if that were not sufficiently important, the International Conference provides the setting that plants and nourishes collaborations between senior and young scholars.

Bill and I first met during 1988 at a Harvard University colloquium that brought together the leading thinkers, researchers, and clinicians for a “think tank” about compulsive gambling. In the midst of pioneers, Bill's contributions were enormous and his influence helped to bring together workers of every stripe who were interested in gambling-related problems. Soon after our colloquium, Bill became the first visiting professor at the Norman E. Zinberg Center for Addiction Studies at Harvard Medical School's Cambridge Hospital. He brought his teaching and educational resources to Harvard's Kennedy School. His passion for education and networking were evident and allowed me to gain a unique insight into his commitment and dedication to the *International Conference on Gambling and Risk Taking*.

Throughout our relationship, I have admired Bill's wisdom for understanding the areas that he could influence, those he could not, and for always being aware of the difference. His ability to bring people together in a thoughtful way to serve the greater good has been remarkable. The *International Conference on Gambling and Risk Taking* is but one of the many fruits of his labor. This conference represents one of the most important settings for international stakeholders to come together to work on important issues related to gambling and gambling-related problems. During his stewarding of this conference, Bill and his colleagues were very smart to recognize that gambling and problem gambling are not the same. Consequently, they provided faculty and participants with the opportunity to learn about the full range of issues

associated with gambling activities. As a result, this conference is one of the educational and networking staples of the field of gambling studies; in many ways, it defines gambling studies.

Convening conferences is no easy task. Nevertheless, Bill has remained steadfastly dedicated to the cause; he has demonstrated the special characteristics of a leader that could bring people together for the greater good. Now, the *International Conference* is a place that brings the field together; it offers a place for experienced workers to meet and consider the intellectual, practical, and methodological issues that challenge our

collective understanding of gambling. As if that were not sufficiently important, the *International Conference* provides the setting that plants and nourishes collaborations between senior and young scholars; ultimately, it provides a place where the field can exchange ideas, challenge old models, and give birth to new ideas that will flourish and shape the direction of gambling studies.

Howard J. Shaffer, Ph.D.
Harvard Medical School;
Division on Addiction, The Cambridge Health Alliance, a Teaching Affiliate of
Harvard Medical School

In 2007, I had the opportunity to go to Bill Eadington's Institute for the Study of Gambling and Commercial Gaming as a visiting scholar to learn more about gaming. I planned to conduct research comparing junket operators in Macao with independent agents in Nevada. Within the first few days of my arrival, I was fortunate to be offered the opportunity to delve into the materials in his office. Although the office was not big, I found a treasure trove of valuable journals and books which provided so much description and detail on these independent agents in Nevada. I had to admit that I was really fortunate to be the beneficiary of Professor Eadington's years of commitment to collecting and cataloging.

This also made me want to know more about this remarkable professor.

After reading his books and journals for some time, I wanted to get more of a personal sense of Professor Eadington, so I emailed him asking whether I could sit in his class on the economic and social aspects of gaming and gambling. My request was quickly approved. The easy approach for a professor would have been to lecture for a while, ask a few perfunctory questions and then scurry back to his office. Professor Eadington had obviously engaged in thorough preparation for his class. His thoughtful classroom questioning of his students inevitably revealed the limits of my knowledge, which in

turn encouraged more study. In fact, upon observing his lecture style first hand, I doubt that any student could stand before his questions without realizing that there were deeper ways to look at a gaming issue. Moreover, Professor Eadington's questioning was never undertaken in a way that ridiculed a student's lack of knowledge. There was not an ounce of paternalism in him – quite the contrary, as the feeling in his class was “let us consider this problem together.” Hence, Professor Eadington not only has a scholar's sense of the arguments when weighing in on an issue; he also has a historian's remembrance and recollection of the relevant literature and its treatment of pertinent ideas.

Apart from reviewing the relevant literature, I also needed to interview industry people in Nevada for my research. I had experienced profound difficulties in getting it started, as I lacked the requisite social network in Nevada. Once again it was

Professor Eadington who advised me whom to contact to get the program launched. Throughout the data collection process, I experienced the widespread recognition of Dr. Eadington's reputation as the “go-to” person for everything pertaining to gaming. In our field he is, in a word, ubiquitous.

Apart from his many publications, which are stocked in libraries all over the world, it is easy to be dazzled by his service as Director of the Institute for the Study of Gambling and Commercial Gaming, University of Nevada (Reno), President of the National Council on Problem Gambling, Chairman of the Governor's Advisory Board on Problem Gambling, and Coordinator and Organizer of the world-renowned International Conferences on Gambling and Risk Taking.

Professor Eadington is truly an international professor with a global vision, as he cares enough to think beyond national boundaries. I have to say that I really treasure the interactions we had and continue to have. I cannot count the number of times that my

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solution to a knotty question was simply to “email Professor Eadington.” I am a constant beneficiary of the support so many have come to reply upon Professor Eadington to give. Conversely, it is not uncommon to get an email from him regarding some issue on which he requires assistance or help spreading the word. Of course, because it is Professor Eadington, you always drop whatever you are doing to lend a hand. Never resting on his laurels, Professor Eadington always pushes forward, seeks and conquers the next challenge. Perhaps that is why we never stop working for Professor Eadington – because he never stops working for all of us.

Carlos Siu, PhD, EdD
Gaming Teaching and Research Centre
Macao Polytechnic Institute

Probably one of the most crucial achievements in my academic life have pertained to the studies of the economics of casino gaming. When I started my studies shortly after the Macao SAR Government's decision in 2002 to replace the monopoly structure of its casino gaming industry with an oligopolistic structure, I was given an opportunity to present my first piece of gaming research work at the 12th International Conference on Gambling and Risk Taking (ICGRT), which Professor William R. Eadington from the University of Nevada Reno has nurtured over the past 38 years. As the pioneering conference in the world for gaming

researchers and related practitioners, participants not only are enabled to exchange their ideas and gain insights about the most updated research topics and trends in the industry, but also could develop and maintain an effective network, which of course are crucial in facilitating our studies. Since then, I have attended each conference, and look forward to the 15th in May, 2013.

Throughout my participations in the past three International Conferences, I not only obtained valuable feedback from scholars on my work, I also gained exposure to new ideas from other high-quality research presented there. In addition, the wide range of research at the conference, from theoretical to empirical and practical, provides a comprehensive and interactive platform for gaming researchers to explore and accumulate knowledge in this new but rapidly growing global industry.

As the Chinese proverb says, "Study is like sailing against the current, either you keep forging ahead or you keep falling behind." In this spirit, it brings me great pleasure to see that the 15th ICGRT will be hosted in Las Vegas in May 2013. This means that the almost 4-decade effort of Professor Eadington in encouraging and motivating the related studies will be continued, and that the current will keep us from falling behind. Indeed, the continuation of this conference is an essential dynamic for the study of commercial gaming and gambling to "forge ahead."

Last but not least, I must once again express my sincerest personal gratitude to Professor Eadington. On top of the ICGRT, I also gained a lot from attending his truly world-class Executive Development Program (EDP) in 2002 and 2004.

Through the well-organized interactions with other participants (from the industry and from other academic organizations), I managed to build a pragmatic foundation for my own research over the past decade. In particular, the case studies presented in this program have been one of the most valuable teaching lessons I have experienced, and I know that most participants feel the same way. To the gaming industry, high quality business and academic research are necessary for enriching knowledge base to secure the industry's sustainable growth, and

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the unarguable reality is that high quality research is contingent on high quality conferences and programs like these.

Ricardo C.S., Siu, Ph.D.
Associate Professor of Business Economics
Acting Head, Department of Finance and Business Economics
Faculty of Business Administration
University of Macau

When the international conference started, the study of gambling was a decidedly low-profile academic undertaking. Now gambling studies is a widely accepted academic sub-field.

