"In order for any business to succeed, it must first become a system so that the business functions exactly the same way every time down to the last detail."

Rick Harshaw, CEO, y2marketing

The “Production-Line Approach to Service” ought to be required reading for owners and operators of hospitality businesses. All HTM students should have to read it too. In this article Theodore Leavitt, a noted Harvard economist, challenges service providers to think like manufacturers. He uses McDonald's to illustrate his point. In particular Leavitt asserts that the success of McDonald's has been due in (great) measure to their systems and procedures; he writes:

"The entire system is engineered and executed according to a tight technological discipline that ensures fast, clean, reliable service…"

Hospitality businesses can be likened to systems in that they are organized, purposeful organizations consisting of interrelated and interdependent parts. Their mission statements identify the purpose; their departments and functional areas the parts. Let’s look at Hyatt Hotels as an example. Its mission is “to provide authentic hospitality by making a difference in the lives of the people we touch every day. We focus on this mission in pursuit of our goal of becoming the most preferred brand in each segment that we serve for our associates, guests, and owners. We support our mission and goal by adhering to a set of core values that characterizes our culture.” To be sure in a business as wide-ranging as Hyatt there are a number of sub-systems or parts that support the whole: check-in/check-out, housekeeping, and room service to name a few.

Intuitively most of us understand a process to be a procedure or event with the purpose of reaching a goal. Operational processes and procedures are developed to sustain a system. In a hotel the goal of “check-in” is to provide professional, efficient and friendly service and make the guest feel welcome. To achieve this goal, the process entails:

- Acknowledging guests promptly upon arrival and always offering them a warm welcome.
- Making good eye contact with them and smiling.
- Asking guests how they can assist them and checking that their reservation details are in the system.
- Confirming the details of their stay back to the guests to ensure accuracy.
- Explaining the hotel facilities to guests when offering the key card to them.
- Ending every check-in by providing the name of a contact point during their stay and wishing them a pleasant stay.

Similarly in restaurants there should be processes in the front-of-the-house so that: customers are seated and greeted promptly, food and beverage orders are taken properly, the food is served appropriately, etc. Also, there should be processes in the back-of-the-house so that the kitchen operates efficiently and customers receive appealing food in a timely fashion. Further, there should be processes in place for enabling the front of the house to communicate effectively with the back of the house in order to provide an optimum dining experience. Every operational function of the restaurant needs to be analyzed including Procurement, Production, Distribution and Service, Safety, Sanitation and Maintenance. Once these sub-systems are examined for effectiveness, they should become part of the restaurant’s operations & procedures manual.

Story continued on p. 3
Purdue Students Receive

French Lick Resort offers an internship program for hospitality and tourism management students.

FRENCH LICK, IN - French Lick Resort’s internship program allows Purdue students to take their education from West Lafayette to the resort property located just a few hours south in French Lick and West Baden Springs, IN.

For the last five years, the program has provided students with a full-time, semester-long internship at one of the resort’s two historic hotels – French Lick Springs Hotel or West Baden Springs Hotel.

“The resort offers the students work experiences that a limited-service facility cannot provide,” said Ross Fogle, French Lick Resort Employment Manager. “Our volume and venues allow for a multi-faceted experience.”

Hospitality and Tourism Management (HTM) undergraduate students are required to complete a hospitality internship before graduation. The main goal of this internship requirement is to help students gain hands-on industry involvement.

“I really wanted to experience food and beverage at a luxury hotel, and when I heard about West Baden and French Lick, I was excited to join,” said Kathleen Demarle, food and beverage intern at West Baden Springs Hotel. “I feel that I got a good sense of what the industry is like and now have a firm foundation for the future.”

During her summer-long internship, Demarle’s day-to-day job duties involved getting the 4-diamond hotel’s signature restaurant, Sinclair’s, open and ready. Once the day got started, she supervised food and beverage employees in Sinclair’s in-room dining and Xanadu (the hotel’s coffee shop). Other activities included cashing, running food, and preparing or setting up for special events.

Kyle Adkins learned a completely different side of the resort business as the Conference Concierge at French Lick Springs Hotel. He assisted with planning and coordinating all group-related activities in the resort’s 115,000 square foot Event Center. Serving as a liaison between the hotel staff and the client, Adkins saw first-hand the importance of teamwork and exceptional customer service.

According to Adkins, he “learned how important the little things are in the hospitality industry. Whether or not you do the little things – the added touch – is really what separates companies in this industry.” He continued, “I knew that the resort had a world-class resort destination reputation and I thought that this experience would help me learn how to create incredible hospitality for guests that I could use in my future career.”

Since the program’s installment, French Lick Resort has recruited 42 Purdue students. After graduation, some have even received a full-time position at the resort or another Cook, Inc. (French Lick Resort’s parent company) property.
Experience at World-Class Resort

About French Lick Resort
French Lick Resort is a $500 million historic restoration and casino development project that includes the West Baden Springs Hotel, French Lick Springs Hotel and the new French Lick Casino. This premier resort and casino destination in Southern Indiana features 686 guest rooms and suites; a 51,000-square-foot, single-level casino; 63 holes of golf, including the fully restored 1917-designed Donald Ross Course at French Lick and the new, 18-hole Pete Dye Course at French Lick; two full-service spas with a combined 36 treatment rooms totaling 42,000 square feet; meeting and event space totaling 115,000 square feet and an array of dining and entertainment options.

Systems and Processes (cont. from p. 1)

How does this affect what we do at Purdue and in HTM? The curriculum is one of the most important features of any program or department. It is defined and differentiated by the coursework that comprise it. It is not a set of distinct/disjoint courses loosely held together in name only. Rather the coursework should be cohesive in that it defines an area of expertise or a discipline. Also, it should be arranged appropriately, and lead to proficiency. In some sense its merit can be measured by its relevance – i.e. modern and up-to-date. This is especially important in disciplines that ostensibly prepare students for professional careers – like HTM.

Our mission in HTM includes preparing future leaders for the many challenges they will encounter. Most graduates initially start in operations. Rarely are procedures and processes isolated phenomena – rather they are part of the whole. Our job includes helping students understand the whole and how the processes and procedures support it. If they understand the systems and processes, they will have a leg up. They will be ready for the many challenges that lie ahead.

Systems thinking is the process of understanding how things influence one another within a whole. Through systems and processes McDonald’s has taken much of the guess work of producing consistent, profitable & high-quality results each time. In effect they manage quality through the systems and processes they have developed and implemented, and to a great extent ensure the physical product and service meets or exceeds the guest’s expectations.

Most companies have good people. The companies that win over the long term have the best processes.

Peter Drucker
Bill Edmundson has spent over forty years in all aspects of the food and beverage industry including serving in the Navy as an Officer’s Club manager, and then as a trainer of club managers for the Navy. He managed food service operations for the Fred Harvey Company in Las Vegas, St. Louis and Cleveland, and spent twenty-five years in contract food services. During that time he served as Vice President of Operations for both Greyhound Food Management and the Ogden Corporation. He then spent fifteen years at ARAMARK where he served as President of three different operating Divisions. He left ARAMARK to join The Wood Company, a regional food service contract company, as President and Chief Executive Officer. He left six years later to become a Partner at Tenacity Incorporated, a consulting firm specializing in client retention management processes for large service companies. He retired in 2010.

Mr. Edmundson, a 1962 Purdue graduate in Institutional Management (now HTM) has spoken numerous times over the last twenty-five years to the Hospitality and Tourism Management classes at Purdue, and is currently a member of the School's Strategic Alliance Council. In 1986 he was honored as a Purdue Old Master, and in 2008 as a Distinguished Alumni of the College of Consumer and Family Sciences. He served on the Steering Committee for the Chicago Campaign as part of the The Campaign for Purdue, and was very active in fund raising for the new Marriott Hall.

Bill was a founding member of the Society of Foodservice Management (SFM) and served as a corporate advisor to The American Dietetic Association. He was also a long time member of The American Society for Hospital Food Service Administrators (ASHFSA). During his food-service career, he wrote several articles for Food Management Magazine and served on a number of their panels.

