By Mick La Lopa

It was just over ten years ago that the previous Department Head, Dr. Ray Kavanaugh, was approached by a representative from the Office of Enrollment Management’s Learning Communities, Access and Retention Programs to participate in an initiative that started in 1999 to provide specialized academic and social experiences for incoming freshmen. At the time there were two “learning communities” with 46 students, and they wanted to expand the program. As stated in the guidelines, “Learning Communities are designed to foster greater intellectual interaction among students and their peers, students and their instructors, and between instructors. They promote curricular cohesion and integration of ideas, and encourage an understanding of issues across discipline boundaries, as well as promote uses of active and collaborative learning designed to help instructors and students create a richer, learner-centered environment.”

Dr. Kavanaugh was told that the learning community would consist of 40 incoming freshmen students who would be enrolled in three common fall classes taught by Dr. Kavanaugh (HTM 101), Judy Rechberger (ENG 106), and Dr. La Lopa (HTM 100). Taken together, the students would learn about the hospitality industry in HTM 100, they would learn about career options in HTM 101, and then write and reflect on what they learned in class and on field trips in English 106. The University would also provide a budget to schedule social and academic events for the students. The learning community idea seemed to be a good one so Team HTM was born. Since that time, it has grown to be a model learning community at Purdue.

When asked to describe the central questions or themes that the fledgling Team HTM would explore, it was decided to help the freshmen connect to the hospitality and tourism industry that awaits them upon graduation by touring restaurants, hotels, and tourism attractions in Indiana so students could see these operations and learn from those managing the businesses. The decision was also made to have social events designed to connect the students to each other with the hope that they would form a cohort that would enable them to work together - and one day successfully graduate from Purdue.

In the formative years, the first event of the fall semester for learning community students and faculty was a common gathering at the intramural field to get to know one another by participating in various recreational activities along with complimentary food and beverages. The first event of the year planned specifically for Team HTM was a kick-off luncheon at Bruno’s, a local independently owned restaurant where all students could get to know each other and enjoy pizza, salad, lasagna and of course, the world famous “Bruno Dough!”

The second big event of the year was an optional (albeit, highly recommended) field trip with transportation by motor coach to either Indianapolis or Chicago to first tour a restaurant and have lunch and then tour a hotel before returning to campus. The final event of the year consisted of dinner in the John Purdue Room to get an overview from the instructor and students of 492, and to get an idea of what it will be like when taking the class as a senior.

As you might well imagine, there have been many industry partners over the years that have helped the students in Team HTM make a special connection to the industry. In the years we have been taking students on field trips we have toured hotels such as the Drake, Chicago Hilton and Towers, both W locations in Chicago, Hotel Indigo Chicago, Chicago Hyatt Regency, Chicago Marriott Downtown, Marriott Courtyard Magnificient Mile, Indianapolis Marriott Downtown, Hilton Indianapolis & Suites, Palmer House, and more. Our restaurant tours and lunches have taken place at the ESPN Zone, Uncle Julio’s, J. Alexander’s, and the Signature Room (all located in Chicago), as well as Buca di Beppo and Bahama Breeze located in Indianapolis. We have even toured and dined in the City Club of Chicago and the Conseco Field House in Indianapolis, or so it was named at the time!

Continued on page 3
Near the start of the Fall semester Beloit College releases its Mindset List for the incoming freshman class. This is the 15th time they have done this. Perhaps because I am getting older and the students (seemingly) younger, I find myself more amazed and more startled every time I read it. In fact I have come to view the issuance of the Mindset List as a significant transitional event - a rite-of-passage if you will - to the fall semester. This year there were 60 items on the list for the Class of 2017. Here are a few that I found particularly revealing - and unnerving.

To this cohort -
- Having a chat has seldom involved talking.
- Gaga has never been baby talk.
- Rites of passage have more to do with having their own cell phone and Skype account than with getting a driver’s license and car.
- With GPS, they have never needed directions to get someplace, just an address.
- They have always been able to plug into USB ports.
- Their parents’ car CD player is sooooo ancient and embarrassing.

For some of us it helps to keep in mind that many of the students entering college in 2013 (and graduating in 2017) were born in 1995! For those that are interested the rest of the list can be found at [http://www.beloit.edu/mindset/2017/](http://www.beloit.edu/mindset/2017/).

Going back to school in the fall is one of those memorable events – like riding a bike or going on a first date – that is common enough that most of us can associate and empathize with the experience. In some sense these events are rites-of-passage in that they mark changes in our lives. Other rites-of-passage that many of us experience include being confirmed, or participating in a Bar Mitzvah, and turning sixteen.

Although it might seem like graduating from college is a rite-of-passage, the data suggest it is not. According to the NY Times, only 30.4% of those 25 years and older have a Bachelor’s degree (NY Times, Feb. 2012). Universal post-secondary education has a long way to go. Moreover, graduating from college shouldn’t be assumed in the same way that we take for granted acquiring a driver’s license and a high school diploma. Unfortunately, because of the cost of tuition, the amount of debt incurred, and relatively flat salaries for graduates, there has been some buzz about whether a college degree is worth it. To make matters worse there have been a number of indications suggesting that college graduates are not (being) adequately prepared. Whose fault that is – I’m not sure.

College is a time of change. For many it is the first time they are away from home, and the first time they have to manage their time. My guess is some are more successful at this than others. It might be instructive to take a look at how college students use their time. The following is how full-time university and college students spend their days:

<table>
<thead>
<tr>
<th>Hours</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleeping</td>
<td>8.5</td>
</tr>
<tr>
<td>Leisure &amp; Sports</td>
<td>3.7</td>
</tr>
<tr>
<td>Educational Activities</td>
<td>3.3</td>
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<tr>
<td>Working</td>
<td>2.9</td>
</tr>
<tr>
<td>Other</td>
<td>2.4</td>
</tr>
<tr>
<td>Traveling</td>
<td>1.5</td>
</tr>
<tr>
<td>Eating &amp; Drinking</td>
<td>1.0</td>
</tr>
<tr>
<td>Grooming</td>
<td>0.7</td>
</tr>
<tr>
<td>Total</td>
<td>24.0</td>
</tr>
</tbody>
</table>

SOURCE: Bureau of Labor Statistics (time use on an average day)
Learning Communities

The learning community has changed over the years and Team HTM has made changes to provide a more robust learning experience for students. One change is that Dr. Richard Ghiselli is now teaching the HTM 101 class and the ENG 106 class was replaced by the GS 175 (information literacy) taught by Professor Kirkwood. Another big change is that students who sign up for the learning community as entering freshmen are now expected to show up to the required events that have been planned for the semester – no exceptions! Reason being, they have taken the spot of someone else who may have liked to have joined the learning community so the students are simply being asked to honor that commitment. Unlike the early days, there is no common gathering of all the learning communities to kick off the fall semester. Team HTM instead begins the fall semester with an upscale buffet and tour of Ross Ade stadium, courtesy of Keith Molter, who is now General Manager for Levy Restaurants that provides foodservice to RossAde and Mackey Arena. While the students are dining Keith explains how Levy provides foodservice for RossAde and Mackey Arena. He also gives the students a chance to sign up to work for Levy while at Purdue and as a result the majority of people who staff the two sporting venues these days are HTM students. The students are then given a tour of the suites at Ross Ade that are rented by various businesses and individuals for the football season.

Two years ago, all of the learning communities were asked to consider adding a community service activity and Team HTM answered the call. That is why the next scheduled event for Team HTM is having the 40 students and three faculty members volunteer their time to help the Tippecanoe County Historical Association set up the Feast of the Hunters Moon that is held on the banks of the Wabash River and a major tourism attraction. The students provide about six hours of community service on the first Saturday that is dedicated to erecting the structures that will be home to those selling crafts or food during the two-day event. The students are also treated to lunch.

We still have a field trip to Chicago. This past fall we took 40 students by motor coach to Chicago to take a tour of J. Alexander’s and have lunch, compliments of general manager Ryan Kavanaugh, alum of the program and son of the late Dr. Kavanaugh. From there, the students were given a behind the scenes tour of Starwood’s W Chicago – City Center before heading back to campus. This past fall we also added an optional social event at Buffalo Wild Wings for current and former members of Team HTM. The students had the chance to enjoy themselves playing trivia games and feasting on wings.

The final required event of the season ended where the first learning community began – Bruno’s restaurant. The learning community students were given a special behind the scenes look at the restaurant courtesy of Krista Rodriguez, an HTM alum and member of the Bruno’s family. Students were also given the chance to make some Bruno Dough. They were then treated to a lunch buffet complete with salad, pizza, lasagna and of course, Bruno Dough, and asked to share what they liked most about the learning community experience.

Purdue has grown from two learning communities and a total of 46 students in 1992 to 46 communities with a total of 1,981 students today. One of the best things HTM ever did on behalf of incoming freshmen was to join the learning community program at Purdue. To date, approximately 400 incoming freshmen have had the chance to become involved in the School’s learning community and have benefited from the specialized academic and social events they were provided over the years. The same will hold true for those who become part of Team HTM in the years ahead given the strong support the learning community has enjoyed from Purdue and our industry partners. For those wanting to learn more about Purdue’s learning community program visit www.purdue.edu/learningcommunities.
The School of Hospitality and Tourism Management is pleased to announce the HTM Hall of Fame. According to Rich Ghiselli, Chairman, Department Head, School of Hospitality and Tourism, we have a long history with thousands of graduates but have never really celebrated the success of our graduates by honoring them. It seems appropriate now that we have moved into our new home and started new traditions that we look back over all the students who have gone through the program during the last 50 years according to Dr. Howard Adler, who is chairing the committee to pick the Hall of Fame inductees. The committee that selects the inductees for the Hall of Fame is made up of two alumni, two faculty members, and two members of the HTM Strategic Advisory Council.