The first International Conference on Gambling and Risk Taking took place in 1974 in an environment of modest North American gambling activity. Nevada casinos were distancing themselves from organized crime influence as they became publicly traded companies, several state lotteries were operating, off-track betting was legal in New York City, Atlantic City casinos were on the horizon and the Canadian legal gambling scene was materializing. The attendees at the first conference consisted mainly of offbeat academics from diverse scholarly backgrounds and avid gamblers hoping to learn about systems to beat blackjack, sports betting or horse racing. The growth of

the conference in terms of numbers and types of delegates (more international representation of gambling studies scholars, a greater buy-in from gambling industry officials and government policy makers, and increased interest from health care professionals), coincided with gambling becoming a powerful economic, political and cultural force worldwide.

My own curiosity about gambling was piqued by the abrupt changes to Alberta's gambling landscape. Up until the late 1960s, horse racing was the primary legal gambling format, but only available during the summer months. There were also occasional church basement bingos and certain gambling activities allowed on the summer fair midway, but outlawed the rest of the year.

Following a landmark Criminal Code of Canada amendment in 1969, gambling promptly grew to encompass charity casinos, regular bingos and major lotteries. Now, forty years hence, legal gambling in Alberta operates on a scale that was unimaginable then. Presently, Alberta is the most gambling saturated province as 26% of Canada's annual gross gambling revenue is generated from only 11% of the nation's population.

This rapid and radical change in the nature and scope of gambling caused me to entertain such fundamental questions as; how did an activity that had generally been viewed as dangerous and tainted suddenly become an innocuous amusement? Why had this once stigmatized pastime been outlawed for centuries and now was being vigorously promoted by government? And, how was this profusion of legal gambling opportunities impacting citizens' quality of life, for better or worse? In considering these ideas, I became interested in examining the phenomenon with the goal of trying to inform sensible and humane public policy. Given the scarcity of literature on gambling and the fact that few other scholars were actively engaged in investigating gambling issues, this was no easy task.

My first exposure to the conference was through reading some of the papers delivered at the 1981 Lake Tahoe gathering--a friend had brought back a few presenter handouts. Given the dearth of information about gambling issues, it was heartening to learn that a group of enthusiasts was meeting periodically to discuss their ideas. Perusing these papers inspired me to attend the next conference in Atlantic City held in early December, 1984 – the only time, to my knowledge, that it took place during a winter month. It was there that I first encountered Bill Eadington and other gambling studies experts such as Vicki Abt, James Smith, and Eugene Christiansen, who collaborated on the seminal book *The Business of Risk: Commercial Gambling in Mainstream*

America (1985) and Gabrielle Brenner, who with her husband Reuven, produced the influential *Gambling and Speculation: A Theory, a History, and a Future of Some Human Decisions* (1990). Nowadays all serious gambling studies scholars know about the conference and most are regular participants.

The Atlantic City experience convinced me the conference was a “can’t miss” event for anyone interested in the societal effects of gambling. A conference highlight for me was always Bill Eadington’s ‘state of the union’ address. This is where Bill synthesizes the global gambling proceedings since the previous conference. Though trained as an economist, Bill has an encyclopedic grasp of all aspects of gambling studies. His overviews typically touch on economic trends, key gambling research findings and methodologies, advanced gaming technology, public policy concerns, and responsible gambling insights. He concludes with a spot-on forecast of where gambling and gambling studies may be headed in the next few years.

Bill’s conferences straddle both the academic domain and the realm of commercialized gambling. Though not always in agreement on key issues, the joining of these two worlds at the conferences has gradually helped permeate traditional ideological barriers and foster better appreciation for each other’s perspective.

In 2003, at the Vancouver conference, it was an honor to accept Bill’s invitation to be a luncheon speaker. This is an intimidating assignment, not only because you’re addressing the entire conference crowd, also because this role has traditionally been assumed by gambling industry bigwigs or academic heavyweights whose accomplishments far exceeded my meager efforts. To top it off, previous speakers tended to be dynamic presenters who delivered a consequential message. Whether out of pity, or perhaps because I’m Canadian and the conference was at a Canadian venue, I got the call. I spoke on the edgy topic of “The Gap Between Policy Promises and Routine Practices in the Gambling Industry.” Since I didn’t get tarred and feathered I assumed it went OK. In any event, I’m eternally grateful to Bill for the opportunity.

Over the years conference topics have changed; for instance, social responsibility, Internet gambling, racinos, and neuro-biology did not register at earlier conferences. Likewise, important issues back in the day such as riverboat gambling, the SOGS, the gravity model of casino growth, and bingo, dog and horse racing operations are seldom mentioned now.

When the international conference started, the study of gambling was a decidedly low-profile academic undertaking. Now gambling studies is a widely accepted academic sub-field. There is no doubt that Bill Eadington’s conferences played an influential role in the emergence of gambling studies. There is a powerful link between the fourteen UNR sponsored conferences and the existence of a critical mass of knowledge about gambling issues and an international community of dedicated scholars who study the subject. The present day gambling-related academic journals, gambling research centers/institutes and conferences are indebted to Bill Eadington, who understood the significance of gambling’s effects on society long before the rest of us figured it out.

Garry Smith, Ph.D.
Professor Emeritus, University of Alberta

The International Conference on Gambling and Risk Taking provides a critical forum for those who study, regulate, manage or in any other way participate in the global gambling industry. It is truly an intellectual “home base” for so many stakeholders, and is the most interdisciplinary event of its kind. Its longevity is a testament to its effectiveness as a social community and I, like many, have benefitted immeasurably from participating in and attending this incredible assembly regularly. In many ways, the International Conference provided a solid bedrock for me while my own career as a gambling researcher and educator took many turns. Regardless of my employer or my research topic at a given time, I was always made to feel that my work “fit in” at the International Conference since Bill Eadington and Judy Cornelius attracted a loyal and diverse group of top investigators in many fields at this important event.

When I finished my Ph.D. in cultural anthropology in 1998 with a study of the impacts of tribal government gaming, I still identified myself solely as an anthropologist. That same year, however, I was hired as a policy analyst and report writer for the National Gambling Impact Study Commission (NGISC) and had the pleasure of meeting a raft of academics and experts who had dedicated their careers to the study of gambling policy, gambling regulation and gambling’s impacts. Professor Bill Eadington was among this esteemed group who provided testimony and expertise through the National Research Council (NRC) or through testimony at NGISC hearings.

After the NGISC issued its final report in 1999, I was hired by the National Indian Gaming Association (NIGA) in Washington, DC to help shape the national research agenda for the tribal government gaming industry. My exposure to the research team at the NRC and my interaction with the subject matter experts in the field of gambling studies through the NGISC hearings exposed me to the ways that the impacts of tribal government gaming were as much political as they were anthropological in nature. I began to see how I was no longer “only” an anthropologist and found myself doing more applied research in a non-academic setting for NIGA. By then I had developed a relationship with Bill Eadington, who provided incredible personal support and guidance, and he suggested I submit a proposal for The International Conference on Gambling and Risk Taking, to be held in Las Vegas in 2000. It was at this conference that I first felt like my work was reaching an audience that was both invested in what I was doing and could help expand the methods for doing it. Bill had essentially assembled the world’s largest intellectual community dedicated to the broad topic of gambling studies and I was thrilled to be a part of it.

As my own work evolved and I moved from NIGA to (and through) several University positions, I found The International Conference to be an essential venue for identifying resources, both written and human. Regardless of the topic at hand, whether I was writing about “nation building” by tribal governments using casino revenues

In many ways, the International Conference provided a solid bedrock for me while my own career as a gambling researcher and educator took many turns. Regardless of my employer or my research topic at a given time, I was always made to feel that my work “fit in” at the International Conference since Bill Eadington and Judy Cornelius attracted a loyal and diverse group of top investigators in many fields at this important event.

or putting together a syllabus to teach tribal casino operations management, Bill's conference was *the place* to meet people who could relate to my ideas and provide guidance and resources to elevate my work. Critically, the participation by so many international scholars provided a larger global perspective for the work of tribal governments as part of the larger government gaming movement and, I believe, gave the tribes proper credit for their nation building activities. The format, perfected by Bill and Judy over the years, allows for significant networking among attendees and I have created long-term friendships and collaborations as a direct result of my many lunches and dinners at this event.