Mr. Edmundson has also served on various cultural and service boards over the years. He is a past president of the Pennsylvania Opera Theatre Board as well as a past President of the Allentown Pennsylvania Symphony Board. He served eight years on the Board of Trustees at Paoli Hospital located in the suburbs of Philadelphia. He makes his home in Chicago and is currently on the advisory board for the College of Performing Arts at Roosevelt University in downtown Chicago as well as the House Chairman for the Ridgemoor Country Club. We recently caught up with Bill and asked him a few questions.

**What Important lessons did you learn along the way in your career?**

There have obviously been many lessons learned along the way but I want to share two of them that were learned early in my life. The summer of my fifteenth year, I began my food service career at Mom’s A&W Root Beer stand in Lafayette, Indiana. On my first day "Mom" sat me down, explained her rules for the operation and told me if I showed up on time, dressed appropriately, listened to and followed her instructions, interacted well with my co-workers and worked hard, I would have a successful work experience with her. I did (most of the time) listen well, followed her instructions and worked hard. My reward was that the next summer, when her son was looking for a day shift manager for the A&W operation on the other side of Lafayette, which he ran, she recommended me and I got the promotion to supervisor.

**Lesson Learned: If you are the supervisor, take the time to ensure that new employees and especially young new employees understand your expectations and what they have to do to be successful in their job. If you are an employee looking to move up in an organization, make sure you understand and meet the expectations of your supervisor. This early experience helped shape my management philosophy and style as I moved forward in my career.**

My junior year at Purdue I was working at the Morris Bryant Restaurant that was located on 52 about 2 miles North West of the campus doing whatever the owner needed done. One Saturday evening, he asked me to join him at the entrance to the Restaurant as he was expecting a couple who owned a farm in Illinois, and who drove an hour each way on most Saturday evenings to eat at his restaurant. They were bringing another couple and he wanted to be there to greet them and he wanted me with him. As the car drove up and parked, we moved outside on the steps to the restaurant. As the couples came forward, he welcomed them and introduced himself and me to the new couple. He then proceeded to ask his regulars about each of their grown children and their families by name, asked about the corn crop they had just harvested and questioned the number of head of cattle they were now milking. He asked several questions of the new couple and then led them to their "special" table. He then took me back to the foyer and asked me this question? Why would the couple drive an hour, passing several other restaurants along the way, to dine with us? I told him that while I thought we had really good food, I probably wouldn’t drive an hour to eat at his restaurant. Seeing that I didn’t have a clue, he explained that they came because he cared that they came and they knew he cared by the time and effort he took to get to know them and their families.

So, for this couple, it became a dining experience, not just a dinner out. Many times they brought guests because they knew their guests would be impressed with the way they would be treated. He said to be successful in the restaurant business, you have to like people and be passionate about wanting to be of service to them.

**Lesson Learned: No matter what part of the hospitality industry you are involved in, a key thing to remember is our customers are not just looking for a meal or a room or a trip, they are looking for a great experience. This is as true for a diner at McDonald’s as it is for one at an upscale French Restaurant. The main difference is that the experience expectation level rises as the price to the customer rises.**
Founder & CEO: Tim McEnery; Cooper’s Hawk Winery

The entrepreneurial spirit of Cooper’s Hawk Winery & Restaurant found Tim McEnery, 36, has led him to the top of a self-made winery, restaurant, and retail operation that has 2012 projected revenues of over $75 million. Blazing the trail of a cut-throat industry, McEnery has taken the well-researched and calculated path of creating a concept of tomorrow, for guests to enjoy today.

Starting out in hospitality at the age of 11 as a dishwasher, McEnery slowly worked his way through the ranks to become a restaurant manager by high school. He recalls the early days when he would drive around with his sports coat in his car and go directly from high school to work at the restaurant every night until close.

After receiving a bachelor’s degree in Restaurant and Hotel Management from Purdue University, McEnery was hired as the general manager of Green Gardens Country Club in the south suburbs of Chicago. Tasked with overseeing the club’s restaurant, banquet facilities, and golf course operations, the 21-year old McEnery quickly found himself succeeding at what people twice his age aimed to do. During the process, he had aspirations of something bigger and more to do with wine appreciation than solely the food. With that, he came up with the idea of what would become Cooper’s Hawk.

As a path to success, McEnery knew he needed to learn the wine business in addition to learning how larger corporations ran restaurants. He worked for Aramark in their specialty restaurant division for two years, and then moved on to a management position at Lynfred Winery, at the time, the oldest and largest winery in Illinois. There he learned about wine production, tasting, room retail operations and the intricate operational aspects of running a winery. On top of 60 to 80 hour work weeks, McEnery spent nearly every moment outside of work developing his business plan for Cooper’s Hawk.

“I would wake up two hours before work every morning to work on my business plan, and at night I would make calls to potential investors and continue developing all of the details,” says McEnery.

With the completed plan in hand, McEnery traversed the path of meeting, and being rejected by, twelve banks before finally getting one to commit to his project along with raising all the equity funds from investors. Finally, at the age of 29, Tim McEnery opened the first Cooper’s Hawk Winery & Restaurant in Orland Park, IL. Today, Cooper’s Hawk is a nine unit winery, restaurant, and retail operations with four additional units in development within the year.
Against All Odds: Julaine Rigg

Wearing shoes was once a luxury for Dr. Julaine Rigg, a scholar and assistant professor at Morgan State University in Baltimore, Maryland. For her, not owning a pair of shoes was one of the harshest aspects of her humble beginning. The blistering hot asphalt wouldn’t allow her and her family to forget that fact. Well, not until she reached the third grade at Gurney’s Mount All-Age. In fact, the asphalt was selective about the days it would be kind to her tiny feet.

“I can still remember the elation I felt when my stepmom took a pair of shoes to my school when I was in grade three. I can still remember how I rushed from the class to a nearby tank, washed my feet and put on my new shoes,” she recalled.

As if things weren’t hard enough, Rigg said she was forced to walk “a good two miles daily to get lunch and back, as that time I only got lunch money on rare occasions.” Lunch consisted of bread and sugar and water. Sometimes there would be none. “It was not until I moved to Montego Bay in grade four that things got a bit better,” she said. Rigg shares a few things with Olympian Merlene Ottey. They both attended the same all-age school and had the same drive to succeed. The major difference - one was much poorer than the other.

“Having known the life of poverty pretty early, I knew I had to make a difference in how my later years would progress. I told myself that there must be better somewhere and my ultimate goal was to see the big bright light at the end of the tunnel.”

Her journey of excellence began after she passed the common entrance examination to Montego Bay High School. “From then it was no turning back,” she noted. After graduation, Rigg went on to the Montego Bay Community College with the intention of someday becoming a medical doctor. However, fate would not have it. Her mother’s job was made redundant, and so went the dream. Today, although not a medical doctor, the Fulbright Scholar is a doctor of philosophy, and one of few individuals holding a doctoral degree of philosophy in the Hospitality and Tourism industry in Jamaica.

Rigg’s first job was as an airport hostess, a job she held for 13 years. “It was then that I realized that I truly had a calling for the tourism field. I enrolled in the joint Bachelor of Science Degree in hospitality and tourism management program offered at the University of Technology/University of the West Indies in 1999.”

Rigg graduated with First Class Honors. The pursuit of success did not stop there and she applied for the Caribbean Tourism Organization (CTO) scholarship to pursue a master’s degree in hospitality and tourism. “The journey to Barbados was not futile as I received the CTO scholarship which enabled me to pursue my master’s at UWL.” Again she excelled and graduated with distinction and was awarded the University of the West Indies (UWI) Director’s Award for highest distinction in a master’s program.

Rigg wanted more. “During the gap between my master’s and bachelor’s degrees, I seized the opportunity and did a diploma in Human Resource Management at the University College of the Caribbean where I also received the award for most outstanding HR student.” But she had to walk away from the industry she loved for a while. “I realized that there was no growth for me even after completing numerous qualifications and applying for several vacancies. I knew I had to step out and be challenged, so at that point I decided to leave the JTB and I resigned.”