Nominations were open and accepted this year for entrance to the HTM Hall of Fame. We have divided awards into 3 categories; Legacy, Distinguished Alumni, and Outstanding Alumni. The Legacy Award is considered for those individuals who may or may not be alumni but who have made significant contributions to the hospitality and tourism industry and the School of HTM. The Distinguished Alumni Award is for alumni who have made significant contributions to the School of HTM. Last but not least, the Outstanding Young Alumni Award is for individuals who have been out of school for 10 to 15 years and made contributions to the industry and Purdue University.

When you look at the accomplishments of HTM graduates during the last 50 years, it is truly impressive according to Christine Ladisch, Dean of College of Health and Human Sciences. She went on to say that HTM has a large number of graduates who have shaped the hospitality and tourism industry all over the world and that number continues to grow. This is an exciting new tradition and it will give the School of HTM a chance to honor members of the HTM family according to Rich Ghiselli.

This year’s inductees are:

**Mr. Bill Marriott,** Chairman and CEO of Marriott Hotel, has taken the Marriott Company to 3700 hotels located in 73 countries and territories with over 300,000 employees. His contributions to the hospitality industry are legendary. He is considered a lodging innovator and was responsible for shifting the company’s business model from hotel ownership to property management and franchising. Marriott Intl is consistently named to the list of Forbes most admired companies. He served on the Board of Trustees of the National Geographic Society, as director of the United States Naval Academy Foundation, chairman of the President’s Export Council (PEC) and a member of the Secure Borders Open Doors Advisory Committee (SBODAC) and the U.S. Travel and Tourism Advisory Board (TTAB).

Mr. Marriott attended St. Albans School in Washington, D.C., earned a B.S. degree in banking and finance from the University of Utah and served as an officer in the United States Navy. Mr. Marriott also holds an honorary doctorate from Purdue University.

Mr. Dan Finn is a 1972 Purdue Grad in BS Industrial Management. Dan was with Marriott International for 26 years; his last position was that of Vice President of Global Human Resources Business Process Management. In that role, he supported the outsourced Human Resource Help Desk and technology. He has been a Guest Lecturer at Purdue University for over 25 years, and has received the “Recipient of Friend of Purdue University Award.” He also supported the effort to secure $100k in funding for Marriott Hall along with Roy Beaumont and created Friends of Marriott - Marriott employees with ties to Purdue University. Since March 2011, Dan Finn has been the Executive Director of Human Resources for the Archdiocese of Washington.

Mr. Bill Edmundson, a 1962 Purdue graduate in Institutional Management (now HTM). Bill has spent over fifty years in all aspects of the food and beverage industry starting with serving in the Navy as an Officer’s Club manager. He then managed food service operations for the Fred Harvey Company in Las Vegas, St. Louis and Cleveland. He has also worked in contract food services and served as a Vice President of Operations for both Greyhound Food Management and the Ogden Corporation. He spent fifteen years at ARAMARK.
Hall of Fame with First Four Inductees in 2014

Mr. Bruce White is the founder, Chairman, & Chief Executive Officer of White Lodging, a fully integrated developer, owner and manager of premium brand hotels. The portfolio of the company has grown to over 160 hotels in 20 states. In 2006 Mr. White was the catalyst on a 1.7 billion dollar portfolio sale to RLJ Development. The company currently employs 9,000 associates who deliver industry leading results for affiliated hotel company brand partners, including: Marriott International, Inc., Hilton Worldwide, Hyatt Global, Starwood Hotels and Resorts, Preferred Hotel Group and InterContinental Hotel Group. Mr. White is an active and highly regarded leader and advocate for numerous hospitality, business, and civic organizations. He is a member of the Purdue University Board of Trustees and was recently honored with a lifetime achievement award by the Indiana Hotel and Lodging Association. He is a graduate of Purdue University, the Harvard Graduate School of Business O.P.M. Program and is the recipient of an Honorary Doctorate of Business Administration in Hospitality Management from Johnson & Wales. He serves on the advisory council for Starwood Hotels and is part Charter President of the Courtyard by Marriott Advisory Board.

Purdue’s HTM Programs Receive Another Number One Ranking

Both the M.S. and Ph.D. programs in Purdue’s HTM School received the number one program ranking among schools in the United States according to a research article published in the Journal of Hospitality and Tourism Education in December of 2013 (Khan, M.A., Lee, S., Park, K., [2013]. A longitudinal study of hospitality and tourism management graduate program quality assessment rankings: 2002-2012. Journal of Hospitality and Tourism Education, 25:4, 193-205.). This study examined hospitality and tourism management graduate programs over a ten year period in the United States and used a questionnaire adapted from the ranking methodology used by U.S. News & World Report. Criteria included the curriculum (required credit hours, review of curriculum, and advisory board), the student body (number of students, GMAT/ GRE scores, assistantships, retention, and work experience), resources (grants, funding, access to research information, and wireless technology), and graduate faculty (terminal degrees, tenure status, faculty to student ratios, research publications, grants, editorial boards, and advising). This number one ranking for the graduate programs follows previous number one undergraduate program rankings for HTM at Purdue.

Purdue was cited for having continuously advanced its M.S. program over the ten year period (#3 in 2006 and #5 in 2002)), in part because of its student body as well as graduate faculty. Purdue’s Ph.D. program was also cited for its student body and graduate faculty. Again, improvements in ranking were shown for the Ph.D. over the course of the longitudinal study (#1 in 2006 and #5 in 2002). When graduate program directors were asked about their perceptions of programs, Purdue was ranked second (behind Penn State in first position) and ahead of Cornell University (in third position).

Among the 45 graduate degree-granting programs which were sent invitations to complete an on-line questionnaire, other programs receiving recognition for their M.S. programs were the University of South Carolina (ranked second), the University of Nevada at Las Vegas (third), the University of Houston (fourth), and Virginia Polytechnic Institute and State University (fifth). Other highly ranked Ph.D. programs included Kansas State University (second), Virginia Polytechnic Institute and State University (third), Penn State University (fourth), and Indiana University (fifth).
Preparing for Success: A Conversation with Stein Kruse

Stein Kruse, the CEO of the Holland America Group, spoke with students in several classes when he returned to campus in March. As CEO of Holland America Group, Stein Kruse is responsible for Holland America, Seabourn, and Princess Cruises. In this newly expanded role, he oversees over 40 ships and 36,000 employees.

During his visit to Purdue, Mr. Kruse spoke with Dr. Jonathon Day and reflected on globalization, leadership and preparing for a successful career.

ON TRENDS IN THE INDUSTRY

What are the most important trends in the cruise industry at the moment?

The globalization of our industry is happening and it’s happening in front of our eyes. When I came into this business several years ago, we were probably a North American focused business. The bulk of the guests were sourced in the United States, Canada... most of the cruises were out of the United States, a lot of them to the Caribbean. Today, we are seeing the full evolution of our industry. Not only are we sailing all over the world, but we are also sourcing passengers from around the world. Europe, for instance, years ago was a relative afterthought. Today, Europe contributes several million cruise passengers a year. Other places, Australia, for example, has taken to cruising in a big way and the next step in that evolution is the emerging economies – so, places like South America, China, India and so forth. So, it’s a globalization not just in terms of the destinations we go to, but also in where our guests are coming from.

ON LEADERSHIP

What are the most important characteristics of a leader in your organization?

When I talk about leadership, I often start by distinguishing management from leadership and I view management and leadership as two very different things. The skills of the manager are tied around doing things right. It’s more task oriented, it’s more focused on individual aspects of any enterprise or business. Leadership is about doing the right things. It’s about setting standards, setting objectives, setting strategic goals, outlining or articulating wishes, which allows an organization an entity to execute against those wishes... leadership is the ability to guide, to coach, to change course, to stand resolute but still be flexible, understanding that no one is more important than the collective team and (the ability to) guide an organization to a successful completion (of the goals).

What were the experiences that were most influential to you in developing your leadership style?

I came from a very modest background, sort of typical middle class background in Norway (and I) grew up in the sixties and seventies, my formative years. When I came to Purdue University I really didn’t have any expectations or aspirations, but I’d always been taught to do good work, do honest work, work hard and try to be helpful. As I advanced my career I sort of always kept those very basic things in mind. If something needed to get done, I was prepared to do it. As simple as that may sound, in today’s world there’s often times (and) things that we either don’t want to do or we consider it too menial or too below us, and I never felt that way as I learned my jobs in my career. If somebody needed help, I would give it to them. Today I will do the same thing. If a job needs to get done, somebody’s got to do it.

If there’s something I’ve learned over thirty years since I graduated, is that there is never enough time, never enough resources, never enough money to do the job so you’ve got to figure out ways to work around that. In the absence of time, resources and money, you look at other alternatives. You look at team work, you look at information sharing, you look at effective communication, helping each other and if you’re prepared to do that, I guarantee that you will advance your career.