As the gambling industry continues to expand globally and as it becomes less marginalized as an academic subject, the International Conference will continue to play an important role as the site for maintaining an intellectual and social community dedicated to the policy, operations, regulation and study of gambling and risk taking. I look forward to my continued participation in this outstanding event and offer my highest praise and thanks to Bill and Judy and the organizers for their vision and hard work.

Katherine A. Spilde, Ph.D. MBA
Associate Professor, School of Hospitality and Tourism Management
Endowed Chair, Sycuan Institute on Tribal Gaming
San Diego State University

Professor Eadington's knowledge and scholarly work has ensured that regulators of the gambling industry continue to find a balance between the generation of revenue for their governments and proper regulation of this industry.

The world of gambling was once never associated with scientific research and evidence-based decision making. I can safely say this for my country – gambling was frowned upon and associated with all sorts of misdemeanors; indeed, cloak and dagger images were conjured in the minds of communities and societies when reference to gambling was made in South Africa.

The study of gaming and the academic approach to this activity has over the years ensured that more intellectual discourse and research is used in the understanding of this area. Of course, one cannot refer to this change without speaking of Professor Bill

Eadington, who is synonymous with the scientific evolution of understanding gambling and gaming studies in the world. His effort and commitment to scholarly work in the understanding of gambling and commercial gaming is indisputable. Such scholarly work has ensured a better understanding of not only the economics of gambling, but also the broader environmental impacts it has on communities -- including the mitigation of any negative impacts on these communities.

In my experience in gambling regulation, I have become aware of the continuous enquiry on the size of this industry, its ability to grow, and the likely changes the industry will undergo as a direct result of technological evolution and economic decline in some regions of the world. On all of these matters, Professor Eadington's knowledge and scholarly work has ensured that regulators of the gambling industry continue to find a balance between the generation of revenue for their governments and proper regulation of this industry without being stringent. I can say with no fear of contradiction that to me, scientific approaches to

gaming regulation today is justly synonymous with Bill Eadington.

My first meeting with Professor Eadington happened recently, alongside Peter Collins in Johannesburg in October of 2010. On that day, we shared views on possible partnerships to teach and expand scholarly knowledge of the gaming industry with the goal of working together with other institutions of higher learning, including the two state universities in Nevada as well as universities in South Africa. We also hoped, in the interim, to plan seminars where UNR and UNLV could train regulators in South Africa and Africa. I am proud to report that this past year, we brought the Eadington educational system to the African continent, hosting the very first gaming seminar for 43 regulators from Southern Africa (Malawi, Tanzania, Kenya, Botswana; Mozambique; South Africa, amongst others) in October 2011 – just one year after meeting Bill. This type of speed is remarkable in any setting, but especially in the worlds of governments and universities.

During this seminar, his health ensured that Professor Eadington spent his nights in Nevada, offering lectures over Skype and guiding learning across thousands of miles, sharing views on diverse case studies and regulatory content. Such is his commitment to expanding learning and building scholarship across continents: he would wake in the middle of the night, just to teach a group of eager students on the other side of the planet.

It is my wish and indeed still my commitment that our teaching partnership evolves to honor and anchor the efforts of Professor Eadington in South Africa, in an initiative that will grow to embrace regulators of gambling in the entire Southern African region. I am fortunate to have experienced first-hand Professor Eadington's commitment to academia, and through such exposure, like so many of his students, I have been inspired to know and learn more.

Baby Tyawa
Chief Executive Officer
National Gambling Board, South Africa

When I started working in the gambling studies field in 1985 (not that the field had a formal title, yet), Bill Eadington's international conference was one of only a few intellectual gatherings focused on the topic of gambling that were held anywhere in the world. I first attended the International Conference on Gambling and Risk Taking in 1987 when it was held at Bally's Grand Hotel and Casino in Reno, Nevada. The conference was already large, well-known and well-attended, but I received personal help from Bill in organizing a session titled "Commercial Gaming and Problem Gambling: Opening the Dialogue" that brought together John Rosecrance, Nelson Rose, Marvin Steinberg and Shannon Bybee. The session sought to foster communication between researchers, treatment professionals, and the gaming industry and to explore how research could contribute to a rational and balanced policy debate.

... the International Conference on Gambling and Risk Taking has been an incubator of relationships as well as a showcase for intellectual advances in the now well-established field of gambling studies. Bill, Judy and all of their staff who worked so hard to make these conferences happen deserve our appreciation for creating an important early foundation for a field that was taking baby steps when they began but will undoubtedly continue to grow, diversify and prosper in the years to come.

I still have the program from that conference and it is an experience to read through it and recognize a pantheon of names; I met more gambling researchers at that conference than I had met in the entire two years I had spent in the field by then. The conference took place over four days and was organized into four tracks, including Business and Economic Issues, Public Policy and Social Science Issues, Math and Quantitative Analysis, and Pathological Gambling Issues. Many of the papers from the conference were published the following year in a large volume titled *Gambling Research* that still sits on my shelf.

I attended all but one of the International Conferences since that first one in 1987; in 1990 in London; in 1994 in Las Vegas; in 1997 in Montreal; in 2000 in Las Vegas; and in 2006 and 2009 at Lake Tahoe. I missed the 2003 conference in Vancouver, unfortunately, but heard that it was as stimulating and enjoyable as all the others.

Some of my favorite memories of the International Conference come not from the conference presentations – although I still have copious notes from every session that I attended – but from interactions with colleagues and friends that lent color and flavor to the sometimes bland hotel corridors and rooms where we gathered. In London in 1990, Bill introduced me to José Guirao who was then head of Casinos Catalunya and the two of them persuaded me to take a train from Paris, where I had planned to stop on my way home, to Barcelona where I spent several days being pampered by Señor Guirao and his staff. In 1997, I brought my two-year-old daughter, Calyx, on the last trip that she was

eligible to take on my lap (no airfare required) to Montreal, along with my husband and mother to act as babysitters. I wasn't surprised to be upstaged by my daughter but was utterly astounded when my mother befriended Robert Ladouceur and Alex Blaszczynski and went off with them for an evening! And who could forget 2006 at Lake Tahoe when six inches of snow fell on the last day of the conference and utterly confounded Max Abbott, who thought he had come well-prepared (with a coat but without boots or hat)

for a summer week in Nevada.

As others will surely agree, the International Conference on Gambling and Risk Taking has been an incubator of relationships as well as a showcase for intellectual advances in the now well-established field of gambling studies. Bill, Judy and all of their staff who worked so hard to make these conferences happen deserve our appreciation for creating an important early foundation for a field that was taking baby steps when they began but will undoubtedly continue to grow, diversify and prosper in the years to come. Let's hear it for all of the future International Conferences on Gambling and Risk Taking!

Rachel A. Volberg, Ph.D.
Gemini Research, Ltd.
Northampton, MA

In 1996, I was finishing Ph.D. coursework in economics at Auburn, looking for a dissertation topic. I had been interested in the casino industry because casinos had opened in Missouri in 1994, just a year after I left Kansas City to go to graduate school. In doing background research for my dissertation, the most common economist's name I came across was Bill Eadington. When I contacted Bill, of course he gave me good advice and feedback on my research. He also let me know about his upcoming conference – the International Conference on Gambling and Risk Taking (ICG&RT). I was very surprised to learn of a conference dedicated to gambling issues.

The conference is unique because it brings together an ever-changing group of researchers from different disciplines, including psychology, medicine, economics, public policy, sociology, public administration, hospitality management, and probably many others. One might think that having all psychologists or all economists might be better because of specialization. But I have found the opposite to be true because the differences in disciplines help to keep the research widely relevant.

The first ICG&RT I attended was the 10th, in 1997, held in Montréal. This was the first academic conference at which I presented papers. I can still remember how offended much of the audience and fellow panel members seemed to be at my presentation on “the social costs of gambling.” What was fairly straightforward and uncontroversial among economists was anything but that to this interdisciplinary audience. In finding this controversy and debate at a conference focused on gambling, I knew then I would dedicate my career to studying the economic impacts of gambling. I have attended each of Bill's conferences since 1997, and it has always been the most productive conference for me, in terms of getting good feedback and discussion with other researchers with similar interests.