Being the spontaneous individual she is, she decided to join the Jamaica Defense Force while pursuing her master’s at UWI. “I was a private in the third Battalion Jamaica Regiment National Reserve (3JR) until late 2010 due to school commitment overseas. Being a member of the military taught me the value of time, humility, integrity and perseverance which has aided me tremendously throughout my studies. While concentrating on her academics, her love for sports was not diminished. “I was actively involved in sports at all levels of my education and have won a generous number of sporting awards, especially in the area of athletics. I was sportswoman of the year numerous times at Montego Bay Community College, Montego Bay High School and UWI. I still have a keen interest in sports and still find time to play basketball or netball and volleyball.”

FULBRIGHT SCHOLAR

Rigg applied for the Fulbright Scholarship to study a PhD in hospitality and tourism in the United States. At that time she realized that she wanted to become a professor. The journey took her to the “prestigious Purdue University in Indiana.”

Rigg graduated in May 2012. During her studies she was inducted into the Golden Key International Society for placing in the top 15 per cent at Purdue University. During that time, she also received the Rosfeld Scholarship, Purdue Foundation Scholarship and the David Robert Lewis Scholarship. She was also the vice-president of the Purdue University Graduate Student Association.

How did she achieve so much? “Simply being competitive and believing in myself, I even compete with myself at times. I tell you, I finished my PhD with two B pluses, and I still can’t get over it even today, maybe in the next 10 years,” she noted with a wide grin.” “I strive for excellence at all times. If I can’t do my best at a task I prefer not to undertake it. I have a drive to succeed second to none. I also have a 14-year-old daughter who is my motivation. I want her to be free of the shortcomings that I endured getting to where I am because it was never easy. I ensure that I am in a position to help myself and help others in my family. I tell people, not because you grew up poor or endured a certain lifestyle it has to be permanent. As the saying goes “when life throws you lemons make lemonade.”
STUDENT PROFILE

HTM’s Outstanding Senior 2013: Katie Groff

Each year HTM chooses an Outstanding Senior. The award is based on leadership, scholarship, professionalism and service to others. At the end of the process that began when we invited the whole HTM community – students, faculty and staff – to nominate students they felt met those criteria, Katie Groff was selected to be HTM’s Outstanding Senior for 2013. Katie not only maintained a great academic record, but lead the Career Day committee through the expansion that doubled the number of HTM career fairs available to our students. Professor J. Day asked Katie to share some of her impressions of student life in HTM and what it takes to become HTM’s Outstanding Senior.

How would you describe your approach to student life?
I was a transfer student that came in my sophomore year. I chose Purdue for two reasons, the first being HTM’s highly respected reputation and the second reason being that Purdue was a Big Ten school. I wanted the stereotypical “college experience.” What I got instead was 3 years of unforgettable memories, lifelong friends, and an education that gave me my career start with Marriott Corporation.

How do you juggle academic activity with other commitments?
It is all about time management. Professors give you plenty of time to complete your assignments, so therefore as long as you don’t procrastinate; it is easy to maintain a life outside of the classroom. As a college student, it seems there is always a struggle to find a balance. Being involved with clubs, sports and activities outside of the classroom and even my major, allowed an escape or release from schoolwork. Outside commitments allowed me to return to class work refreshed and relaxed.

What tips would you give students to get the best results from their time in the HTM?
I think the best thing to do is come into our major with your eyes wide open. Before I started classes I sat down with a GM at a Ritz-Carlton property and asked him about his experiences in the industry. I knew what I was getting into when I signed up with this major. It is not a glamorous job, but it can be very rewarding. Another tip, that should be fairly obvious, is just to go to class. The HTM program is one of the smaller schools on campus. You have the opportunity to build and develop relationships with everyone that may last a lifetime. I highly recommend attending office hours and just speaking with your professors. Finally, I highly recommend completing as many internships and externships as you can while in school. Not only do they help you in the classroom, they offer practical experience and give you direction as to where you see your career going after graduation.

What were the 3 highlights from your time in the HTM program?
The number one highlight of my time in the HTM program has to be this past fall’s Career Day. As President of the Career Day Board, it was amazing to see our efforts come to fruition after a years’ worth of planning. Another highlight of my time in the HTM program was the opportunity to sit in on a Strategic Alliance Council meeting. It was an indescribable event, where I had the chance to listen to leaders in our industry talk about our core curriculum and where they thought our plan of study should head. Thirdly, I loved having the opportunity to study abroad throughout Europe this past summer. I had the chance to see some of the most amazing monuments in the world and develop friendships that will last a lifetime.

As you look back over the last few years, what were the most important things you learned in HTM?
The most important thing I learned in HTM is the customer always comes first. Being flexible and taking into consideration the needs of the customer to ensure repeat business. Another thing that I learned is the importance of being able to read and produce spreadsheets. But the most important thing learned in HTM is developing friendships and relationships. The friends I made in the program will always be a part of my life and that is what is so wonderful about our industry. It is a tight knit community, where everybody seems to know everybody!

SAVE THE DATE!

HTM ALUMNI RECEPTION
MAY 19TH 6-8 pm
THE SIGNATURE ROOM AT THE 95TH
CHICAGO, IL
The HTM Graduate Policy Committee selected Ms. Wei Wei as the 2013 recipient of HTM Outstanding Ph.D. Student Award. The Committee received several nominations and “had one of the most difficult years ever” selecting the awardee, said Professor Barbara Almanza, the Committee Chair. Wei Wei stands out as the top among equals for her achievements in research and other scholarly activities.

Wei Wei follows Dr. Li Miao, chair of her dissertation committee in studying consumer behavior and psychology in service encounters. Professor Liping Cai is the co-chair of her committee. Wei’s research topics so far include customer complaining behavior in the hospitality industry, customer engagement behavior in social media, customers’ sustainable behaviors in the lodging segment, and attendee behavior in convention settings. She has authored or co-authored 16 academic papers. Four of them are published or accepted in the International Journal of Hospitality Management, a premier refereed publication in the fields of hospitality and tourism. Her work has also been presented at the Annual Graduate Student Research Conference in Hospitality and Tourism since 2008, the 2010 and 2012 I-CHRIE, and the 2011 Asian-Pacific-CHRIE Annual Conference.

Her research expertise is sought out as an ad hoc reviewer by editors of the International Journal of Hospitality Management and the Cornell Hospitality Quarterly.

Wei Wei came from Xi’an, China. She received her M.S. degree in HTM from Purdue in May 2010, and is currently a third-year PhD student. She is a teaching assistant in HTM and graduate assistant in the College of Health and Human Sciences. She has been active in student organizations, serving as a senator in Purdue Graduate Student Government (2008-2010), and as the treasurer (2008-2009) and the vice president (2009-2010) of the HTM Graduate Student Association. She often volunteers at events organized by the Office of International Students and Scholars and the International Center.
Mainstay of School of Hospitality and Tourism Management Announces Retirement

Any HTM student who has gone through the HTM program since 1989 will recognize the picture in this article. As the Director of HTM Student Services, Susan Walters has been a mainstay in the School of HTM for the last 23 years. “I have been very fortunate to be involved in the evolution of HTM and now that we are in Marriott Hall we are writing another chapter” according to Susan.

But Susan’s connections with Purdue started long before she came to the School of HTM. Susan earned her B.S. in Psychology at Purdue and then came back to earn a Master’s in Counseling and Student Services. Both of Susan’s children, Todd and Trent, also have their degrees from Purdue and Susan’s husband worked for Purdue for many years. Susan also spent a few years as an academic counselor in the Kranzner School of Management before moving over to HTM.

As one can imagine, Susan has seen a lot of changes over the years. When Susan started it was the Department of Restaurant, Hotel and Institutional Management. The “T” for Tourism was added to make it RHIT in the early 90’s. The name was then changed to Hospitality and Tourism Management which has become a popular name for schools like this. Finally, HTM went from a Department to a School last year which helps its identity. Susan mentioned that she has worked under 3 department heads and although they all had very different management and leadership styles, she was able to work very well with all of them. “They all gave me a great deal of flexibility and freedom to use my own judgment in shaping student services in HTM. I was hired by Lee Kruel and under him we had to deal with the explosion in our student enrollment. Under Ray Kavanaugh we had to deal with many changes in the curriculum and now under Rich Ghiselli we are dealing with new university mandates to change to 120 credit hours and other resource issues.”