ON PURDUE

Was there anything else that you wanted to share with students?

Sure....take the opportunity that you have here in your college education, this environment, to draw on all these experiences and take advantage of it because you will, years from now, whether it’s next year, five years or twenty years from now, you will reflect back on this as one of the greatest experiences you had in your life and only you can make with it what you choose to make with it. So take full advantage of it and be successful and go out there and do good things.
Serendipity has been voted as one of the ten most difficult words in the English language to translate. Webster’s describes it as a "Happy Accident", or "Finding something good or useful while not specifically searching for it". I suppose that serendipity would also describe how a Hospitality Major, such as myself, finds himself teaching 5th grade at an inner city school in Indianapolis. During my senior year at Purdue, I was going through the dreaded "what do I want to do with my life" phase. As most seniors do, I was contemplating various options. One of which was a job offer on Waikiki Beach! The choice which I ultimately made hadn’t even been on my radar a few weeks earlier. During Christmas break, I watched a documentary titled “Waiting for Superman”. The film explored educational inequalities here in America. It was an eye-opening experience and really made me think about things that I hadn’t contemplated before. As fate, or coincidence or serendipity would have it, I was contacted by a recruiter from Teach for America about a week later, and agreed to an interview.

During the interview process, I had to prepare a 5-minute mini lesson. Sticking with my hospitality roots, I taught a lesson on napkin etiquette. Apparently HTM prepared me pretty well, because I received an offer. Teach for America is part of the AmeriCorps National Service Program. They recruit a diverse group of leaders who work to expand educational opportunities, specifically in low socio-economic communities. Corps members commit for two years, receive intensive training and ongoing support, and an opportunity to earn a Master’s Degree. Upon completion of your commitment, Corps members may continue a teaching career or explore other options.

I currently teach a class of 28 fifth graders on the near east side of Indianapolis. My students do not change classes, so I am teaching English Language Arts, Math, Science and Social Studies. It can be very challenging and the volume of work is large. It can also be very rewarding. Last year, my students test scores improved a full 29% to a passing rate of 86% on the state standardized test. This journey has been the greatest and most challenging experience of my life so far. I have learned more about myself and being a professional than I ever expected a training program to provide. There are struggles and heartache on a regular basis, but I leave school every day with at least one hilarious story.

I will be closing this chapter of my life in June and plan to return to the Hospitality industry. Although my time in the classroom will soon be ending, I will be a lifelong enthusiast for making available a great education to all who seek it.
**HTM’s Outstanding Senior 2014: Nadine Hammoudi**

"Go big or go home!" - that’s the advice Nadine Hammoudi gives new students joining HTM and it’s the credo that describes her student experience at Purdue. Nadine, HTM’s Outstanding Senior 2014, showed her skills successfully leading the student committees of two HTM’s signature events, the Black Tie Dinner and the Career Fair. In addition to juggling responsibilities for these major events, Nadine excelled in sales during her international internships, joined study abroad experiences and maintained her academic results. In the following interview, we asked Nadine about her experience at Purdue and for her advice for students joining the program.

How would you describe your approach to student life?

Out of all the words I could use, the best way to describe my student life is fearless. Right from my first day at Purdue I put myself in this mindset that nothing will stop me, and if I wanted something I’d do whatever it takes to get it. I applied my fearlessness to my academics, my extracurricular involvement, as well as my social life, and it has brought nothing less than great memories and experiences my way.

How do you juggle academic activity with other commitments?

The most important thing is to always have things prioritized. And do so in a weekly manner, especially when you know there’s a lot coming up. I’ve learned that by prioritizing I give each activity and commitment the time it needs, and it allows me to have realistic expectations. Be sure to direct the majority of your attention towards the top priority of the week – whether it’s an exam or event for an organization.

What tips would you give students to get the best results from their time in the HTM?

Go big or go home. Don’t ever stop maximizing the opportunities you get because nothing is as rewarding as the end result when put your heart and soul into what you do. What’s great about HTM is that it presents us with a variety of things to put our hearts and souls into, so don’t be scared to explore new things. It’s the best way to learn more about yourself and discover who you want to be.

What were the 3 highlights from your time in the HTM program?

The Career Fair and Black Tie Dinner are definitely my 2 biggest highlights!

I started as a volunteer for both and worked my way to becoming the President of both. I am blessed for being a part of them all 4 years. The program itself is also very special to me. The bond between students and professors is unique, and it’s a small enough program creating a comfort zone but big enough for each student to bring something of their own.

As you look back over the last few years, what were the most important things you learned in HTM?

I have really come to understand that no one will push you harder than you push yourself. You get to decide how far you want to go, and it is up for you to determine what you will get out of each activity – again, whether it is academic, extracurricular or social. If there’s anything I did I wish for every student to do it is not to waste a single second. HTM at Purdue offers us invaluable moments and they are truly the reason I’ve come this far.

**Xiaoxiao Fu Honored for Graduate Student Teaching Excellence**

Xiaoxiao Fu, a fourth-year Ph.D. candidate, was nominated by the School of Hospitality and Tourism Management and received the Purdue CETA Award for Excellence in Teaching in Spring 2013. It is a university-wide recognition for graduate instructors, awarded annually by the Committee on the Education of Teaching Assistants (CETA) and the Office of the Provost.

Over the past three years, Xiaoxiao has taught a variety of HTM courses, including Introduction to Tourism Management (HTM 173) and Hospitality and Tourism Marketing (HTM 231), and team-instruction of Quantity Food Production and Service Lab (HTM 291L). She was also funded by a Purdue University’s international grant to teach two accelerated marketing and tourism courses at an overseas partner university in summer 2012. Xiaoxiao has developed a good set of pedagogical skills in different class settings and her instructional activities have been rewarded by consistently high scores of student evaluations.

Xiaoxiao is actively working on her dissertation titled “Framing tourist motivations through the lenses of Confucianism”, and expects to graduate by August 2014. She will pursue a career in academia after graduation. For her fellow graduate teaching assistants, Xiaoxiao would like to share a few tips she has learned along the way: 1) Treat your teaching assignment as your real job, and then you will do well; 2) Teaching does not divert you away from your coursework or research; instead, it makes you an all-around player; and 3) Teaching undergraduate students at HTM is a rewarding and useful experience. Good luck and most importantly, have fun doing it!
Scholarships Support Future Leaders

Each year, major industry associations and foundations partner with Purdue’s School of Hospitality and Tourism Management to support young leaders preparing for careers in hospitality. These organizations share our commitment to developing leaders for the global hospitality industry. In this edition of the Boilerplate we examine the support of two industry associations, American Hotel and Lodging Education Foundation and the International Foodservice Manufacturers Association and the impact of the their support on our students.

Michael Nalezny awarded the Arthur J Packard Award

Michael Nalezny was awarded the prestigious Arthur J Packard Memorial Scholarship. The Arthur J. Packard Memorial Scholarship Program, which began in 1974 to honor Packard’s numerous accomplishments in the lodging industry, is awarded by the American Hotel & Lodging Educational Foundation (AH&LEF), the not-for-profit affiliate of the American Hotel & Lodging Association.

“This year’s competition was a tough one as many qualified students were nominated,” said Joori Jeon, CPA, CAE, AH&LEF president/COO. “Michael, who won first place, was a particularly strong candidate for the scholarship. He helped found the AH&LA student chapter at Purdue and served as president for the past two years, while working two part-time jobs and maintaining a 3.51 GPA.”

As Michael says, “Being nominated for this scholarship was an accomplishment in itself, but winning it from the association really meant a lot to me... it was a great honor for AHLEF to recognize the accomplishments I have made while here at Purdue. It truly shows that hard work does pay off.”

AH&LEF ongoing support for lodging students

Michael’s recognition was not the only support provided by AHLEF this year. Over $10,000 was awarded to Purdue students this year by the American Hotel and Lodging Educational Foundation. As an affiliate school of the AHLEF, HTM nominates four students each year to the Cecil B Day scholarship.

“AH&LEF scholarships ensure that the lodging industry has the talent to fuel its future growth with a strong pipeline of future leaders,” said Michelle Poinelli, AH&LEF senior vice president. “Last year, we awarded more than $528,000 in scholarships to 339 hospitality management students around the country. Purdue University students were among these scholarship recipients, who represent the best and brightest within the major nationwide.”

IFMA support for students preparing for foodservice

IFMA is another industry association committed to supporting the development of the next generation of foodservice professionals and Purdue’s HTM students. In 2013, IFMA significantly increased the scholarships available to Purdue students adding two $5000 scholarships for students committed to careers in foodservice. Rebekah Smith and Megan Mirynowski received Scholarships and joined Samantha Wilburn, the International Gold and Silver Plate stipend awardee, as beneficiaries of IFMA.

The Importance of Scholarships

The support provided by AHLEF and IFMA makes a great impact on the young leaders that receive the scholarships. As Michael Nalezny notes, “Receiving the scholarship really made it possible for me to have a career... without these scholarships I wouldn’t have been able to stay at Purdue and earn a degree from one of the top ranked programs in the country.” Olivia Bertsch, 2013 IFMA Scholarship recipient agrees, “I was awarded the IFMA scholarship the end of my Junior year, which was an incredible blessing. Being a senior is a bit stressful with preparing to graduate, interviewing for jobs, and getting ready for life ahead. I applied the money to my senior year tuition and housing costs. As a result, this year, I have been able to focus on school, friends, and preparing for life after Purdue.”