I imagine that many other young academics, or researchers taking an initial look into gambling behavior or the industry, have similar memories of the first ICG&RT they attended. The conference is unique because it brings together an ever-changing group of researchers from different disciplines, including psychology, medicine, economics, public policy, sociology, public administration, hospitality management, and probably many others. One might think that having all psychologists or all economists might be better because of specialization. But I have found the opposite to be true because the differences in disciplines help to keep the research widely relevant. That is, researchers may be more inclined to consider different perspectives in their research design, empirical analysis, etc. So a paper in economics may be interesting to psychologists, and vice versa. Aside from this, I have learned so much about problem gambling, diagnosis, and treatment that I would have never been exposed to at economics conferences. Even though I am certainly not an expert in any of those fields outside economics, having been exposed to them and being familiar with work in those areas has certainly improved the quality of my research in economics.

Although there are now other international conferences dedicated to gambling, the ICG&RT is still the best and best-attended. This is probably because of the long history of the conference series. One can look forward to seeing old friends and meeting new ones every three years or so, along with seeing the latest work in the field. It is the once

conference I most look forward to attending.

Simply put, the importance of Bill's conferences in the development of the gambling research field cannot be overstated. Bill deserves credit for bringing together interdisciplinary researchers who all have an interest in some aspect of gambling – since the early 1970s. The conferences have facilitated collaboration among a large number of researchers over the years. The explosion in the number of papers published in the topic, as well as the number of relatively new gambling journals are both indicators of how much the field has grown. This growth is certainly partially due to the explosive growth in the casino industry during the past two decades. But the quick growth and development of research must also be attributed to the ICG&RT, which, more than any other outlet, has help foster gambling research.

Douglas M. Walker, Ph.D.
Associate Professor
Department of Economics
College of Charleston

The conference began and remains as THE place the gambling field comes together. No other event brings such a broad array of stakeholders. The atmosphere is egalitarian and convivial, a tone set by Bill. In spite of, or now perhaps because of the global reach of gaming, the International Conference serves as a reunion for those of us who have been working in this field. Every three years we approach it with a sense of anticipation.

The International Conference on Gambling and Risk Taking was the first prominent academic event to feature presentations on problem gambling. Dr. Bill Eadington's decision to accept papers about "the downside" was seen as quite noteworthy at the time. But it was very much in line with his longtime interest in gambling addiction as a real and consequential externality of gaming. In fact, Bill has been one of the most persistent and effective advocates for responsible gaming in the field. He served on the National Council on Problem Gambling Board of Directors for 30 years and helped found the Nevada Council on Problem Gambling. But it was his work as the leading gambling economist, his reputation for objectivity and dispassionate analysis, and his deep understanding of and relationships with gaming industry that made him so quietly effective.

Over the years, government regulators and gaming companies have given great heed to his counsel on the need for measures to mitigate the social costs of gambling. Indeed, for many in the gaming industry their first exposure to responsible gaming may have through Bill's conferences and courses. Bill, and Judy Cornelius, a significant contributor to the success of the conference in her own right, nurtured and introduced many problem gambling researchers to the broader gambling studies field – and vice versa, improving both in the process. The conference began and remains as THE place the gambling field comes together. No other event brings such a broad array of stakeholders. The atmosphere is egalitarian and convivial, a tone set by Bill. In spite of, or now perhaps because of the global reach of gaming, the International Conference serves as a reunion for those of us who have been working in this field. Every three years we approach it with a sense of anticipation. We appreciate the opportunity to come together to see old friends and to make new ones; to hear the latest research and developments. But most importantly we come to learn from and honor the unquestioned Dean of the gambling studies field. No one has done more to legitimize the study of gambling, and of problem gambling.

Keith Whyte
Executive Director
National Council on Problem Gambling

In 1993, I collaborated on my first gambling research project with Drs. Garry Smith from the University of Alberta and Rachel Volberg from Gemini Research in the United States. This was a study of the prevalence of gambling and problem gambling in the Province of Alberta, and was only the third gambling prevalence study to be undertaken in Canada. At the time, the worldwide community of gambling researchers was very small, and this was especially the case in Canada.

The 9th International Conference on Gambling and Risk Taking was taking place in May 1994, so Dr. Smith and I submitted a proposal to present some qualitative findings about problem gamblers gleaned from our Alberta study. Fortunately, the conference organizers accepted our paper, which gave me the opportunity to meet the “who’s who” in the international gambling research field at the time – Henry Lesieur, Dewey Jacobs, Howard Shaffer, Ken Winters, Randy Stinchfield, Mark Griffiths, Michael Walker, Mark Dickerson and other eminent researchers. Ironically, I even met two important fellow Canadian gambling researchers for the first time in Las Vegas – Jeff Derevensky and his stellar graduate student Rina Gupta. Looking back, I am very gratified that many of these initial introductions have led to life-long friendships and numerous collaborative research projects.

At this conference, I also met conference organizers Dr. Bill Eadington and Judy Cornelius for the first time. Of course, I recognized Dr. Eadington’s name from the literature; however, I was amazed he established the 1st National Conference on Gambling and Risk Taking way back in 1974. If the gambling universe was in its infancy when I joined in 1994, then Bill Eadington was present during the “big bang” that created the field.

As well as providing a forum for me to meet gambling research luminaries from around the world, the 9th International Conference was unique and valuable for another reason. The scope of Conference topics was impressively broad, extending far beyond my relatively narrow interest in problem gambling prevalence. Gambling economic and policy issues; gambling and the law; the economics of gambling regulations; understanding betting markets; gambling legislation; casino design; casino management issues; cultural and literary perspectives on gambling; and other such topics appealed to a rich mix of conference attendees that included economists, psychologists, gaming industry managers, anthropologists, sociologists, public health professionals, treatment specialists, and problem gamblers themselves. The Conference brought together an eclectic group of people who were clearly interested in many facets of gambling. The Conference showed me that, although in its infancy, the gambling studies field had a much more broadly developed knowledge base than I imagined.

To this day, I consider the triennial International Gambling Conference on Gambling and Risk-Taking to be the most important forum for sharing ideas and initiatives in the gambling studies field. No other conference in my experience brings together such a diverse range of people and topics in our field. The opportunities I have had to meet and work with colleagues from around the world may be traced back to my participation in

To this day, I consider the triennial International Gambling Conference on Gambling and Risk-Taking to be the most important forum for sharing ideas and initiatives in the gambling studies field. No other conference in my experience brings together such a diverse range of people and topics in our field.

the 1994 Conference, for which I will be eternally grateful.

To Bill Eadington – you are a true pioneer in the gambling studies field and your creation of the International Conferences and, later, the Institute for the Study of Gambling and Commercial Gaming in Reno will continue to serve our gambling studies community for years to come. To Judy Cornelius and the staff – the selection of topics and organizational diligence you have applied to making the International Conferences the very best in the world has truly helped build the knowledge base in our field. The gambling studies community will be forever in your debt.

Harold Wynne, Ph.D.
University of Alberta
Edmonton, Alberta, Canada

Reflections: Insights from studying gambling in its era of change: what the past 43 years have been about

William R. Eadington

Editor's comment: The following presentation was delivered on October 14, 2012 to the graduating class at the 2012 UNR Executive Development Program in Lake Tahoe, Nevada.

I have been given quite a charge for this presentation. After thinking about it for considerable time, I have decided there is no way I can separate the personal from the professional dimensions of my time over the past 43, going on 44, years. Therefore I ask you to bear with me as I weave my story with the story of my gambling research.

I was a precocious child who was very good in arithmetic from age 4 onward, and later very good at math in general. But more importantly, I was encouraged to believe I was special in arithmetic and math so, as a naïve and innocent kid, I had a pretty strong belief that I could master the mysteries of mathematics. And, as I grew older, as a college student, I realized one of my favorite areas was probability, especially as it related to games and gambling.

I went to Santa Clara University as a math major, and was grouped in with the mathematical geniuses from throughout Northern California. What I noticed quickly was that the real math geniuses were totally socially maladroit, the classic *Idiot Savants* that I had heard about as a relatively insecure high school student. Plus, these guys were a lot better at math than I was, and I think they went on to become major intellectual leaders in Silicon Valley; perhaps they invented the Internet.