When Susan started in HTM there were no computers. She remembers contacting students by leaving messages on their phones in the residence halls. Today, students don’t have landlines or phones in their residence halls or apartments, and they prefer that you contact them by cell phone and/or text message. In 1989 the faculty did a lot of the academic counseling but gradually HTM Student Services took over much of that role according to Dr. Howard Adler, who has worked with Susan the whole time she has been here. Susan brought a lot of consistency to the process. This is extremely important because many of our students transfer in from other departments and their time at Purdue needs to be optimized.

Susan stated that some of her early challenges were in dealing with the 1,000 students that were in the program when she first got here. The numbers went down for a while and then started to go up so we had to institute policies which in effect raised the grade point average for students to come into our program and even the scores for incoming freshman. Eventually, the number of students went down and stabilized at around 550 but what I am most proud of is that we were able to achieve a number 1 ranking among Hospitality and Tourism programs in the United States. That shows that we were getting great students and had prepared them well. Susan goes on to say that her joy has come from seeing students grow from being eager yet uncertain about starting their adventure at Purdue and learning and understanding the culture of Purdue to growing in confidence in themselves and their chosen field. Many of the students then reach out to help other Purdue students. But we are also here to help students who may be struggling for a variety of reasons and often we can help them get over certain obstacles and continue their successful path towards graduation.

Susan likes to think that her role at Purdue and her personal traits have been in sync. She firmly believes that she has always had a passion for what she does as well as commitment to the students, faculty and HTM in general. “I also believe that it is important to be fair and consistent in dealing with student issues even when people don’t agree with what we decide. We always try and do what is best for the student or faculty and HTM” according to Susan. Susan went on to say that she has always felt it was important to be proactive in analyzing issues related to student services, and then determine how to deal with them in the future so that they don’t become major issues. Lastly, Susan is a big believer in teamwork. She was instrumental in forming the HTM C-Force which is a communication model in the HTM Department to make sure that administration, the clerical staff and faculty are on the same page. Anyone that has ever worked with Susan at Purdue knows that she is the type of person that you want on your side. When she gets assignments and tasks, you can count on them being done in a professional and thoughtful way, according to HTM head Richard Ghiselli.

Susan has been instrumental in the redesign of the HTM curriculum on numerous occasions by setting up task forces of students to seek their input on the future of HTM. “We received a lot of great ideas from the students and have been able to implement many of them over the years. I always want to be a part of the solution to an issue and not part of the problem” says Susan. She goes on to say that she is a creative person and can listen to all points of view and formulate a solution. “I have gotten great fulfillment in being able to develop and help execute a final plan.”

Susan is the type of person that gets the job done and doesn’t take the credit for it according to Dr. Howard Adler. He went "Story continued on p. 10"
Dr. Jang receives Lazarus Teaching Award

SooCheong (Shawn) Jang was the 2012 recipient of the Bruce Lazarus Undergraduate Teaching Award. Named after HTM Professor Emeritus Bruce Lazarus, the award is determined by HTM undergraduate students.

Dr. Jang’s dedication to teaching is best represented by his commitment to teaching hospitality accounting and finance courses. Dr. Jang has created an active and cooperative learning environment, in which students work together to learn. More traditional class work is complemented by activities, such as group quizzes, discussions, and team-based activities. These activities encourage student participation and motivation, which facilitates learning.

Since joining Purdue as a faculty member in 2005, Dr. Jang has received other teaching awards, including the 2008 Bruce Lazarus Teaching Award and at the college level, the 2009 Mary L. Matthews Outstanding Undergraduate Teacher Award. His industry experience and academic research have been a strong foundation for teaching.

Prior to embarking on his academic career, Dr. Jang spent approximately 12 years in the field, primarily in the investment banking industry. Dr. Jang’s research is focused on finance and business strategies in the hospitality and tourism industries, and his studies have earned numerous awards from international conferences and academic journals.

What is HTM doing at the Purdue Farmers Market?

The School of Hospitality and Tourism Management (HTM) partnered with Michael Gulich, director of university sustainability, in an effort to make the market an exciting venue for locals and staff to visit. HTM would offer a demo/educational component as an interactive element for the public, for example; fresh made ricotta cheese with tomato jam, house cured bacon and fresh baked Ciabatta bread were one of the featured food items. Ambarish Lulay, department chef and Nancy Gervais, catering chef both served up tasty samples of this fare to farmers market regulars. They also introduced the JPR chef and Nancy Gervais, catering chef both served up tasty samples of this fare to farmers market regulars. They also introduced the JPR Bistro to the potential diners and locals.

Mainstay of School of Hospitality and Tourism (cont. from p. 9)

on to say another one of her responsibilities over the years has been schedule deputy, which means she schedules professors for their classes. In order to do this, Susan has had to work closely with the faculty and their numerous requests.

During her time in HTM, Susan has given tours of the HTM facility, in Stone Hall and now in Marriott Hall, and talked with perspective students and parents. If you ever listened to one of Susan’s talks or tours, it was evident that she was a cheerleader for HTM, and that HTM and Purdue were a big part of her life. "The students sensed this and I believe many students either came to Purdue or remained at Purdue because of Susan”, according to Dr. Howard Adler.

There have been many changes in student services, and in 2008 the new generation of student self-registration was introduced. To say the least, there have been a number of iterations and problems with this process. At the same time the HTM curriculum has changed in order to better meet the needs of students and industry. "Over the many years that I have worked with Susan, I have come to see what a great team player she is” according to Dr. Richard Ghiselli. Every time we have to go through changes in systems or new university regulations, Susan tries to implement them in the most efficient and effective way possible. She tries to balance the needs of the students, faculty and the Purdue system, and this is a very difficult task. “She is an integral part of HTM and we will miss her sorely. But we are also very happy for her because we know that the next chapter of her life will also be productive.”

The future of HTM looks very bright according to Susan. She took an active role in selecting a new HTM Student Services team, including a new director and a new advisor. Both bring enthusiasm, and unique Purdue experiences, knowledge and skills which will help serve the students and faculty in HTM. Student Services on campus will change dramatically over the next few years with some of the new tools that are being instituted, but the new team has all the tools in place to handle it.

What is going to be in Susan’s future? According to Susan, she is going to take advantage of a slower pace and start on her long-to-do list. Family and travel will be a big part of what Susan and her husband, Jim, will enjoy including an upcoming trip to Ireland. They both are looking forward to spending more time with their two sons and daughter-in-laws and 5 grandchildren. Being a grandma is a great thing and you can share all of your life experiences with them. Making a difference has been a big part of Susan’s life throughout her career at Purdue and with her HTM family. She will continue to make a difference in other endeavors, and bring enthusiasm and passion in all that happens in her life. Everyone in the HTM family wishes Susan joy and happiness. Her contributions to the School of HTM over the last 23 years have made a lasting impact on students.
Fire and Ice: 15th Annual Black Tie Dinner

It seems like just yesterday we were saying farewell to guests of yet another successful Black Tie Dinner. Now the board is hard at work in preparation for the 2013 dinner. It is hard to believe that fifteen years ago the first Black Tie Dinner was hosted in the John Purdue Room to a mere 30 guests. Today, it has grown and prospered to one of the largest fundraisers in the Hospitality and Tourism Program and now hosts close to 200 guests.

This year’s dinner will be held on March 23, 2013 and will showcase the passion, creativity, and many talents of students in Purdue University’s HTM program. This year’s dinner will surely be a night to remember with the first ever Black Tie Dinner Live Auction and the attendance of distinguished alumni and this year’s Black Tie Dinner Guest Speaker, Mr. Stein Kruse - President and CEO of Holland America Cruise Lines.

We hope that you can join us for a night of divine cuisine, fine wines, exhilarating ambiance, and 24 karat service.

This extravagant dinner cannot be hosted on talent alone so we are always looking for donations of any kind! Anything you or your company can and would be willing to provide is always appreciated.

Please contact Emily VanDyck at evandyck@purdue.edu or visit our website at http://www.purdueblacktiedinner.com/.