The support provided by AHLEF, IFMA and all the individuals and organizations that support scholarships makes a real impact in the lives of our students. These scholarships contribute to the development of future industry leaders and HTM is extremely grateful for the support.

For more information on scholarships available to HTM students go to our website...www.purdue.edu/hs/htm/undergraduate/scholarships/index.php

SAVE THE DATE!

HTM ALUMNI RECEPTION

MAY 18TH 6-8 pm

THE SIGNATURE ROOM AT THE 95TH

CHICAGO, IL
HTM Career Day 2013

2013 saw the second annual Spring HTM career fair at Purdue University. Because of the large response by companies wanting to attend the inaugural event, in 2013 it was moved to the Purdue Memorial Union. The event was held on February 19th from 1:00pm – 3:00pm. The response this year was a little short of expectations due to an unexpected conflict with several other major hospitality and tourism management events scheduled that day. Even with the conflicts, there were 28 companies and hundreds of students in attendance. To avoid scheduling conflicts, the date for the 2014 event was carefully coordinated with recruiters from several major hospitality companies. It will be held on February 11th, from 1:30pm - 4:30pm in the North Ballroom of the Purdue Memorial Union. In addition, the event will be held in conjunction with the Consumer Science Career Conference. This will give students access to additional companies and resources, and should attract additional highly qualified students from that department to our fair.

The addition of the second annual career fair significantly increased the time commitment for the board. In the spring, the board had to coordinate the Spring fair while at the same time planning for the Fall event. This required them to hit the ground running. President Nadine Hammoudi and Vice President Tripper Carter led the board which included: Kayan Olinger, Executive Assistant; Michael Nalezny and Leslie Hardesty, Recruiter Relations; Mitchell Prentkowski and Olivia Brubaker, Student Relations; Claire Vachon and Justine Geisler, Decorations; Kris Ingram and Maya Shen, Catering; and Ally Polries and Ashley Zentz, Publicity.

The Fall fair featured 44 of the top companies in the Hospitality and Tourism Industries and was attended by approximately 425 students. This year the board took steps to turn our local event into a regional one. Students and faculty from our sister departments at Ball State University, Indiana University-Purdue University Fort Wayne, and Purdue University Calumet were invited to all phases of the event. While these sister departments have been made aware of the event in the past, this was the first time that they were invited to attend functions previously reserved for only HTM students from the West Lafayette campus.

This year saw major changes in the registration process, spearheaded by Janet Glotzbach. Registration was done through NACElink Career Services Management System powered by Symplicity. This allowed greater flexibility for company registration and provided a wide range of benefits for both companies and students. Registration is now on-line and available 24/7. Utilizing on-line registration provides networking information to connect companies with students, easy access to post jobs, individualizes company recruitment needs, sets up on-campus recruiting schedules in an expeditious manner, and provides access to HTM Resume Books through Purdue NACElink. Many companies take advantage of interviewing the day after the career fair and utilize the pre-screening option for their recruiting needs. Under this new system students are able to update their resumes online, apply to job postings and apply for the pre-screen process. In addition, students are now able to take advantage of the most up-to-date information, monitor company attendance for the career fair, see company recruitment needs, research companies and apply for opportunities 24/7. The system also facilitates the creation of a brochure which provides basic information about each company.

The 2014 board has been formed and will be led by President Tripper Carter and Vice President Kayan Olinger. Tripper and his board are already hard at work on the Spring fair with an eye on making the Fall fair the best event of its kind in the country. We anticipate again drawing the top companies in the U.S. as well as at least one which is internationally based. So, mark your calendars for September 23rd and 24th; the HTM Fall 2014 Career Day event is one event you cannot afford to miss.
Simply the Best: 16th Annual Black Tie Dinner

It is hard to believe that after months of planning the night of Fire & Ice was over in just a couple of hours. The 15th annual Black Tie Dinner was recorded to be the largest Purdue’s Hospitality and Tourism Management program has seen. We proudly welcomed 194 guests in a night filled with red and silver, as well as candles and ice. From the kitchen and all the plate designs, to the wine serving and 24 karat service, the 15th annual Black Tie Dinner wouldn’t have been such a success without the 70 students who volunteered their time and effort. Year after year, the beauty of the dinner remains in the passion and talents of the students who make the dinner an annual reality.

The 2013 dinner was in fact a very special one as it held the first ever Black Tie Dinner Live Auction. All the proceeds from the live auction were donated to the American Cancer Society, and due to its success we have decided to make it an essential part of every year’s dinner, with the hopes of turning it into a Black Tie Dinner tradition. This is just an example of how determined the students are to add something new to the dinner every year, to continuously make it a more influential event.

We are proud to be hosting the 16th annual Black Tie Dinner on April 5, 2014. The theme chosen for this year’s dinner is “Simply the Best.” The students have challenged themselves yet again with an esoteric theme that provides them with limitless possibilities. One thing is clear that in 2014, they have chosen to do their absolute personal best for the event and are not afraid to make the statement. Also coming this year, the first inductees to the HTM Hall of Fame will be recognized at the Black Tie. More information can be found at www.purdueblacktiedinner.com.

HTM Hosts Inaugural Alumni Golf Tournament

On September 27th, the School of Hospitality and Tourism Management had its Inaugural Alumni Golf Tournament. Proceeds from the tournament will be used to supplement the cost of higher education and enhance the continued education of some of our outstanding HTM students.

Being a new event on the HTM docket, the staff had their work cut out and a committee was formed to help. The committee was made up of faculty, staff, HTM SAC members and a few HTM alums including Jody Flowers of Flowers Hotel Group, Kerry Flowers of Genre Hotels, and Paige Flowers, of JetBlue Airways. We received donations and sponsorships from over twenty companies having ties to HTM or the Lafayette-West Lafayette community.

The players were teamed up into parties of 3 or 4 including recent HTM grads. Each player received a gift bag at registration filled with Purdue mementos and snacks. 86th Street Pub sponsored the beverage cart to help keep the golfers hydrated. HTM provided a buffet lunch and had guest speakers, Christine Ladisch, HHS Dean and Calvin Williams, PU Associate Athletic Director. Winners were announced at the end of the day as our guests enjoyed a delicious spread hosted by HTM’s catering.

The day ended with a live auction, door prizes, and raffles. With a successful first year, we are looking forward to continuing the tournament and having this as an integral event to help with the costs of higher education, and to provide our students, alumni, and industry leaders a chance to engage in fun.
A Familiar Face in the John Purdue Room

Every hospitality establishment has its regulars. The John Purdue Room in Marriott Hall on the campus of Purdue University is no exception. There are guests who have enjoyed visiting this student-run fine dining establishment on a regular basis for as long as it has existed, going back to its origins in Stone Hall.

And then, there’s Dr. William J. Gorman III, Assistant to the Head in the Department of Computer Science. Dr. Gorman first came to Purdue University as a graduate student in Mathematics in 1959 and, with a few brief interludes, he has been a fixture on the West Lafayette campus ever since. He has been here continuously since 1974, when he returned to Purdue to train in computers, and was hired as a part-time Assistant to the Head of the Department.

To call Dr. Gorman a JPR “regular” would be a gross understatement. Dr. Gorman recently shared the story of his very first visit to the JPR in Stone Hall in the Fall of 1976, at the invitation of RHIT student Barbara Polka, who invited him to dinner for her management project. He has been a weekly visitor to the John Purdue Room ever since.

Dr. Gorman says that his weekly trip to the John Purdue Room is one of the two great meals he’s certain to get every week. In addition to his Thursday dinner in the JPR, he also dines each Wednesday with the students at Earhart Dining Court. It’s not just the food he enjoys, but also the opportunity to interact with the students, who he credits for helping to keep him young.

Dr. Gorman’s affection for the students is returned in equal, if not greater measure. He is such an icon in the JPR that if he’s not at his regular place at Table 52 by 6:15 pm on Thursday evening, students become worried. It’s a regular practice for student managers to check and see if Dr. Gorman has made his reservation before accepting requests for special events on Thursday evenings. To not have Dr. Gorman’s table available for him simply would not do!

As can be seen, students spend on average 3.3 hours per day on educational activities. Assuming they take one day off this amounts to approximately 20 hours over the course of a week. When calculating credit hours a general rule of thumb is that students should spend 2-3 hours of study time for each hour spent in class. Using this guideline a student who is taking 15 credit hours, should be spending approximately 30 - 40 hours per week outside of class - for a total of 45-50 hours per week on his/her studies. This is comparable to having a full-time job. As you can see there is a disconnect.

There are many reasons/excuses for the discrepancy – some are instructor-related, some student driven. For example instructors are often motivated by other duties - such as research, or the desire to be liked by students. Both of these might detract from the rigor that is needed. Students on the other hand are also distracted. For example, one study found that the time spent on Facebook was negatively related to overall GPA. Another found that first-year college students who used alcohol drank an estimated 10.2 hours per week, compared to studying only 8.4 hours per week. Also students have (self-) reported that alcohol/substance abuse has led to poor performance on tests or important projects, and was the cause of missing class. Working is sometimes posited as a reason that pulls students away from their studies – but in most instances it is a part-time job: about 1 in 5 works more than 20 hours per week according to the National Center for Education Statistics.