I decided to push my academic pursuits in another direction. Inspired by some excellent faculty members at Santa Clara University, I became a double major in mathematics and economics, as I was looking for an applied mathematics area that would keep me in the real world rather than the abstract world of theoretical mathematics. That course of study led me to Claremont Graduate School in Southern California and a very fast trip through its Ph.D. program in Economics.

I was always the youngest person in my class, and I took pride in that as well. When I went to Claremont, I was 21 years of age, and when I finished my Ph.D. course work, I was only 23. For a variety of reasons, after passing my comprehensive exams, I then applied for academic positions all over the Western United States, and the most interesting offer I received was at the University of Nevada, Reno. For whatever reasons, Reno sounded a lot more interesting than Moscow, Idaho, Tucson, Arizona, or even UCLA, so in August 1969, my new bride Margaret and I packed up our VW Bug and moved to Reno. I was by far the youngest faculty member in the Economics Department, if not in the entire University.

When I was in Southern California for graduate studies, I discovered Las Vegas in the same way that many other young people discovered it. It was exotic, gambling was legal, and it certainly was a different place than Orange County. My first couple of trips were with family, including my brother-in-law, who was as close to a professional gambler as anyone I had ever met. We both had recently read Ed Thorp's ground-breaking book *Beat the Dealer*, which spelled out a credible strategy to beat blackjack by card counting. So my brother-in-law played blackjack at the Aladdin Casino and I stood behind him counting cards, and together, we won about \$1,000, a big number in those days. I took

my share and thought I might become rich as a professional gambler, but soon realized the vagaries of dame fortune, as I gave most of it back. After that fantasy, it was back to my studies in economics at Claremont.

When I took the job offer at the University of Nevada, Reno, the City carried for me the same mystique I had seen in Las Vegas. Though not as glitzy, and certainly not as hard and unforgiving as Las Vegas, downtown Reno, with its cheap drinks, favorable blackjack odds, and 24 hour action was also a world away from the civility of Southern California suburbs.

As a young assistant professor, I was shopping around for a good dissertation topic that both my committee and I would find interesting. My dissertation director suggested I look at Nevada's gaming industry, because of my interest in the topic and its obvious importance to the State. I began my research fully expecting to find loads of prior research done on this unusual and still relatively obscure industry.

As it turned out, the only studies of gambling one could find in the UNR library were either exposés of Nevada's casino industry, such as *Green Felt Jungle* and *Gamblers' Money*, or books on how to beat the system, such as John Scarne's *Complete Guide to Gambling*. Nowhere could one find serious academic treatises on the economics, sociology, psychology, or the politics of gambling.

What I did discover was my first insight into the real world of Town versus Gown. Academics, such as the professors in the Business College at UNR, had no interest in the gaming industry. Indeed, for many of them, it was a bit of an embarrassment. For the most part, they came from jurisdictions where gambling was illegal, and the fact that the State's major employer and taxpayer was the gaming industry was hard to explain to their friends and family back home. Furthermore, anyone who wanted to study gambling must themselves have ulterior motives, sort of like people who want to study prostitution or illicit drugs. Gambling was just not a proper field of academic study; one should keep to the more traditional topics outlined in his or her discipline.

Anyway, I went forward with my research agenda for my dissertation, and when I started publishing scholarly articles following its completion, the skepticism from other faculty followed. In 1972, when I proposed a course in gambling to be taught as an upper division economics course, it created one of the more interesting College Faculty meetings I had ever encountered. Grudgingly, I got approvals to teach the course, and in the next couple of years, I was able to line up guest speakers such as Harold Smith (who came to my morning class with a six-gun and was far from sober); Phil Hannafin, then Chair of the Gaming Control Board, shortly after his meeting with Howard Hughes in London; Robert List, the State's Attorney General and later the Governor; and Peter Griffin from Cal State Sacramento, an extraordinary mathematician and author of *Theory of Blackjack*. My early students were also a distinguished lot, including Richard Schuetz, Terry Oliver, and Larry Woolf, all of whom went on to illustrious careers in the gaming industry, and a variety of Nevada politicians and policy makers.

That was the Gown side of the picture. The Town side also had some surprises for me. Almost from the outset, representatives of the gaming industry were highly skeptical of what I was up to. About the only things they had seen coming from academics and scholars over the years were screeds that attacked the morality of gambling, that suggested gambling was the first step on the Road to Perdition, and that everyone in the casino industry had come out of Stubenville, Ohio; Hot Springs, Arkansas; Havana, Cuba; or other sin cities in the U.S. and abroad. In other words, it was an illegitimate industry with a lot of mobsters who had infiltrated the State.

Of course, there were some well-known characters behind much of this. Bugsy Siegel had indeed played a critical role in developing the Flamingo in Las Vegas, and he ended up in a bad way, with bullets in his head. Meyer Lansky was a key player in financing a number of Las Vegas Strip casinos characterized by hidden ownership, and other notable Las Vegas gaming executives and owners, such as Moe Dalitz, Tony Cornero, and Benny Binion had acquired notorious reputations along the way. The

gaming industry of the day did not have an over-abundance of choir boys.

When I organized the First National Conference on Gambling and Risk Taking at the Sahara in Las Vegas in 1974, we were able to attract about 40 delegates and 25 academic papers from throughout the United States and Canada. When we put out a press release in the Reno papers, we got an interesting response from the President of Harrah's Reno, Shep Shepperson, who issued his own press release stating: "What do these academics know about the gaming business? We are the real experts." In particular, they took offense at one paper on the program entitled: "How Gambling Saved Me from a Mis-Spent Sabbatical," by a Canadian psychologist and Professor named Igor Kusyszyn; Igor also happened to be a substantial gambler.

In response, I contacted George Drews, who was controller at Harrah's at the time, and invited him to put together a session at the Conference on Harrah's gaming operations and business strategy. To my surprise, he accepted, and organized an excellent session on how Harrah's had used scientific management strategies to enhance their business and especially to strengthen their off-peak and mid-week traffic in Reno and at Lake Tahoe. For a number of years, Harrah's, which was by this time a publicly traded company, had utilized the Stanford Research Institute to help them strategize their marketing programs, and in many other ways had been incorporating sophisticated research and evaluation programs to enhance their business.

Needless to say, the Harrah's session at the Conference was a great success, but more importantly, it really impressed the academics and researchers in attendance, many of whom had very stereotypical prejudices about the casino industry. Here was a company with MBA's and senior executives who could have been running an airline, or a hotel chain, or an insurance company. The fact that they were in the casino business came as quite a shock to many of the academics, but a very pleasant shock. I believe that opened the door for future collaboration not only with Harrah's but also many other casino companies who had also been suspicious of what academics might say about the gaming industry. Indeed, the Vice President of Marketing for Harrah's, Mark Curtis, invited us to have our next Conference, in 1975, at the relatively new Harrah's Lake Tahoe, which we did.

The next Conferences took place in 1976, 1978 and 1981, all in Nevada. Increasing the lag time between Conferences was important for three reasons: First, we still only had a limited pool of academics and researchers who were really interested in gambling, and asking them to produce significant new papers every year was taxing their abilities. Second, the organizational requirements to put on a Conference were becoming increasingly complicated. Since I originally did all the work myself, it was getting tough to do a good job every year. With the assistance of the Bureau of Business and Economic Research at UNR and the College of Business, we worked into a routine with conferences every three years that seemed to provide exactly the right pace.

The third reason was perhaps the most important. Events in the gaming scene in the U.S. and throughout the world were becoming more dramatic, and were helping shape the research agenda for the Conferences. Atlantic City had legalized casinos in 1976, with the first casino opening there in 1978. Visibility of Atlantic City within the shadow of Wall Street certainly increased the attention that the casino industry got from both the financial community and the national media. Regulatory turmoil in the United Kingdom in the 1970s created a growing need for competent research and policy analysis in that country. Following the death of Franco, Spain legalized casinos in 1978. The Netherlands had legalized state-owned casinos to combat illegal casinos in Amsterdam and Rotterdam; and Australia began to legalize private sector casinos partly to combat the illegal gambling that was so much of the culture in that country.