For reservations:
http://www.purdueblacktiedinner.com/ or purdueblacktie@gmail.com

HTM Career Day 2012

The 2012 Career Day Board hosted the first ever spring HTM Career Fair at Purdue University. The event was held in the Marriott Hall atrium on February 9th from 1-3 pm. It was open to all companies who attended the fall 2011 HTM Career Day, and members of our Strategic Alliance Council (SAC). The response far exceeded our expectations with 24 companies and hundreds of students in attendance. The event was so successful that we plan to make it an annual event. In 2013 it will be held on February 19th from 1-3 pm. Because of the anticipated increase in the number of companies participating, it will be moved from Marriott Hall to the South Ballroom of the Union.

Even with the increased workload of planning and executing two career fairs, the Board did their usual outstanding job with the 2012 Fall Career Fair. The board led by President Katie Groff and Vice President Nadine Hammoudi included: Tripper Carter, Colleen Everett, Caitlin Gooding, Kristopher Ingram, Mitchell Koestel, Erin Meyer, Michael Nalezny, Mitchell Prentkowski, Holly Schoenbeck, Josiah Smith, Brenna Staton, Karen Trinkle and Claire Vachon. The fair featured 48 of the top companies in the Hospitality and Tourism Industry and was attended by over 400 students. In addition to students from the West Lafayette campus, the event drew students from our sister departments at Ball State University, Indiana University-Purdue University Fort Wayne, and Purdue University Calumet.

The keynote speaker, Bruce White, kept the students fully engaged during his presentation on the morning of the fair. Mr. White chose to have a round table type discussion where he and four students representing the HTM student body engaged in a question and answer session about the industry. The students, Katie Groff, Michael Nalezny, Emily VanDyck, and Chris Willis, posed challenging questions to which Mr. White provided detailed and insightful responses. This was one the best received keynote presentations of any Career Day.

The new 2013 board has been formed and will be led by President Nadine Hammoudi. She and her board are already hard at work on the spring fair with an eye toward 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. Mark your calendars for September 23rd and 24th; the HTM Fall 2013 Career Day event is one event you cannot afford to miss.
A Brad Niemeier Trifecta: Football, $20,000, and .....Pizza?

By Sandra Sydnor
HTM Assistant Professor

Brad Niemeier, a former HTM student (SP’ 2012) and a scholarship football player returned this fall for the Old Oaken Bucket game that pits Purdue against Indiana University. A full year now off the gridiron Brad made another kind of splash. Under the guise of watching the team warm up in the end zone, Brad gathered a team of family and friends and proposed to Katie—his high school sweetheart and fellow Boilermaker, while both families watched, cheered, and cried them on to a victory of their own.

We caught up with Brad right after Thanksgiving to chat with him about his future plans for the restaurant he first revealed to me during his sophomore year at Purdue.

So Brad, congratulations again on being a $20,000 Burton D. Morgan Business Plan Competition winner this past spring…it’s rewarding to see one of our own realize an entrepreneurial victory like yours! Can you tell me what led to this? How long have you thought about this idea and how did it go from concept to business venture?

I always thought about opening a restaurant, just not right out of college. I thought I’d get some experience first and then open one. But all these classes I took at Purdue and the business plan competition pushed me toward it. And I thought-why not do it right now? I have all this time I can dedicate to opening a restaurant—a lot of things made sense to do it now rather than doing it later.

What was it like, opening up your idea to the reality of executing?

It was crazy about how fast this happened. A lot of people really liked the idea and their vision kept propelling me along.

Brad, when did it feel as though this might really happen?

The point I knew I was going to go through this was in my senior year over the Christmas break last year. I was getting ready for the competition, considering job offers I had in-hand, and talking to my parents and my fiancée, Katie. Katie said “If your dreams don’t scare you they’re not big enough” and it always stuck in the back of my head. Once I made the decision and knew I was going to do it for real, the business plan competition was easy. I was in the entrepreneurship certificate program at the time, and got an email the
day before the executive summary was due and wrote the entire executive summary the night prior. I went all-out to make the plan work.

You always hear of the statistics that report restaurants’ high failure rates—were there those that tried to discourage (or encourage) you from pursuing this?

My family has been very supportive of the venture. At first they were a little skeptical, but they came to the competition and saw me present. They believe in the concept and they think it’s going to work and are financially in.

What do you suppose it was that made the judges vote for you and your Azzip Pizza concept?

I’ve heard from many people that it’s such a simple concept…you can explain the concept and people get it, they understand it. The judges saw the niche and need for it.

How comfortable are you giving a 30-second elevator speech?

I say it all the time, just as a result of talking about the business!

Can you share it with me?

I do pizza—it’s modeled after Chipotle and 5 Guys, high quality ingredients but still really fast. Personal sized pizzas with unlimited vegetable offerings in five minutes or less.

Who is this offering targeting or, rather, who is most likely to respond to this offering?

Ideally this appeals to college students and young professionals who enjoy quality food but don’t have a lot of time…college campuses are an ideal market and for expansion I would love to do a Big 10 type of thing, starting with Purdue University and HTM.

How are you thinking about locating the first restaurant?

My business partner is in Evansville, he’s a chef, and it will be a model for what the other units will end up being. We’re thinking it’s probably best to perfect it in Evansville before we expand so we have the bugs worked out.

Have you settled on a target opening date?

We’re really close to pulling the trigger in Evansville.

How concerned are you about someone, including a current restaurant company trying to replicate your model?

It’s a legitimate question because there are others that are doing it. But for me, it’s a concept that works and it is growing in popularity—so that works for me. We’re open to other opportunities as they arise as well.

Brad, you’ve just graduated and haven’t been away from school for even a year yet! Many would say you’re awfully young to take on a venture of this size and scope. But I hear satisfaction and drive in your voice and it makes me want to ask you how do you personally define success?

For me personally, it’s hard to put a label on the success of the business. Of course I know the financials make a difference. But maybe, for me success is that customers embrace the concept. I think the customer is the key to defining success, comments and feedback from customers, and customers speak with their wallets. The ultimate gauge is this: are the customers returning customers? If I can create a good product and get people to come back, I will have achieved success.

They say that the primary influence on a nascent entrepreneur is having had entrepreneurs and small business owners in his/her immediate family. Are there others in your family that operates a business?

My dad and mom both graduated from Purdue and my dad has worked in the same company since he graduated. My mom worked, stayed at home to raise us, and is now back in the workforce. 2nd generation entrepreneurship is not in my family DNA and I don’t know why it was always my goal to open a restaurant. You always hear entrepreneurs are born or made—maybe I was made to be an entrepreneur.

So, you’ve graduated from Purdue now and decided not to play on Monday nights…if you weren’t involved with Azzip Pizza what might you be doing now?

If I weren’t doing this I think I would be with Deweys Pizza. They come to career fair every year. They’re an up-and-comer and have 15 restaurants and want to double that within the next 5 years. My entrepreneurial spirit liked the growth they were hoping to pursue; I wanted to be a part of that growth—that part of it really excited me. I like the atmosphere, laid back and down to earth. I definitely would’ve have gone with them.

You’ve mentioned Purdue University several times, from the classes you took as a catalyst for starting your own business to wanting to use the local Azzip Pizza store (when it opens) as a training ground for HTM students. Were there any other ways in which Purdue was or is influential in this part of your journey?

You bet…part of what Azzip Pizza has already done is form a separate LLC company to handle the distribution and sale of Azzip Everything Sauce, a drizzling sauce. We worked with the Nutrition Science department to do ph and water activity testing to make sure our sauce was shelf stable. Our family and friends love it.

Anything else?

I think I knew I wanted to own a restaurant one day but it wasn’t an immediate thing. I really loved food and cooking and serving people what I cook at home—I think that’s why I chose Purdue’s HTM program. My dreams were definitely influenced by my time at Purdue. My business feasibility capstone class with you, my entrepreneur certificate classes, my accounting classes—they all gave me confidence that this would work and I could believe the numbers.

Good—we try to convince students of the benefits of the capstone feasibility class but there’s nothing like a former student to testify to its utility. So—when will all this happen?