Parents, politicians, employers and others often bemoan the value of a college education. Like them, I worry about the preparedness of college graduates. What can we do? For one the professoriate must balance its responsibilities and maintain the rigor that is expected to earn a college degree. We have a responsibility to the parents, employers - and the students - to prepare them for a productive livelihood. Just as engineering students must have a solid foundation in math and science, business majors must be well grounded in the matters that define commerce. Etc. Although students sometimes do not see it that way, we must prepare them for the challenges of a dynamic labor market. It is our responsibility to give meaning and value to a college degree.
Dr. Behnke receives Lazarus Teaching Award

Dr. Carl Behnke was the 2013 recipient of the Bruce Lazarus Undergraduate Teaching Award. This award, determined by HTM undergrads, is named after HTM Professor Emeritus, Bruce Lazarus. Dr. Behnke’s philosophy with regards to our students is best summed up as “be there”. This means he strives to be available for the students to answer their questions, help them work through assignments, support their extracurricular endeavors and, sometimes, to just listen when they need to talk to someone. Dr. Behnke, known to many alums as Chef Carl, came to Purdue sixteen years ago as the Chef Instructor and Special Events Chef for President Beering. Dr. Behnke’s talents as a chef have given him an opportunity to work with companies such as Hyatt Hotels and GPA Tours and have taken him to diverse locations with Purdue such as New Orleans, Las Vegas, and Switzerland. In 2009, he earned his doctorate and began teaching full time. Today, in addition to teaching many of the HTM foodservice oriented classes, he conducts research in restaurant operations and hospitality curriculum.

Chef Carl Conway receives 2013 ACF Educator of the Year Award

Chef Carl G. Conway of the Purdue University School of Hospitality and Tourism Management was recognized as one of the best culinary educators in America. Chef Conway, originally of Jackson, Mississippi, received the American Culinary Federation Greater Indianapolis Chapter Chef Educator of the Year Award at the 2013 ACF President’s Gala at Ivy Tech Community College in Indianapolis.

The ACF Chef Educator of the Year Award, established in 1998, pays tribute to an active culinary educator whose knowledge, skills and expertise have enhanced the image of the professional chef, and who by example has given leadership, guidance and direction to students seeking a career in the culinary profession. This person demonstrates the ability to help students define and develop their careers by using their skills and abilities to provide a strong foundation for future success.

In addition to instructing Hospitality and Tourism Management students in the capstone course at Purdue, Chef Conway also serves as the coach of the chapter’s Baron H. Galand Knowledge Bowl Team, which is comprised of students from the four culinary schools in Indianapolis.

Chef Conway has been an active member of the ACF since he began his apprenticeship at the Gaylord Opryland Culinary Institute in 2000. He served two terms as secretary of the ACF Middle Tennessee Chapter, and two terms as president of the ACF Clarksville Chapter. Chef Conway was recognized by the ACF Middle Tennessee Chapter as the Student Culinarian of the Year in 2000, and was the ACF Clarksville Chapter’s Chef of the Year in 2005.

“I am honored to receive this great award. I plan to represent Indianapolis to the best of my ability in regional and national competition this year, said Conway. “There are many people I would like to thank for this award: all of my students, my colleagues at Purdue university, the chefs of the ACF Greater Indianapolis Chapter, and of course, all the chefs who have been mentors and role models to me over the years, especially the late Chef Clifton Stanfill, CEC, CCE, and Chef Ralph Comstock, CEC, AAC.

Dr. La Lopa receives Marecki Memorial Award

This past November, Dr. La Lopa was the recipient of the Dr. Richard Marecki Memorial Award for dedication to lifelong learning. The award is given out each fall from the International Hospitality and Service Innovation department at the Rochester Institute of Technology where Dr. La Lopa earned his master’s degree in 1989. Dr. Marecki was the chair of the master’s program at RIT. He had a true passion for lifelong learning. What makes the award all the more special for Dr. La Lopa is that Dr. Richard Marecki was his mentor. Dr. Marecki permitted Dr. La Lopa to teach undergraduate courses at RIT, which inspired him to become a teacher. Dr. Marecki also made it possible for Dr. La Lopa to be accepted into the doctoral program at Michigan State, which ultimately led to becoming a faculty member in the School of Hospitality and Tourism Management almost 16 years ago.
**School of HTM Acquires Motel PBX Switchboard**

Long before there was the internet or cell phones, hotel guests relied on a hotel’s PBX operator. This switchboard system was designed to handle all of a hotel's internal and external calls and was connected to the public telephone network which was basically Bell Telephone for most of the 20th century.

An example of such a system now sits in the lobby of Marriott Hall thanks to HTM Professor Howard Adler. This particular machine came out of a 30 room motel in Logansport Indiana, Motel Mar-Jo Wood, which closed in the early 1970s. Every call coming into the hotel had to go through this switchboard. This included all calls to guests, management and employees. Guests trying to connect to other guest rooms or make outgoing local or long distance calls had to go through the hotel operator to be connected. Employees trying to call from one department to another had to go through the PBX or Switchboard operator according to Dr. Adler. We are pleased to have this antique piece on display because it is a piece of history and shows our students how much hotels have changed in a relatively short period of time according to the Head of the School of Hospitality and Tourism, Richard Ghiselli.

A large luxury hotel could employ up to 6 operators working at the same time on a larger version of this system. The job of a PBX operator was much the same as it is today which is to provide courteous service, answer guests questions, and to connect them with the correct hotel departments and services. Technology has come a long way since the days when this model was used but the concept of providing excellent customer service remains the same.

**HTM / Cohen Garden Project**

The HTM garden is a project of Chef Ambarish Lulay. It was made possible through the professional development grant provided by the Cohen family. The garden plays an important role in the foodservice education of the students in HTM. As part of the HTM lab experience students are exposed to how vegetables and herbs grow. Further, they have an opportunity to use these products in the food labs. The garden introduces the students to sustainable practices in the foodservice industry, and keeps the lab experience on the cutting edge. The garden also provides produce for the meals at Westwood, the residence of the president.

**Purdue AHLA Student Chapter wins Prestigious Award**

This past spring Purdue’s Student Chapter of the American Hotel & Lodging Association was designated the Student Chapter of the Year. The award was made at the Stars of the Industry Reception at the AHLA Summer Conference in Denver, Colorado. Each year AH&LA honors individuals and groups who excel in various areas, and two years ago the Student Chapter of the Year award was added to that list. Over 20 chapters applied for this prestigious award, and they were evaluated in the following areas: fundraising/charity, professional development, membership growth, marketing/PR, networking, and overall membership participation. Purdue’s chapter excelled in almost all of these areas and was particularly successful in fundraising and in bringing high profile executives to the campus for the first time. Chapter president, Michael Nalezny was quoted as saying, “During our first board meeting, we made it our main goal to win this award and be the second school to do so. Winning this award makes me really proud to have led this chapter for the past few years, and it really shows how much effort and dedication we have all put in to make this chapter a success.” Chapter Vice President, Alyssa Lotspeich, was also present to accept the award and was quoted as saying, “I am extremely proud to have been a part of this board and contribute to its success. We could not have done this without the great leadership team, dedicated members, and our great advisors.”
**SCHOOL UPDATES**

**HTM Graduate Students Receive STAR Certification**

Three HTM graduate students were among the first to receive STAR certification in Hotel Industry Analytics. The certification is being offered globally to undergraduate and graduate students through a joint effort between AH&LEI (American Hotel & Lodging Educational Institute), ICHRIE (International Council on Hotel, Restaurant, and Institutional Education), STR (Smith Travel Research), and STR Global. The certification provides evidence of a thorough knowledge of the foundational metrics and definitions that are used by the hotel industry. Recipients have proven that they can “do the math” and interpret the results. They have demonstrated an ability to analyze various types of hotel industry data and make strategic inferences based upon that analysis.

The three HTM graduate students, Ding (Ivy) Yue, Jun (Eugene) He, and Shuquan (Albee) Zhang indicated that they intend to pursue a career in revenue management upon graduation. Dr. Li Miao, the faculty coordinator for the certification program at Purdue University explains that the certification program is part of HTM’s initiatives to develop a curriculum with a strong business core to better prepare students for quantitative and analytical competencies to be the future leaders of the hospitality industry that require increasingly complex decision making and metacognition.

**The Best Wine. The Best Food. The Best Service.**

Purdue HTM Black Tie Dinner. Simply the Best.

*Save the Date: April 5, 2014*

**New Faces in the HTM Main Office**

Ayrielle Davis graduated from Indiana State University with an Artium Baccalaureus in World Languages, Literatures and Linguistics Teaching with emphasis in Latin Language and Ancient Roman Histories.

Following graduation she lived in Indianapolis for a while interning as a Latin teacher at the high school level, but when the internship was over she later moved to Lafayette where she could be closer to friends and her maternal family.