The 1981 Conference, the Fifth National Conference on Gambling and Risk Taking, was held at Caesars Tahoe Resort and Casino, and really represented a sea change in the tone of the Conferences. The number of papers presented exceeded 100, and attendance was well over 200. For the first time, there was a significant contingent of British

delegates to the Conference, many of them coming from the British Casino Industry. There were also representatives of Gambler's Anonymous from the U.K., and officials from The Netherlands and Spain. Perhaps most dramatically, about 100 card counters from Atlantic City and Las Vegas attended the Conference, and perhaps the most spirited symposium session was one that pitted the card counters against the casinos on blackjack policy and procedures in Atlantic City.

Presenters that year included a young Phil Satre speaking on "A report on the New Jersey Casino Control Act and Related Regulations on the Harrah's Marina Hotel Casino," and other papers by Dr. Ed Thorp of blackjack fame on "The House Take in Options Markets," and "Greed and Fear in the Stock Market." Indeed, Thorp's work anticipated the arbitrage and derivatives strategies that dominated financial markets over the next three decades.

There was another obscure paper presented at the Conference by Randall Chapman entitled: "An Empirical Analysis of an Optimal Wagering System," basically outlining how one can exploit pari-mutuel horse race markets. One of the card counters, Bill Benter, used that paper to set up a business in Hong Kong to exploit inefficiencies in the very large horse race betting market in that City-State. Over the decade of the 1990s, Mr. Benter and two other companies took over \$100 million out of that market. In the 2000s, an Australian Syndicate called the Punter's Group, generated gross winnings in excess of \$5 billion globally by applying the algorithms to pari-mutuel and other betting markets everywhere in the world where gambling is legal. Who is to say there is not valuable information to be found at Gambling Conferences?

For the next Conference, we hit the road and ran the Conference in Atlantic City in December 1984. To our surprise, our attendance fell; we did not realize that the East Coast was harder to crack than the West Coast. Nonetheless, we continued to get a heavy dose of Europeans, mathematicians, and psychologists studying problem and pathological gambling. We also started to publish the proceedings of the Conferences, and we changed the name of all future conferences to the International Conferences on Gambling and Risk Taking.

We returned to Reno in 1987 for the 6th Conference. At that time, we hired Judy Cornelius to be the Conference coordinator, a role she played for the next 22 years. That substantially increased the level of professionalism for the Conferences in general, and our attendance and the number of papers continued to grow from Conference to Conference. Bravely, in 1990, we organized the 8th International Conference in London, England, and strengthened our European and Global presence. We also began to professionally publish edited books of Conference papers, a series that ultimately has led to over a dozen such publications, all of which are still available on Amazon or E-Bay.

The Ninth Conference was pushed back one year until 1994 so we could take advantage of the opening of the MGM Grand in Las Vegas and the unprecedented boom that had occurred in that city since Steve Wynn returned from the wilderness of Atlantic City to build the Mirage and then the Treasure Island. Subsequent conferences were held in Montreal in 1997, Las Vegas in 2000, Vancouver in 2003, and then South Lake Tahoe in 2006 and again in 2009.

I am pleased to announce that the next International Conference on Gambling and Risk Taking is scheduled for Caesars Palace in Las Vegas in May 2013, and should be the biggest and best ever. For the first time, we have partnered with the International Gaming Institute at the University of Nevada, Las Vegas, and have established a very strong working relationship with the IGI Director, Dr. Bo Bernhard, and the Dean of the UNLV Harrah's Hotel College, Don Snyder. I expect this partnership is going to be a permanent fixture into the future.

In 1989, we decided to form the Institute for the Study of Gambling and Commercial Gaming at the University of Nevada, Reno, within the College of Business. We did this because by this point, we had too many balls in the air, and this was a way to coordinate our various activities and provide greater visibility to our activities. I was appointed

Director of the Institute, and Judy Cornelius was hired full-time as Associate Director. (That was the only financial commitment UNR ever made to the Institute; for the most part we were self-supporting.) We now had an Institute that ran our conferences, published a wide variety of books related to gambling and casino management, conducted research, and interfaced with the national and global media on policy related issues.

The fact that this was occurring when casino gaming was exploding throughout the United States and in many other countries also gave us a lot of attention. Riverboat casinos were authorized in Iowa and later in Illinois, Mississippi, Louisiana, Missouri, and Indiana. Mining town casinos were legalized in South Dakota and Colorado. And Indian gaming was popping up all over the country, bolstered by a 1987 Supreme Court decision and by the 1988 passage of the Indian Gaming Regulatory Act.

In 1989, we coordinated the First North American Conference on the Status of Indian Gaming, held in Reno. Much to our surprise, on the opening day of the Conference, over 500 American Indian tribal members and Canadian First Nations citizens showed up to register. The very spirited three day conference had speakers ranging from Senator Harry Reed to former Secretary of the Interior Stewart Udall, along with a number of iconic tribal leaders and notable academics. Unlike our other conferences, emotions ran deep, and the passion of tribal leaders and members to the strengths and weaknesses of the Indian Gaming Regulatory Act of 1988 were debated in loud voices. The resulting book from the Conference, *Indian Gaming and the Law*, is still a classic on Indian Gaming, and 22 years after its publication, it is amazing how prescient its predictions have turned out to be.

The other major program we developed through the Institute beginning in 1990 was the Executive Development Program. Our initial advisors were Richard Schuetz, who in 1990 was a very high powered gaming industry executive, and the late Nigel Kent-Lemon, one of those British businessmen and consultants who discovered us at Lake Tahoe in 1981. For me, this was relatively new ground; I had taught my gambling classes for the previous 17 years, but I had never made a direct effort to go after senior executives in the casino industry. The underlying concept was to create an intense “boot camp” for mid-career casino management, where they could step out of their professional responsibilities for a couple of weeks, and test themselves on cutting edge concepts and strategies from gaming experts throughout the world.

I recall at the very first EDP in 1991 the discussion around Casino Managers who never said what they knew for fear of revealing what they did not know. The prevailing management strategy in many casinos was learning by negative reinforcement: If someone makes a mistake, then he or she gets punished. There really was not much in the way of mentoring or training as we understand it today.

The “old school” of casino management still had a significant presence, especially in Nevada. The “dinosaurs” in casino management were those who had come up through the ranks, either in Las Vegas or Reno, or from offshore locales such as Britain, the Caribbean, or South Africa. They were often “juiced in” to their positions by powerful managers above them, and loyalty was far more important than knowledge. The attitude was that the only way to learn the casino business was to be in it for 20 years, to work every position and experience everything that could happen on the casino floor, and to keep your mouth shut. As one of my colleagues, the casino executive Dean Macomber, wrote in an important article on casino management, leaders of most casino organizations exhibited a “monopoly on brains.” Only the guys at the top were smart enough to make the important decisions, and everyone else should just follow. Of course, they often were not that smart, but they were not going to admit it. Many casinos, especially in Nevada, succeeded in spite of themselves.

But the casino industry was clearly in transition in 1990. Atlantic City was far more corporate, and had hired a lot of College and MBA trained managers. Publicly traded companies such as Harrah’s and Hilton had already adopted scientific management

practices and evidence based decision-making. Many foreign casino jurisdictions never had dinosaurs, but rather began their gaming industries with professionally trained management. With the rapid legalization and proliferation of casinos everywhere, there was clearly going to be strong demand for well-trained and competent casino management. As with the Gambling Conferences 20 years before, we caught the crest of the wave for Executive Training.

Since 1991, the EDP has evolved in a number of very positive directions. We have had the good fortune of attracting delegates over the years who either were, or were destined to become, important leaders within their companies, organizations, governments, or tribes. We have now had nearly 1,100 graduates over the 22 year history of the EDP.