A lot of this stuff is already figured out, what kind of décor we want, the equipment. We’re finalizing the space and working out the lease agreements. Our goal is to open early spring of 2013. I really want to stay connected with Purdue. It’s given me so much that I want to give back. One of my goals is to open a restaurant at Purdue and have it be a training lab—when students graduate and join our team, they will have already been trained. It’s a great opportunity for both us and the students to get this experience.
The transition from Stone Hall to the new lab in Marriott Hall is almost complete and the Avery Research Center is ready to kick start several studies in the coming months. Topics for those studies include several temperature studies on cooling food as well as the effect of cooking method selection on nutritional content.

The first study continues the work begun by Mike Brown, an HTM graduate student, examining venting requirements needed to rapidly cool food in a refrigerator. Mike’s preliminary study showed that completely covering hot food placed in a refrigerator significantly slowed the cooling process resulting in food that was still in the temperature danger zone six hours after refrigeration.

The second study will look at temperature maintenance capabilities of “to go” containers used by many restaurants. It will focus on two parts, how well they maintain temperature during delivery, and how quickly the food will cool if the container is placed in a refrigerator. On another topic, Jeff Fisher, a current Ph.D. student, will be starting an experiment this spring that examines the impacts of cooking method selection on proteins. Using chicken breast as a typical foodservice protein, Jeff will cook it using a variety of tools and methods, for example accelerated cooking ovens, conventional ovens, microwaves, and steamers. The protein will then be examined in terms of nutritional and textural changes.

In addition to the laboratory work, two nutrition related survey studies are currently underway. One examines the impact of menu labeling on entrée selection and the other focuses on the impact of vegetarian based menus on consumer dining location selection.

Arthur Avery Foodservice Research Laboratory

Dr. Xinran Lehto and doctoral student Songee Kim are conducting research that benefits tourists with disabilities. They are examining the major components of festival experience by this market segment and relating these experiential components to the tourist values and behavioral intention. The findings of their study are expected to enable festival organizers and marketers to design appropriate promotional strategies to provide a more tailored festival environment for people with disabilities, and to better understand their evaluative perceptions.

Dr. Jonathon Day and doctoral student, Sangchoul Yi, are examining tourism’s impact on quality of life in communities throughout the Midwest. Tourism can contribute to community wellbeing in a variety of ways and this study looks at the issue using a triple bottom line (people, planet, profits) approach. Leaders across Indiana will be able to use the results of this research in strategic planning that ensure the best outcomes for their communities. Dr. Day and doctoral student Makarand Mody are working on sustainability issues in the tourism industry in India, and focusing on the role of social entrepreneurs in spreading the benefits of tourism to rural villages.

Professor Liping Cai and doctoral student Xiaoxiao Fu are proposing agritourism as a wellness choice for individuals and organizations. Incorporating the concept of Primordial Qi, they seek to make connections between products and activities of agritourism and the health of corporate employees beyond their physiological needs. In their study, corporate employees are regarded as the most important assets of an organization and at-risk consumers at the same time. Their study is expected to contribute to the debate on what constitutes a healthy organization.

Purdue Tourism & Hospitality Research Center

Center for the Study of Lodging Operations

The center is currently involved in a study of general managers of limited service properties. Dr. Adler along with CFSLO research assistant Susan Gordon are examining this group because they represent the largest number of general managers in the United States, and very little research has been done on their daily challenges and activities. Another research project involves employee wellness and how it is affected by supervisory support and its ultimate effect on turnover.

Dr. Adler also noted that the center is just beginning a study on hostels in the United States. Other research efforts include, engagement activities of employees in full service hotels in Jamaica, and a study on the needs of Chinese travelers in regards to hotels in the United States. Lastly, the center is involved in research projects with hotel human resource managers in China, and is examining the budget hotel industry in China.
Dr. Barbara Almanza Receives Lifetime Research Award

Dr. Barbara Almanza received the John Wiley & Sons Lifetime Research Achievement Award last August at the 2012 annual conference for the International Council on Hotel, Restaurant, and Institutional Education. This award recognizes an ICHRIE member for "lifetime contributions to outstanding scholarship and research" and "serves as a tribute for a distinguished individual who has demonstrated both leadership in a specialized field of study and high standards in the systematic and objective analysis of data that has led to a significant contribution to the body of knowledge." Dr. Almanza was cited for her 24 years of research in restaurant food safety. During that time, she has prepared more than 100 research, technical, book, and trade publications in the areas of food safety, nutrition labeling, and foodservice operations. In addition, she has received more than 35 research grants and served on more than 80 master and doctoral committees.

Dr. Li Miao Receives Best Paper Award

Dr. Li Miao, assistant professor of HTM received a best paper award at the 2nd Advances in Hospitality and Tourism Marketing & Management Conference (AHTMMC) in June, 2012. AHTMMC is an annual conference that focuses on marketing and management issues related to hospitality and tourism. The best paper awards recognize papers of outstanding scholarship presented at the conference based on double-blind peer review. The paper titled “Emotion-regulation in service encounters: Coping with behaviors of other customers” describes Dr. Miao’s recent research examining consumers’ emotional reactions to the behavior of others in a restaurant setting, and explored the underlying emotion-regulation mechanism in coping with the behavior of others and its effect on encounter satisfaction. The results of the two experimental studies showed that, in general, other customers had a social inhibition effect on consumer behavior at service encounters, reflected in the reduced levels of emotional expressiveness and positivity of emotional responses. The results also suggested that coping moderates the effect of other-consumer-elicited emotional responses on encounter satisfaction; the effect is more pronounced when consumers engage in problem-focused coping. The theoretical and practical implications of the findings are discussed in the paper.

Purdue Researchers Receive Best Paper Award at ICES 2012

Dr. Howard Adler, Dr. Liping A. Cai, Dr. Jonathon Day, and Dr. Tracy Lu received a Best Paper Award for their paper titled “Motivation of Chinese Attendees for Convention and Exhibition Tourism: Interdisciplinary Perspectives” at the 2012 International Convention and Expo Summit (ICES) in Hong Kong.

The study investigated Chinese attendees’ motivation for convention and exhibition tourism through synthesizing the perspectives from five different disciplines. Results showed that the motivation for convention and exhibition tourism is a result of the combination of Cognitive Benefits Sought, Psychological Fulfillment, and Touristic Desire. Chinese attendees expect to obtain various benefits through convention and exhibition tourism. In addition to business related needs, Chinese attendees expect to gain a sense of prestige and esteem while at the events. Furthermore, conventions and exhibitions serve as a social platform for Chinese to spend time with others, take care of others, and have fun with others.

The study also indicated that Chinese cultural values are closely related to the behavior of Chinese attendees. For Chinese, convention and exhibition tourism are considered a symbolic tourism product. The study suggests that developing a prestigious event brand is important for selling conventions and exhibitions in China. Features of face enhancing need to be created and delivered to Chinese attendees during marketing and onsite service process. Convention and exhibition service providers also are encouraged to create an enhanced environment and place for Chinese attendees to network and develop guanxi.

Dr. Howard Adler is the C.B. Smith Professor of Hotel Management. Dr. Liping A. Cai is a Professor, Dr. Jonathon Day is an Assistant Professor in the School of Hospitality and Tourism Management at Purdue University. Dr. Tracy Lu is an Assistant Professor of Hospitality and Tourism Management at the University of Kentucky.
How We Really Feel About Extreme Weather Events

By Sandra Sydnor, PhD

BACKGROUND

Super-storm Sandy and the Midwest droughts of 2012 have captured national headlines in the preceding six months, once again casting light on the accelerating rate and increased frequency of natural disasters. Few of New York’s twenty-four thousand restaurants were spared completely by the devastating hurricane, and scorched land in Indiana, Illinois, and Ohio lay witness to the most severe and extensive drought in at least 25 years. Natural disasters pose threats that we don’t often think about, unless of course we, or those we know and care about, are impacted by exposure to the risks they bring. Natural disasters start with hazards such as blizzards, floods, earthquakes, droughts, tornadoes, tsunamis, etc. But hazards don’t intuitively develop into natural hazards; rather the confluence of people and disaster preparedness determine which hazards turn into natural disasters (and which don’t).