When Ayrielle saw the opportunity to work in HTM she thought that it might be a good position. A traveler in her own right, she imagined “Anything with the words ‘Hospitality’ and ‘Tourism’ in the name has to be a great place to work.” If you ask her, she shall tell you that she imagined correctly for she enjoys working with the people at HTM and helping the Food Service teams of LavAzza, Boiler Bistro, and the John Purdue Room. Some of her responsibilities include managing lunch and dinner reservations for the JPR, answering the phones, designing and distributing menus and food labels, as well as updating and interacting with those on social media sites on behalf of HTM.
Dr. Almanza Receives Founder’s Award

Dr. Almanza Received the Founder’s Award at the 2014 Annual Graduate Education and Graduate Students Research Conference in Houston, Texas. In the picture at the right she is shown receiving the award from Dr. Kaye Chon, one of the Founders of this conference.

The aim of the conference is to provide a forum for graduate program administrators, graduate faculty members, and graduate and undergraduate students. This forum presents an opportunity to 1) explore contemporary and future educational and research issues in hospitality and tourism graduate programs and 2) exchange ideas and information on “state-of-the-art” graduate student research in hospitality and tourism. The conference also offers unique networking opportunities for graduate students and faculty.

Personal Values Can Affect Tourists’ Loyalty

A paper presented by Mr. Shangzhi Qiu, Dr. Mimi Li (class of 2007 of HTM) and Prof. Liping Cai won the Journal of Travel & Tourism Marketing Best Paper Award at the 19th Annual Graduate Education and Graduate Student Research Conference in Hospitality & Tourism in Houston TX, January 2014. The study shows that tourists’ internal value can affect their affective attitude toward outbound destinations, and in turn influences their loyalty to the destination. Both internal and external values can directly influence their loyalty. Mr. Qui is a student at Hong Kong Poly Tech.

Value is an important manifestation of culture. It is a centrally held, enduring belief which guides people’s actions and judgments in all situations. It is also an ultimate goal pursued by individuals. Personal values have been long regarded as an important factor directing consumers’ attitude and behavior toward a given object. Holding different values will form different attitudes toward the same object and, consequently, generate different behavioral intentions. Based on a survey of Chinese outbound tourists, the researchers identified that tourists who identify with internal values (e.g. warm relationship, sense of accomplishment, excitement, self-respect, self-fulfillment) tend to form positive attitudes (feeling pleasant, worthwhile, fascinating) to the outbound destinations visited. And they will be more motivated to revisit the destination or encourage others to visit. Tourists that empathize with external values (e.g. sense of security, fun and enjoyment) tend to be loyal to the destination, but do not necessarily form positive attitudes to them. The study results imply that destination marketers can appeal to tourists’ specific personal values in advertising or product design to improve their attitude and revisit intention.

Best Paper Award at 2013 Graduate Conference

Wei Wei, HTM Ph.D. candidate, and her adviser Dr. Li Miao received The Coca Cola Special Interest Topic Best Paper Award at the 2013 Annual Graduate Student Conference in Hospitality and Tourism held in Seattle, Washington for their collaboration on a paper titled: “Consumers’ Pro-Environmental Behavior and Its Determinants in the Lodging Segment.” This paper examined customers’ pro-environmental behavior (PEB) in hotel settings. The gap between actual behavior and responses to surveys of environmental attitudes has been widely documented in a range of sustainable behaviors. According to a consumer survey conducted by the U.S. Travel Association (2009), 78% of American travelers reported that they were concerned about the environment, but only 9% were willing to pay higher fares for environmentally sound services and a mere 3% selected a “carbon offset” option for their travel reservations. Based on a survey with a sample of 537 participants representing a broad range of demographic strata, the results suggest that hotel customers display the least PEB when compromise of personal comfort is involved and that the major determinant of PEB in hotel settings is non-environmental concerns, such as time and effort involved. This research is one of the first studies to systematically identify PEB behavioral manifestations in the hotel context and thus contributes to a contextualized understanding of motivational drivers of PEB in a hotel setting and offers building blocks for designing targeted behavioral interventions. Practically, the PEB sub-categories identified in this research can help lodging practitioners develop customer-focused green initiatives in a more systematic manner, and help lodging practitioners implement more targeted informational, structural, and motivational strategies to encourage greater customer participation.
Dr. Jang Receives Highly Commended Paper Award

EunHa Jeong (HTM Ph.D. Student) and Dr. SooCheong (Shawn) Jang (Associate Professor) received a Highly Commended Paper Award at the World Conference on Hospitality, Tourism and Event Research (WHTER) and International Convention & Expo Summit (ICES) joint annual conference held in Bangkok, Thailand, from May 25-28, 2013. The study examined the effect of congruity between restaurant brand image and healthful menu products in the context of promoting a healthy menu item. The study also investigated whether customers’ perceived congruity had a significant effect on customers’ nutritional attitude toward the menu, and whether the effect of congruity influenced the perceived credibility of information.

Tourism Best Paper Award

Xiaoxiao Fu, HTM doctoral candidate, and her advisers Drs. Liping Cai and Xinran Lehto, received a Tourism Best Paper Award at the 18th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, held in Seattle, Washington, January 3-5, 2013. Titled “Motivations of Chinese Tourists: A Means-End Approach”, the paper developed a conceptual framework for understanding Chinese tourist motivations. Unlike most tourist motivation typologies which have been framed in the context of Western society, the proposed framework was informed by Confucian doctrines and extant motivation theories, and substantiated by empirical findings from 79 in-depth interviews. From the lenses of Confucianism, the framework illustrates that the motivations of Chinese tourists arise from the gaps between the Way (the ideal end-state) and ways (the actual state). Tourism can be interpreted as a functional means to bridging multiple gaps perceived in inner as well as outer cultivation. The findings of the study provide strategic insights for destination planning, marketing, and on-site destination management targeting Chinese consumer, and may also inform the study of tourist motivations in the broader context of East Asia.

Hospitality Across Religions

Ksenia Kirillova, PhD student in the School of Hospitality and Tourism Management, Alsu Gilmetdinova, PhD student in the Department of Curriculum and Instruction, College of Education, and Dr. Xinran Lehto, Associate Professor at the School of Hospitality and Tourism Management received the 2013 ISTTE Best Paper Award at the 32nd International Society of Travel and Tourism Educators (ISTTE) Annual Conference in Detroit, Michigan. Their paper titled “Hospitality across religions: A hermeneutic phenomenological perspective” explored the interpretation of hospitality in Buddhism, Christianity, and Islam.

The researchers found that, regardless of religious beliefs, hosts interpret hospitality first, as relations to their own communities and only then as associations with outsiders – guests and foreigners. Although the ways in which people show hospitality do not differ across religions, the meaning assigned to these acts do. While a Buddhist sees hospitality as an act of selflessness, a Christian participant views it as love and sharing, and a Muslim interprets it as charity and duty. In commercial settings, such as restaurants or hotels, the participants view hospitality mostly as a business transaction. However, a Buddhist asserts that equanimity and compassion should be present in this transaction, Muslim and Christian participants emphasize equal treatment of all guests, regardless of their socio-economic, cultural, and religious backgrounds. The researchers concluded that hospitality cannot be reduced to the relationship between hosts and guests, and, even in the case of commercial hospitality, religion influences people’s understanding of what hospitality and being hospitable mean.
By Hugo Tang, PhD

Most owners and managers in the hospitality industry are probably familiar with the mantra: Happy employees are good employees. Is it true for all kinds of services regardless of the nature of the service? Furthermore, if it is true, do shareholders (i.e. owners) benefit from it? The objective of this study was to identify effective ways to capitalize the benefits of employee satisfaction by answering these two questions.

The service-profit chain is the most commonly used theory to explain the causal links from employee satisfaction to customer satisfaction, and eventually firm performance. In the service-profit chain, customer satisfaction plays a pivotal role in translating employee satisfaction into firm performance. The idea is that satisfied employees work harder and better than average employees. They work “better” because high employee satisfaction leads to high employee retention, which enables the accumulation of experience and coordination between workers. The improvements in quality and output would be translated into improved firm performance through customer satisfaction. Satisfied customers are good for the company because they are likely to be big buyers and less sensitive to price increases, thus elevating cash flows and reducing the volatility of cash flows.

Definition of key terms

- **Employee satisfaction premium** is the stock returns of the 100 Best Companies to Work for in America that are in excess of the returns of the companies that have similar sizes and in the same industry.
- **People-processing services** are physical actions directed at the customer (e.g., health care, spa, restaurants).
- ** Possession-processing services** are physical actions directed at an object belonging of the customer (e.g., car repair, freight transportation, veterinary care).
- **Information-processing services** are nonphysical actions directed at data or intangible assets (e.g., legal services, accounting, insurance).

**EMPLOYEE SATISFACTION PREMIUM VARIES BY INDUSTRIES**

The relationship between employee satisfaction and firm performance described by the service-profit chain is logically sound and proven to be true in empirical studies. The magnitude of the benefits, however, may be different by the type of industry. First, the employee satisfaction premium is expected to be higher in service firms than in goods-producing firms because the quality of outputs and the relationship between the company and customers in service firms are more dependent on employees than in goods-producing firms.