We also benefitted by the quality of our EDP faculty over the years. We have had such industry royalty as Phil Satre, Gary Loveman, Glenn Schaffer, Don Snyder, Chuck Atwood, Glenn Christensen, Bruce Rowe, Paul Steelman, and Scott Butera. Regulators have also played a major role as faculty over the years, including Bill Bible, Mark Lipparelli, Bill Galston, Bill Curran, and Peter Bernhard. The academics we have used are more obscure, but I have to give a nod to my UNLV counterpart, Professor Bo Bernhard, who is the future for UNLV's International Gaming Institute, and Dr. Larry Barton, who is one of the world experts on Crisis Management within the organization.

Perhaps the most notable development for EDP was making the Cases a focal point of the entire program. It took us a few years to get them really going, but since the mid-1990s, the Cases are what delegates seem to remember most. Each year we create about eight teams from our delegates, creating as much diversity as we possibly can geographically, in terms of casino experience, responsibilities, and training. Each team has to act as if it represents the larger company in addressing the Case, and the real objective is to *win*. Loyalties and friendships from the Teams often go on for years after the Program.

The Cases have always tried to anticipate things happening or about to happen in the gaming industry. Over the years, we have had competitive bidding processes for casinos in Paris, Macau, Singapore, Taiwan, Spain, Southern France, Cleveland, Massachusetts, Thailand, and this year, in Manhattan and near Washington, D.C. We have had companies respond to the unprecedented new competition in Las Vegas in 1999, design temporary and permanent casinos for Detroit (2000), rebuild Biloxi's casino industry after Katrina (2005), react to the Great Recession in Las Vegas (2008), and turn around a very challenged tribal casino in California (2011).

For the most part, the Teams take this very seriously, often staying up until the wee hours in the morning to refine their strategies, written documentation, and oral presentations. We also bring in expert judges from throughout the casino industry to evaluate the team performances. We award substantial prizes to the winners, such as UNR baseball caps and bumper stickers. And the winning team always takes its bragging rights back to their various companies, with the insistence that next year's delegates from that company do even better.

Under the College and the Institute, we have also developed a number of other notable programs. From 1995 until 2001, we had a Gaming Management major at UNR, along with a Minor and an area of specialization in Gaming Management at the MBA level. We dropped the Major in 2001 because of limited resources, but the Minor and specialization programs continue and are very successful in terms of performance of our graduates.

When we had the Gaming Management Major, we were also fortunate enough to hire two former Harrah's executives to teach in our Program. Lou Phillips, former President of Harrah's Northern Nevada, was awarded the Mead Dixon Chair in Gaming Management from 1995 through 2000. Lou was a real gem as a faculty member, and inspired a number of our majors to pursue careers in the gaming industry. The other executive was Randy Baker, whose specialization was government relations and

corporate communications. Again, the content that Randy was able to offer made our program especially strong in that era.

One of the most satisfying part of my 43 (going on 44) years at UNR studying gambling are all the good and great people that I have met and gotten to know well as a result. First on that list is Richard Schuetz, who happened to be a student in the first two classes I taught in 1969 at UNR. We have remained close ever since. There are others in this room who taught me much professionally and became friends personally, including Terry Oliver, Doyle Andrews, Larry Woolf, and Richard Wells.

I also had the pleasure of meeting Phil Satre when he was still an attorney in Reno in 1979, and working with him from time to time in his various capacities as an executive and CEO with Harrah's. Phil has always been the consummate professional, and in many respects has been way ahead of the rest of the gaming industry. In 1987 for example, Phil invited me to help Harrah's develop a strategy to deal with Responsible Gambling for the company, at a time when most of the casino industry in Nevada and New Jersey were in total denial as to its existence. Phil has also been a generous supporter of Higher Education, especially as it relates to UNR and UNLV. This has certainly been a critical contribution to the ongoing success of our various gaming related programs.

Others in my list of the Good and Great include my late friend the Reverend Gordon Moody, founder of Gamblers Anonymous in the United Kingdom, and the most humane Methodist minister I ever knew; my good friend, the late David Spanier, former foreign correspondent for the Times of London and an author of numerous books on gambling, poker, and Las Vegas; my very good but late friend Nigel Kent-Lemon, a Londoner of tremendous class and judgment. Nigel introduced me to the inner sanctums of major British casino companies, which gave me great insights into how corporate decisions were actually made. Nigel also served as co-moderator of the EDP from 1991 until his death in 1998.

Not all of my friends are dead, as Richard will attest. Another Good and Great friend is Andrew MacDonald, Senior Vice President for Analysis for Las Vegas Sands. Andrew became co-moderator of EDP from 1999 until 2009, when he received an offer he could not refuse. Andrew went from various industry positions with Genting, Jupiters, and Sky City in New Zealand to an advisory position with McQuarie Bank in New York in 2009. He then was appointed Senior Vice President for Casino Operations at the Marina Bay Sands in Singapore, which meant he ended up running the highest grossing and most profitable casino in the world. I do not think it is an understatement that Andrew applied many of the principles of Casino Management developed in this program to make the Marina Bay Sands the success that it presently is.

There are many others I could mention, including more who are in this room. My apologies if I have left you out.

I have entered that period in my career where I am receiving accolades more than I am writing papers and conducting research. I have done well in this arena, including being awarded the Phillip G. Satre Chair in Gaming Management in 2005; an honorary doctorate *Honoris Causa* from the University of Macau in 2008; being inducted into the Gaming Industry Hall of Fame in 2011 by the American Gaming Association; and being awarded the Herman Goldman Lifetime Achievement Award by the National Council on Problem Gambling in 2012. I have been very fortunate in these matters.

There is one area of disappointment I am compelled to mention. I am sorry that I have not yet been able to sustain support from the University of Nevada, Reno, for continuation of the various gaming programs we have established over the past forty years. In 2009, funding for my staff at the Institute disappeared primarily as a result of the financial crisis the University and the State of Nevada confronted in the wake of the Great Recession. In 2012, I was informed that if I retire or die, my position will not continue, though we can request a new position to represent the Economics and gaming areas I have covered. Obviously, my incentive is neither to retire or die.

In my opinion, these administrative moves at UNR are very short-sighted. Both

through the International Conferences and the Executive Development Program, we have established a Global Brand of substantial value with the Institute for the Study of Gambling and Commercial Gaming. I would suggest that, with the exception of sports teams, the Institute gets more coverage in the media than any other organization or institution at the University of Nevada, Reno. One would expect a College of Business, and a University striving for excellence, would appreciate the Benefit/Cost computations of such a Brand.

There is a silver lining here, which does create some good news for the University of Nevada System of Higher Education. The College of Hotel Administration at UNLV, and its Dean Don Snyder, are very committed to the concept of Nevada being the research and intellectual capital for gaming worldwide. And unlike UNR, UNLV is willing and able to continue financially supporting the International Gaming Institute and its various activities.

This suggests an obvious strategy for my Institute as well as for UNLV. We should continue to pursue joint programs or merge the existing UNR programs with UNLV, especially if UNR decides to continue to drop the ball.

However, once you are outside Nevada, there is relatively little distinction between the two major campuses, so eventually merging the two Institutes will not destroy the brand. However, we have always had strong product differentiation between the two Institutes and programs. UNLV has done an excellent job over the years in applied gaming management, primarily due to the pragmatic nature of its course offerings in hotel, restaurant, and casino management. UNR on the other hand has had a very strong presence in gambling policy issues and in gaming related research. I believe that having a separate Institute at UNR, even if it a small presence, is mutually beneficial to both Universities. At one level, it is useful to be able to make observations on Las Vegas from outside of Las Vegas. Sometimes, issues can be better understood and interpreted at a distance. For example, having researchers who are not based in Las Vegas analyzing issues regarding the gaming industry in Las Vegas may provide insights that are sometimes not as obvious if you are always close to, or in, the center of the action. It is similar to making observations on political goings-on in Washington, D.C.; sometimes distance from the scene can add clarity that is hard to achieve when at the scene.

Finally, there is the Phillip G. Satre Chair at UNR, which, by my understanding, is the property of the University of Nevada, Reno. I cannot see how UNR can eliminate my position and still honor its commitments to the donors who created the Satre Chair.