Uncharacteristically low levels of rainfall, no matter how meager, in the middle of California’s Mojave Desert aren’t classified as disasters. The reason: a lack of impact on people and/or the built environment. There are few consequences from a drought in the middle of a dessert; the Midwest drought of 2012, on the other hand, has far-reaching effects such as increases in the prices of corn, soybeans, and other field crops which leads to price increases for other inputs in the food supply such as animal feed.

The national conversation considering natural disasters and climate change is intensifying and provocative. Part of that conversation hinges on the sometimes divisive discussion on climate change (whether it exists or not), while part of the conversation is a natural evolution of the aftermath of so many disasters lately. Wherever one stands on the issue of climate change, one area of wide consensus is that natural disasters are exacerbated by climate change, as borne out by the incredulous left-hand turn of Hurricane Sandy off the eastern coast, and the accelerating pace of slow onset hazards such as drought in the Midwest.

Talk about disasters is frequently accompanied by mentions of resilience. Last month the Committee on Increasing National Resilience to Hazards and Disasters defined resilience as “the ability to prepare and plan for, absorb, recover from, and more successfully adapt to actual or potential adverse events.”

What happens when a business experiences a natural disaster and, just as importantly, how many of these businesses are prepared for one? The consequences of a disaster not only affect the physical structure of a business - but business continuity can also impact revenue (losing hours or days of sales because you’re closed for repairs); human resources (HR expenses may rise due to additional hiring...
and training of new employees due to dislocation); and IT security (lost data due to compromised data storage damage) - not to mention the human toll and lives that are affected by these events. Preparing for natural disasters is directly correlated with the capacity to survive and recover from them. But generally, most businesses don’t prepare for natural disasters - even after having experienced one. Amanda Ripley, award-winning journalist for Time Magazine and author of the best-seller The Unthinkable: Who Survives When Disaster Strikes - And Why, submits that “the real challenge in the U.S. today is not predicting catastrophes. That we can do. The challenge that apparently lies beyond our grasp is to prepare for them.”

So why don’t people and businesses prepare for natural disasters, even when given ample forewarnings? Several authors have suggested our predisposition toward unpreparedness is a result of self-protective psychological factors that make us not want to think about them. Just tuning into everyday living (or paying suppliers and employees) is more compelling than planning for a possible disaster that may never happen. Others blame the government and suggest that warnings that proved to be false in the past instill mistrust. Several experts suggest that with so many choices about what to prepare for, we do nothing. Perhaps the Gambler’s Fallacy is at play: this is the tendency to assume that a disaster is unlikely to hit your house or business because a disaster just occurred and another disaster is not yet due. Or, could it be that businesses and areas that are disaster-prone simply adapt, developing a hazard culture that expects to ride out natural disasters?

Of course, when people aren’t prepared, it puts an extra strain on emergency managers across the country. When businesses aren’t prepared, the consequences are magnified because of the ripple effect of all stakeholders the business touches: employees, suppliers, the community, etc. And what we know, post-Katrina, is that emergency managers can’t get to everybody. Experts suggest we plan on a matter of days in the worst circumstances for help to come.

**MOTIVATION TO PREPARE**

In order to learn more about disaster preparedness, a survey was distributed to approximately 90 residents and business owners in Evansville, IN at an open meeting for residents to talk about hurricanes and seismic maps. Evansville is located near the New Madrid fault, which greatly increases its possibility for earthquakes. The survey consisted of 26 questions concerning:

- The respondent’s opinion of the likelihood of an earthquake
- Where respondents receive information regarding disasters (and which modes they trust most)
- What steps respondents have taken to protect themselves from earthquakes
- Respondents’ past experiences with earthquakes.

Purdue University Assistant Professor Jennifer Haase (Dept. of Earth & Atmospheric Sciences), Assistant Professor Sandra Sydnor (School of Hospitality and Tourism Management faculty) and Joe Folta (HTM ’12) visited Evansville with a twofold purpose: 1) the presentation and explanation of three types of seismic-hazard maps; and 2) to collect data regarding residents and businesses willingness to prepare for earthquakes.

**THE RESPONSES**

Most of the people attended the sessions primarily for the unveiling and understanding of the new seismic-hazard maps Dr. Haase and colleagues developed. Dr. Sydnor and Mr. Folta administered a survey designed to understand the differences between businesses and people that prepare for hurricanes and those that don’t. Participant ages ranged from 18-71 years of age: 57% of the participants were male, 34% female; 10% were business owners, and 90% homeowners; 95% of this group had earthquake experience.

When asked about “Preparation kits you have”... most respondents (about 51%) indicated they had at least 3 days of water in plastic containers, a battery operated radio, and a 3-day supply of dehydrated or canned food. Similarly, a USA TODAY/Gallup Poll found 41% of people don’t have a stockpile of food and water in preparations for disasters. On the other hand, when asked about “Preparation activities you have done... (less than 40%) had taken precautions such as developed a household earthquake emergency plan or installed latches to keep cabinets securely closed”.

When asked about “Working jointly with others in your community to implement earthquake preparedness” respondents suggested it would be “useful for purposes other than earthquake protection” and would “effectively protect persons.” Interestingly, when asked “Who is responsible for protecting you from earthquake hazard?” most people agreed it was “yourself and your family” while federal, state, and local government or emergency response teams responses were selected with far less frequency. Many respondents felt it likely that an earthquake would cause disruption and damage in their area within the next 50 years, simultaneously expecting their personal safety in an earthquake to be mostly determined by the actions of themselves and their families (mean of 4.47 on a 5 point scale).

Maybe, the most interesting finding of all was the degree of certainty people had about their ability to vigorously protect and defend themselves and their families. The participants in this meeting were, after all, probably more savvy than the average resident. They’ve experienced prior disasters, earthquakes to be specific, many of them (about a third) have multiple types of hazard insurance and have taken preventive measures. Nonetheless, when asked “How certain are you that you have... all the information you need to protect yourself and your family, all the tools and equipment you need to protect yourself and your family, and all financial assets you need to protect yourself and your family,” mean ratings were some of the lowest among all survey items.

The Arnie Cohen Faculty Endowment Award and the Evansville Area Earthquake Hazards Mapping Project were responsible for providing the opportunity to conduct this research.
Past decades have witnessed rising obesity rates in the United States. To increase consumers’ awareness of potential health-related risks related to away-from-home food consumption at restaurants, the federal Patient Protection and Affordable Care Act was signed into law in March of 2010. This act includes a provision that creates a national uniform calorie-disclosure standard for restaurants: Any restaurant chain with twenty or more outlets nationally is required to provide calorie information on menus, menu boards, and drive-throughs. Policy makers believe that such a provision allows consumers easy access to calorie information and thus, will influence consumers’ food choices at the point-of-purchase. However, the U.S. Food and Drug Administration (FDA) announced in March of 2011 that the complexity of issues is delaying the promulgation of the regulations, and that the restaurant industry needs additional guidance as well as extra time to comply with these provisions. The challenges focus on whether and how the mandated disclosure of calorie information at restaurants can be helpful to consumers and the restaurant industry. Knowledge of disclosed calorie information alone may not necessarily lead to healthful choices. While there is empirical evidence of favorable effects of calorie information on consumers’ food choices in some studies, other studies found no significant difference in consumers’ calorie intakes between situations with and without calorie information. This study examined whether the perceived healthfulness of a restaurant, as an accessible and external cue at the point-of-purchase, would influence the effect of disclosed calorie information on consumers’ food choices. As the fast food industry is frequently targeted as one of the key causes of the national obesity problem for selling higher-calorie and less-nutritive meals, this study focused on the quick-service restaurant sector.

One hundred and eighty-nine consumers in a Mid-western town located in Indiana participated in an online scenario-based experimental study. Because mandatory calorie information disclosure by chain-affiliated restaurants has not been implemented in this region, the population of this study is unlikely to have acquired accurate knowledge of calorie information of menu items, although some participants may have some sporadic exposure to calorie information while traveling to regions where calorie information disclosure has been implemented. To provide a more realistic setting, the study used actual menu boards obtained from select restaurant chains’ websites as the experimental stimuli. The menu boards contained food items available at restaurants and calorie information for each menu item. Calorie information was either present or absent from the menu boards used in a particular experimental condition. To improve the generalizability of the results, the study used two quick-service restaurants to represent each type of restaurant: Panera and Subway were examples of perceived “healthful” restaurants, while McDonald’s and Wendy’s served as examples of perceived “unhealthful” restaurants. These restaurant retailers were selected as the stimuli because of the difference in perceived healthfulness by consumers and their high level of familiarity.