Second, employee satisfaction is expected to be more important for information-processing services (e.g., consulting, software) than for people- and possession-processing services (e.g., restaurants, hotels) for three reasons. First, there is the opportunity for the direct transfer of employee satisfaction into customer satisfaction with the provision of information-processing services that does not exist with people- and possession-processing services. People- and possession-processing services typically require physical presence at the service site to perform the actions to customers or their possessions. The service facilities and the interactions that take place with other customers also affect customer satisfaction. Second, for information-processing firms, employee knowledge can only be exploited on a voluntary basis, and employee satisfaction is positively related to the willingness to share knowledge. People- and possession-processing services on the other hand are based on physical actions that can be quantified as the number of hours worked or the number of output produced. Third, the competition for quality knowledge workers is intense and a reputation for high employee satisfaction helps the firm to attract talent.
METHODOLOGY
We used the 100 Best Companies to Work for in America lists published by Fortune magazine from 1998 to 2010 as the sample of firms with high employee satisfaction. The employee satisfaction premium was measured using the long-run abnormal returns of firms with high employee satisfaction ratings, adjusted for industry and market factors. The models used for estimating the employee satisfaction premium were based on the three-factor model developed by the 2013 recipient of the Nobel Prize in Economics; Eugene Fama.

RESULTS
- The employee satisfaction premium is higher in service firms than in goods producing firms. For a three-year (five-year) holding period, service firms enjoyed an additional 0.45% (0.55%) monthly return from employee satisfaction.
- There was no difference between people- and possession-processing service firms and goods-producing firms in employee satisfaction premium.
- Employee satisfaction premium was higher for information-processing service firms than for goods-producing firms (0.95% additional monthly returns for a three-year period and 0.85% additional monthly returns for a five-year period).
- Employee satisfaction was higher for information-processing service firms than for people- and possession-processing service firms over a three-year period (0.78% additional monthly returns). The difference was not significant for one-year and five-year holding periods.

CONCLUSIONS
One of the interesting findings of this study was that the employee satisfaction premium is not significantly different between people- and possession-processing service firms and goods-producing firms. This challenges a common belief of many practitioners in people- and possession-processing service firms that employee satisfaction plays a special role (Sturman & Way, 2008).

The finding that the employee satisfaction premium is higher in information-processing service firms than in people- and possession-processing service firms and goods-producing firms suggests that employee satisfaction could be more valuable when it is realised through nonphysical actions directed at intangible assets than through physical actions directed at customers or their possessions. A recent trend among hotel firms focusing on generating revenue through management contracts and franchises is a good example. For people- and possession-processing service firms that do not wish to change their business models drastically, there are still ways to maximise employee satisfaction by focusing on knowledge or system improvements. For example, Tsai and Su (2009) showed that some chain restaurants have not fully utilised well-established systems to improve product and service consistency.

The results also show that the employee satisfaction premium is not permanent and takes time to be realised. This suggests that the expenditure on employee satisfaction has to be treated as an investment - and the investment needs to be a continuous effort. The monthly return figures obtained in this study could be a useful benchmark for firms to evaluate the investment in employee satisfaction against other investment opportunities.

Although the results of this study indicate that information-processing services benefit more from employee satisfaction than people- and possession-processing services and goods-producing firms not all is lost. Technological development presents the later two groups with new tools to improve their realisation of employee satisfaction. For example, Amazon.com has successfully used online technology to transform a people and possession processing service such as retailing into an information processing service. As Lovelock and Gummesson point out, applications of technology were only just getting off the ground.
Italy Summer Study Abroad Program a Huge Success

Last June, 24 Purdue students met in Rome to begin a new adventure. Italy is one of the top 3 tourist destinations in the world and students always love exploring it. The program started out in Rome where students visited the Coliseum, the Vatican, the Trevi fountain and numerous museums. Rome is a must see for all first time visitors to Italy and normally 5 days is enough time to get a flavor for the city according to Dr. Adler. Next stop was Florence where students had the opportunity to take a cooking class as well as a wine tasting and tour Castello Banfi in Tuscany. Our students loved seeing the Duomo and markets in Florence according to Susan Gordon, a Ph.D assistant who was an instructor on the tour. The group then moved to Milan where they were for 30 days. Milan is a great place to base a group not only because it is the second largest city in the country but it is also a transportation hub for budget airlines and trains to all of Europe. The group spent two days in Venice and was given a personal tour of the historical sites. According to HTM student Meghan Roger, Venice was totally awesome because there were no cars and all transportation is on the water - so you get great vantage points of all the sites. Students also had the opportunity to spend a 3-day weekend in Lake Como which is on the border with Switzerland. We loved Lake Como and had the chance to rent motor boats and take them around the lake as well as swim and experience tourism in a place that is internationally known. The views and scenery were some of the nicest that I have seen in my life according to HTM student Sarah Romano.

Students were given 2 long weekends in which they could stay in Milan or travel wherever. Part of the fun of traveling in Europe is the fact that so many wonderful places are close and easy to get to and totally different from each other. Many of the students spent one weekend in Barcelona and another weekend in Greece but the French Riviera was also popular as was visiting Pompeii and the Amalfi Coast according to Dr. Adler. We loved our time in Athens and a few of the small islands close to Athens according to HTM student Olivia Brubaker. The program ended on July 26 and the 40 days in Italy went very fast according to Dr. Adler. He went on to say that “It is my hope that this program creates the desire for students to get the travel bug and come back to Italy and travel all over the world. Our students seek careers in the hospitality and tourism industry on an international basis and in order to understand our industry, they need to travel and understand the world. and I got to practice my Spanish. I would most definitely like to return and spend a lot more time in the future.”
HTM’s Spring Break Study Abroad program continues to be a great success. The class, HTM 398, examines the Cuisine and Culture through the lens of history, food, architecture and lifestyle. Year after year, students have taken the opportunity to spend their spring break abroad immersing themselves in the culture and traditions of other countries and returning with a broader view of cuisine, hospitality and tourism. 2013 took the students to Portugal where they tasted traditional custard tarts with espresso in the Roman streets of Evora, Portugal. The whirlwind trip exposed them to the countryside of Portugal, tasting olive oil and arms deep in making sheep’s milk cheese at a Portuguese farmstead. The students also learned the basics of wine making and tasting with a 5 course wine and food pairing meal at the winery. The other country highlights included a food scavenger hunt and picnic at the beach in Sesimbra and a visit to a ham factory on the Spanish border.

The second leg of the trip brought the students to the urban capital of Lisbon. Walking the historic streets and visiting the castles and the maritime museums gave them a valuable insight on the richness and diversity of Portuguese maritime history. The trip concluded with a beautiful tour and farewell dinner at the five star Pestana Palace Hotel. The whirlwind of activities packed into the week often leaves the students with an overwhelming feeling of accomplishment and adventure. It is a very eye-opening yet structured way to experience a country especially for students leaving the US for the very first time. Academically and professionally it is undoubtedly one of the best growth opportunities that the department offers.

Each spring the HTM 398 Cuisine and Culture class sets out on a trip to a different country to experience it through the lens of food, history, art and lifestyle. The focus is on culture through cuisine. This year the class will travel to Bavaria by way of Switzerland. The journey will begin in Zurich and end in Munich. Students will learn about and experience the culture of brewing beer, making cheese and local chocolates. They will also visit vineyards, islands and the castles of the Konstanz. The second phase of the journey will bring them to Munich, the center of tradition and culture. Local attractions like monasteries, hotels, and markets are a part of the trip.

During the summer, HTM will lead a program to Scotland. Global Tourism Geography, as well as Culture and Cuisine of Scotland will be the two courses offered as the students travel across the country. They will visit the city of Glasgow, and take day trips to Ayrshire, Glen Goyne distillery, Robert Burns’s museum, Falkirk wheel and City Chamber. The students will also travel to St. Andrews for three days where they will tour the St. Andrews hotel and the ‘Old Course’ (home of golf). The group plans to explore Inverness where they hope to catch a glimpse of the infamous ‘Nessy’. They will also visit with the Dean of Highland College, who will discuss a new degree being offered in Adventure and Tourism. The Isle of Skye, Eilean Donan Castle, Talisker Distillery and Dunvegan Castle are also on the list. They will finish in Glasgow with a trip to Sterling, the distillery there, and the Wallace Castle and monument. They will also visit a local home and enjoy a garden party, and Tea at a very special Tea room in Glasgow.
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ALUMNI UPDATES

'75
Jack Noonan
Jack is the GM (V-12 Foodservice) for Sodexo in Marianna, FL. Jack is also a Chamber of Commerce Member/ Rotary Club Member and GM of the Year ’09 & ’12 for the Southeast Region.
E-mail: jack.noonam@sodexo.com

'77
Joan Cooler
Joan is the Chairman of the Board for Atlanta Lawn Tennis Association in Atlanta, GA. Joan was elected the 2013 Chairman of the Board of ALTA, the world’s largest recreational tennis organization (roughly 80,000 members at the peak).

'82
Ken Fischang, CHME, CMP, CTA
Ken is the President/CEO for Sonoma County Tourism in Santa Rosa, CA. Ken was just awarded the Chairman’s Award for Sonoma County 2013 and Businessman of the Year by the Santa Rosa Chamber of Commerce. He was also just named Vice Chairman of the Board of Directors for US Travel Association (Destination Council, Washington, DC.)

'83
David Scaer
David is the General Manager / C.O.O. for Nashua Country Club in Nashua, NH. David was inducted into the Club Managers Association of America’s Honor Society and awarded the Certified Chief Executive Designation.