In closing, I have to return to a very personal level. I have truly been blessed with the support I have received from my family and friends, especially over the challenging times I have had to confront for the past year. In that respect, I am truly blessed. So I want to thank my wife, Margaret, my children Michael and Diana, and of course my beautiful grandchildren for all the richness and love they have bestowed upon me in the past year in particular.

Thank you.

Instructions for Authors UNLV Gaming Research & Review Journal

Revised: April 2009

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CALL FOR PAPERS AND SYMPOSIA

The 15th International Conference on Gambling & Risk Taking

**Caesars Palace
Las Vegas, Nevada
May 27-31, 2013**

The Institute for the Study of Gambling and Commercial Gaming at the University of Nevada Reno, in partnership with the International Gaming Institute at the University of Nevada Las Vegas, invites paper and symposium submissions for **The 15th International Conference on Gambling & Risk Taking**, which will be held at Caesars Palace Resort and Casino, Las Vegas, Nevada, from May 27 to May 31, 2013.

Based on our experience with prior conferences, we anticipate over 200 academics, researchers, and gaming professionals from throughout the world will present and discuss findings of their work, covering a wide variety of gambling-related topics over the five days of the Conference. Since the First International Conference in 1974, the focus of this Conference has been on the presentation of high quality, objective, scientifically based research that contributes to the knowledge base of gambling, as well as the formation of responsible public policy and public perceptions of gaming industries, and competent regulation and management of gaming operations. This is an important conference—important to the industry, to policy makers, to society at large, and to those who need a better understanding of the often complex issues surrounding gambling.

Papers and proposals for Symposium Sessions are invited in the following areas related to gambling and commercial gaming:

- Economic and social impacts
- Political and regulatory issues
- Public policy and gambling
- Problem and pathological gambling
- Illegal gambling
- Gambling in history
- Futures markets
- Business, regulatory, fiscal and social aspects of:
 - Casinos and casino-related gaming
 - State lotteries and lottery products
 - Racinos, Riverboat Casinos, and Integrated Resort Casinos
 - Racing and Bookmaking
 - Bingo and Charitable Gambling
 - Indian Gaming in the U.S. and Canada
- Implications of new technologies
- Mathematical & quantitative analysis of gambling
- Econometric modeling of gaming industries
- Gambling in different cultures
- Internet and social media gambling
- Internet Sweepstakes Cafés
- Fantasy sports and related near-gambling products
- Psychology of gambling and risk taking
- Gambling and sports
- Electronic Gaming Devices
- Intersections of gaming and hospitality

The objective of the Conference is to stimulate research and facilitate discussion and understanding about gambling and commercial gaming throughout the world.

Over the past five decades society has witnessed many forms of gambling that have become increasingly legalized and legitimized. Commercial gaming has played an increasing role in communities, among entertainment options, and within the public policy discourse. In the past generation, many individual forms of commercial gaming have evolved, reached maturity, and struggled to reinvent themselves in response to competitive pressures and changing consumer preferences and technological capabilities.

Today, policy makers continue to seek answers to difficult questions that gambling—as a business, as an activity, as a vice, and as a public policy tool—presents to society.

The International Conferences date back to 1974, and are recognized as the premier venue that brings together academic, research and policy experts from all over the world, representing a diverse array of disciplines and points of view, to examine and analyze gambling from many perspectives. Leaders and representatives from commercial gaming industries, academia, research organizations, regulatory agencies, and the helping services—as well as gamblers and the general public—will gather in Las Vegas to present and evaluate research, discuss new trends and technologies, and explore the changes and challenges created by the increased presence and economic importance of commercial gaming industries throughout the world.

SUBMISSION INSTRUCTIONS:

Individuals or organizations wishing to submit a paper should send the following information via email to: 15thconferenceabstracts@gmail.com

For paper submissions, the following information is requested. Submissions for papers will be evaluated until January 31, 2013. Please, no more than two submissions per author or group of authors:

- Title of paper, along with primary author and title
- An abstract of the paper not to exceed 250 words
- Author and co-authors' names, addresses, affiliations, phone numbers and e-mail addresses
- A brief bibliography of related work

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If you have questions regarding a proposal or for more information on the Conference, please contact:

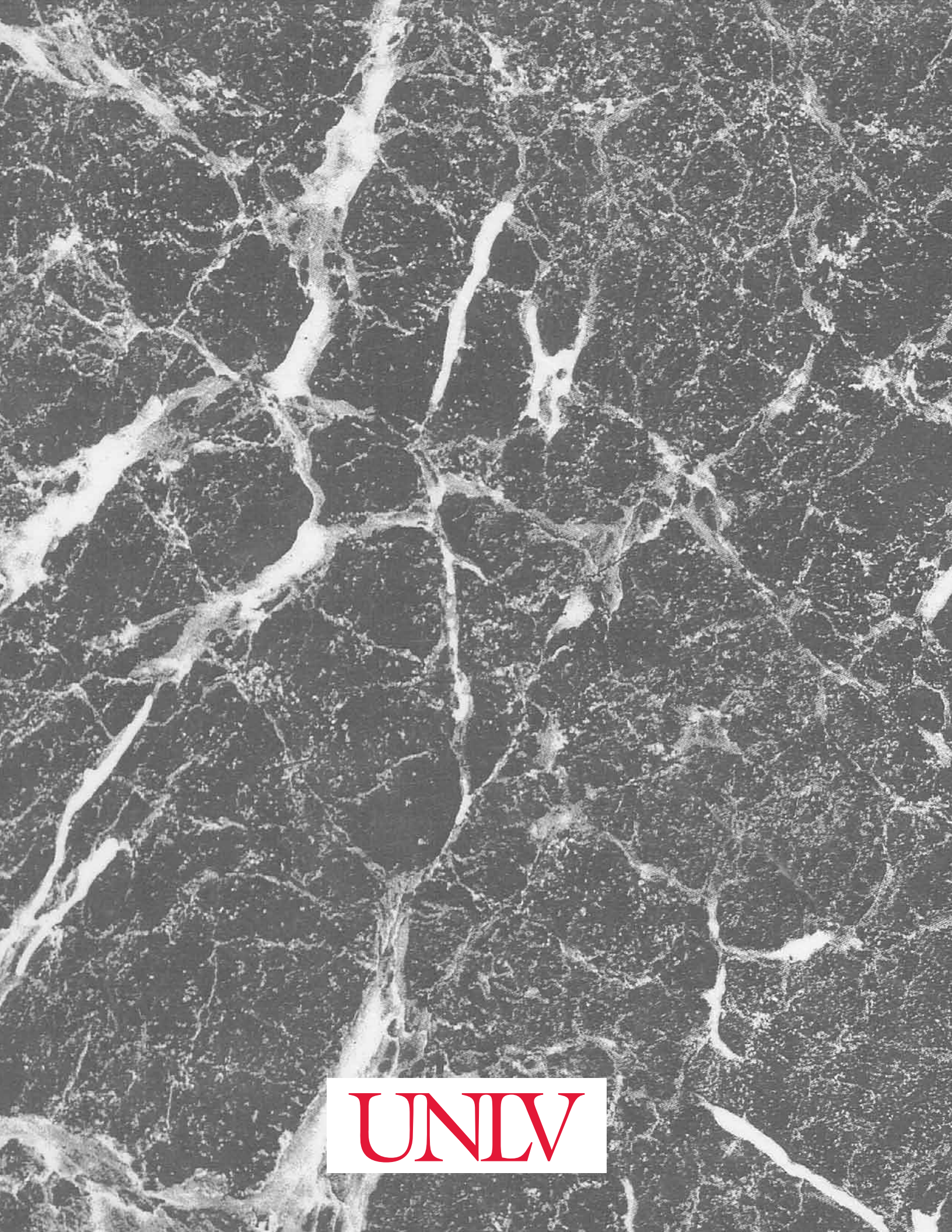
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Paper Presenters and Symposium Participants accepted on the program, along with all Conference delegates, will be subject to a registration fee. Paper sessions are 90 minutes long with (typically) three papers per session, with moderator and discussant. Authors (with their co-authors) should plan on twenty-minute presentations per paper, allocating about five minutes for questions and answers.

For more information on the conference, see our websites at:

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