'84
Ken Field
Ken is the Director of Residential Dining at Purdue University in West Lafayette, IN. Ken and his wife; Rebecca (’80) have five children, two of which are currently attending Purdue University. Ken and Rebecca are active members of First United Methodist Church serving the College Youth Ministry.
E-mail: kefield@purdue.edu

'87
Kurt Allen
Kurt is the Vice President/General Manager for Marineland Dolphin Adventure in St. Augustine, FL.
E-mail: kallen@georgiaaquarium.org

'88
Dawn Bentsen
Dawn is the Director of Healthcare Accounts for Advance Pierre Foods in Edmond, OK.
E-mail: dawnbentsen@me.com

'89
Kim Lyons-Darding
Kim is the Owner of Cruise Planners – Imagination Vacation Land and Sea in Lebanon, IN.
E-mail: kdarding@cruiseplanners.com

'92
Sarah Moran
Sarah is the Sales Development Manager for Arcelor Mittal in Chicago, IL.
E-mail: sarah.moran@arcelormittal.com

'94 and ’97
Mehmet Erdem
Mehmet is an Associate Professor in Hotel College at UNLV in Las Vegas, NV. Mehmet has been appointed as the Director of Hospitality Technology and Innovation. He recently returned from his Sabbatical Leave in Cyprus, where he worked on a project to develop a gaming technology curriculum. Mehmet lives with his wife and son in Las Vegas, NV.
E-mail: Mehmet.erdem@unlv.edu

'94
Brian Hay
Brian is the director of CULA & Wine McCutchen House at University of North Carolina. He just received the ACF certified Executive Chef Certification along with Court of Master Sommelier Certification.
E-mail: bhay@hrsm.sc.edu

'94
Casey Mertz
Casey is the Senior Product Developer for Wornick Foods in Cincinnati, OH. Casey married Frank Joseph Mertz on October 6, 2012.
E-mail: casey.uglow@wornick.com

'95
Jay Larkin
Jay is an Instructor at Schenectady County Community College in Schenectady, NY. Jay was promoted to Instructor at SCCC and also became a Health Communications TIPS Certified Instructor.
larkinjp@sunysccc.edu
ALUMNI UPDATES

‘97
Abby Beckett
Abby is the Director of Sales in Springhill Suites Cincinnati Midtown in Cincinnati, OH.
E-mail: abby.beckett@marriott.com

‘97
Shengying “Chris” Tzeng
Chris is an Industry Analyst for Red Wing Capital in Indianapolis, IN.
E-mail: christzent@redwingcapital.com

‘03
Joe Mikol
Joe is a Surgical Sales Consultant for Lina Medical USA

‘05
Amber Matthews
Amber is the Assistant General Manager for Courtyard By Marriott in Indianapolis, IN.
E-mail: Amber.Tully@marriott.com

‘05
Adrienne Nudo
Adrienne is the Senior Sales Manager (Remote based position) for San Antonio Convention & Visitors Bureau in San Antonio, TX. Adrienne welcomed her daughter – Natalie Marie Nudo on March 16, 2012.
E-mail: adriennenuo@visitsanantonio.com

‘05
Christopher Rost
Christopher is the Senior Sales Executive for Cvent in Haryan, India.
E-mail: crost@cvent.com

‘06
Eric Charlson
Eric is the Director of Human Resources for Park Hyatt Chicago in Chicago, IL.
E-mail: eric.charlson@hyatt.com

‘06
Jennifer Hammer
Jennifer is the Operations Communication Manager for Cooper’s hawk in Countryside, IL.
E-mail: jhammer@chwinery.com

‘07
Cynthia Delgado
Cynthia is the Senior Convention Service Manager for Sheraton Chicago Hotel & Towers (Starwood Hotels) in Chicago, IL. Cynthia was nominated for The Stars of the Industry 2012. She is the manager of the Year – AH &LA
E-mail: cindy.delgado@sheraton.com

‘08
Kristin Khanna
Kristin is the Business Travel Sales Manager for Hyatt Hotel/Hyatt Regency Long Beach in Long Beach, CA. She has received numerous awards, such as: Sales Team of the Year for Hyatt 2012; The Performer Award 2011; Manager of the 4th Quarter (exceeding quota, etc...) 2012; and Hyatt Regency Long Beach 2011.
E-mail: Kristin.khanna@hyatt.com

‘09
Chelsea Beets
Chelsea is the Reservations/Guest Services for The Clear Creek Group in Jackson, WY.
E-mail: chelseabeets@theclearcreekgroup.com

‘09
Marissa Gudanick
Marissa is the Revenue Manager in the Division Department for Hilton Worldwide in Dallas, TX.
E-mail: marissa.gudanick@hilton.com

‘10
Sarah E. Lewis
Sarah is the Event Planner for the Office of Strategic Events at Purdue University in West Lafayette, IN.
E-mail: selevis@purdue.edu

‘10
Brent Semanick
Brent is the Terra Café Manager for MetWest Terra Hospitality in Teton Village, WY.
E-mail: brent.semanick@metwestterra.com

‘12
Stacy Rauber
Stacy is the Management Recruiter/Restaurant Manager Work City for Pappas Restaurants in Houston, TX.
E-mail: srauber@pappas.com

‘13
Peter Evers
Peter is the Meetings and Special Events Manager for The Ritz-Carlton, Bachelor Gulch in Avon CO.
E-mail: peter.evers@ritzcarlton.com
### 2013-14 HTM Scholarship Awards

<table>
<thead>
<tr>
<th>CONTRIBUTOR</th>
<th>AWARD</th>
<th>STUDENT'S NAME</th>
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<tbody>
<tr>
<td>AHLEF – Arthur J. Packard Memorial</td>
<td>$5,000</td>
<td>Michael Nalezny</td>
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<tr>
<td>AHLEF – Cecil B. Day</td>
<td>$1,000</td>
<td>Elizabeth Fuson</td>
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<tr>
<td></td>
<td>$1,000</td>
<td>Kara Peterson</td>
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<tr>
<td></td>
<td>$1,000</td>
<td>Sarah Weintraub</td>
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<tr>
<td></td>
<td>$1,000</td>
<td>Samantha Wilburn</td>
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<tr>
<td>AHLEF – Ecolab Scholarship</td>
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<td>Michael Nalezny</td>
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<tr>
<td>Belin Family Scholarship</td>
<td>$3,500</td>
<td>Sara N. Romano</td>
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<tr>
<td>Higgins RHIT Scholarship</td>
<td>$3,000</td>
<td>Allen E. Carter</td>
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<tr>
<td>Howard Rosfeld Graduate Scholarship</td>
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<tr>
<td>IFMA Educational Foundation</td>
<td>$5,000</td>
<td>Rebekah Smith</td>
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<tr>
<td>IFMA Educational Foundation</td>
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<td>Megan Mirynowski</td>
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<tr>
<td>International Gold &amp; Silver Plate Society</td>
<td>$1,000</td>
<td>Samantha Wilburn</td>
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<tr>
<td>Jack Irvine Travel Memorial Scholarship</td>
<td>$1,000</td>
<td>Kyle Adkins</td>
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<tr>
<td>Joseph Sommers Memorial Scholarship</td>
<td>$2,500</td>
<td>Benjamin Kitchen</td>
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<td>Laurie White Rice Memorial Scholarship</td>
<td>$2,000</td>
<td>Sara Romano</td>
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<tr>
<td>Madonna A. Warren Award</td>
<td>$650</td>
<td>Heaven Schott</td>
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<tr>
<td>MCL/McGaughey</td>
<td>$6,000</td>
<td>Sarah Weintraub</td>
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<td></td>
<td>$2,300</td>
<td>Allyson Graham</td>
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<td>Statler Scholarship</td>
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<td>Christopher Willis</td>
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<td>Winegardner and Hammonds</td>
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<td>Subtotal:</td>
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<td>Purdue/Alumni and Outside Awards</td>
<td>$444,683</td>
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</tr>
<tr>
<td>Total:</td>
<td>$506,133</td>
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</tbody>
</table>

Subtotal: $61,450
Purdue/Alumni and Outside Awards: $444,683
Total: $506,133
Purdue University

The School of Hospitality and Tourism Management
Annual Alumni Golf Tournament

Support the HTM Alumni Scholarship Fund
September 22, 2014

Pete Dye Clubhouse
Award Winning Kampen Course

Monday September 22, Tournament Day Schedule
Location: Kampen Course - Birck Boilermaker Golf Complex
11:00 am: Shot Gun Scramble 18 hole foursomes, boxed lunches provided
4:00 pm: Scoring, awards reception, silent auction & more

Registration date is to be announced - follow link below

www.conf.purdue.edu/HTMGolf

For more information contact: Rhonda Hostetter, 765-494-6844 or rhostett@purdue.edu
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Ex Officio  
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Co-editors: Rich Ghiselli  
Beth Dilley  
Layout: Beth Dilley

Calendar of events

Feb. 11  HTM Spring Career Fair
April 5  Black Tie Dinner  
Purdue Memorial Union
May 17-20  National Restaurant Association Show, McCormick Place, Chicago
May 18  Purdue HTM Reception
Sept. 22  Career Day Senior Reception
Sept. 23  HTM Career Fair
Nov. 9-11  International Hotel, Motel & Restaurant Show  
Javits Center, NYC