Results showed that, for consumers with less than accurate prior knowledge of calorie information about menu items at restaurants, the disclosure of calorie information had differential effects on food choices at quick-service restaurants of varying levels of perceived healthfulness. In restaurants perceived as healthful, these with access to calorie information chose food items with significantly lower calorie counts than those without such information. In contrast, in restaurants perceived as unhealthful, consumers with calorie information tended to choose menu
items with higher calorie counts than those without such information, but the difference between the two groups was negligible.

Such differential effects observed at restaurants of varying levels of perceived healthfulness suggest that perceived healthfulness of a restaurant is a significant factor that interacts with calorie information disclosure to influence consumers’ food choices. While debate over the effectiveness of menu labeling is ongoing, this study has important implications for public policy makers, restaurant managers, and consumers.

For public policy makers, the results suggest that disclosure of calorie information can help consumers make more informed decisions, although such decisions may not be always optimal. When calorie information is absent, concept-driven processing is likely to prevail, during which consumers’ perception is guided by prior knowledge such as the perceived healthfulness of restaurants. Conversely, when consumers are provided with calorie information at point of purchase, the ambiguity of the decision environment is decreased and data-driven processing is likely to dominate, during which consumers are more likely to make food choices based on the disclosed calorie information. As the results show, consumers with less than accurate knowledge of calorie information often make biased estimates based on health claims made by restaurants. Prior research suggests that consumers do not require very convincing evidence to start believing what advertisers tell them. Making objective calorie information accessible to the general public will elicit data-driven processing when consumers make food choices and reduce the reliance on concept-driven processing based mainly on advertising claims.

The mandated disclosure of calorie information at restaurants is perceived as impractical and anti-commercial, robustly opposed by the restaurant industry. Restaurant operators’ major concern of calorie information disclosure is the potential decrease in sales. This study shows that the calorie counts of the food choices made by consumers upon exposure to calorie information at restaurants perceived as less healthful are actually higher than those without the calorie information. This result may imply that the disclosure of calorie information does not necessarily lead to decreased sales. Given the social trend toward a healthy lifestyle, a strategic focus on food and its impact on health will make restaurant operations more sustainable in the long term.

Given the need to implement effective policies to reduce the obesity rate and food-related health risks, this study offers several important messages to consumers without accurate prior knowledge of calorie information when dining at quick-service restaurants. Selecting food is one of the most common and mundane decisions consumers make several times each day. Consumers should not solely rely on perceived healthfulness of a restaurant to make calorie inferences. Consumers are advised to pay more attention to each individual menu item rather than rely on perceived healthfulness of a restaurant to make food choices. In addition, this study shows that calorie information disclosure helps consumers make more informed decisions about food. While calorie information disclosure does not necessarily lead to healthier food choices, objective calorie information helps consumers accurately assess menu items and make food choices to fulfill needs for both health and indulgence.

This study also makes an important link between calorie information disclosure and consumer learning. Results show that the perception of restaurants healthfulness has a strong influence on food choices, likely due to inaccurate calorie estimates made by not well-informed consumers. Previous studies made a distinction between one-time use and extended use of menu labeling information. While the findings from this study can be best described as one-time use of calorie information by a population unfamiliar with such information, extended use of calorie information will likely facilitate consumer learning and mitigate the effect of perceived healthfulness of restaurants on food choices over time. Therefore, examining the impact of calorie information disclosure from a consumer learning perspective offers some unique and important insights into the long-term impact of calorie information disclosure on eating patterns.

Furthermore, accurate assessment of calorie content can make food consumption a more enjoyable experience for consumers. Results of this study showed that calorie information disclosure has differential effects on feeling of conflict at quick-service restaurants of varying levels of perceived healthfulness. At a perceived healthful restaurant, consumers reported a greater sense of conflict experienced upon exposure to calorie information. Conversely, at a restaurant perceived as unhealthful, the sense of conflict was subdued with the disclosure of calorie information.

Conflict is an important factor in understanding consumption choices. Overt consumption choices are characterized by one’s underlying conflicting desires for different goals. In the context of food choices, selecting food is one of the most regular activities consumers pursue each day and often involves different goals (e.g., taste, nutritional value, price). Desire for indulgence in food and pleasure often competes with the desire to eat healthfully, such that people experience a feeling of conflict between desire to indulge (e.g., eating butter-baked cream cake) and the perceived cost of negative consequences (e.g., health). Resolving the conflict between wanting to be healthy and wanting to satisfy one’s appetite in favor of the long-term health goal is often difficult and cognitively taxing. Less self-conflict experienced with the calorie information disclosure can facilitate the decision-making process directed at satisfying different goals such as taste and nutritional value and make the dining experience more enjoyable.

Self-control is another essential factor to understand consumption choices. Although this study found no interaction effect of perceived healthfulness of a restaurant and calorie information disclosure on consumers’ need for self-control, it is likely that in real situations with the presence of various restaurant stimuli such as smell and visual cues, consumers’ ability for self-control, desire for indulgence and food choices may differ.

This study was supported through the Arnold I Cohen Faculty Development Award, named in memory of Arni Cohen, the beloved local community leader who created and operated Arni’s Restaurants.

Dr. Li Miao is an assistant professor in HTM. Wei Wei is a 3rd year Ph.D student.
The Boilerplate: School of Hospitality and Tourism Management

By Wei Wei

“I think, for the rest of my life, I will brag about it”.

Known for the variety of unprecedented opportunities it offers to students, the Sponsored Internship and Study Abroad in China program is growing at a fast rate, adding more exciting internship destinations. In May 2012, sixteen undergraduate students from the School of Hospitality and Tourism Management who stood out after several rounds of intensive interviews started their six-month adventure in China. Four of them interned at the Shangri-La Hotel in Dalian; three at the Shangri-La Hotel in Qingdao; one at the Shangri-La Hotel in Tainan, Taiwan; and, four at the Shangri-La Hotel in Suzhou, a new partner that joined the program in 2012. With a 2,500 year history, Suzhou is renowned for its heritage, cultural gems, lavish gardens, classic arts and legends. Another new partner in this program is the InterContinental Hotel in Nanjing, the newest luxury hotel in Jiangsu Province noted for its grand atmosphere and exceptional service. Four students interned there.

Undoubtedly, six months of hands-on experience in a first rate international hotel provides students ample opportunities for professional development. By working at least forty hours each week on a variety of shifts and interacting with coworkers as well as customers, students grow in their understanding of management styles, business practices and work ethics of hotels in a different culture. They also build a professional network with individuals from all over the world, and gain an increased sense of responsibility, independence and self-actualization with every single step they take out of their comfort zones. Such professional improvement can be life changing. Some students decide to continue their professional careers in China after graduation and several have received job offers from guests of the hotel where they interned.

The unique benefits of this program, however, extend far beyond career development. Daily immersion in a different culture enables students to grow in the areas of adaptability and language acquisition. Our Chinese partners excel in helping students acclimate and feel welcome in a new culture. Students are encouraged to engage in a variety of activities, which not only help them learn from foreign cultures, but also provide them a stage to teach the locals American culture. For example, students in Shangri-La Dalian regularly attended “English Corner,” a conversation club designed to help hotel employees improve their English. Students at InterContinental, Nanjing prepared a 4th of July party for their co-workers to teach them about American holidays. Students at Shangri-La Suzhou made Zongzi, a traditional Chinese food made of rice stuffed with various fillings and wrapped in bamboo leaves, to celebrate China’s Dragon Boat Festival; and, one student also plans to host a Halloween celebration in the hotel. These activities give students insight into how American culture is perceived by people from a different cultural background. However, many students would testify that new friendships, the mutual understanding gained between two different cultures and a stronger appreciation of their own unique places in the world are by far the greatest benefits of the program.

Traveling to various cities in China is another highlight of this program. There is an old Chinese saying, “It is better to travel ten thousand miles than to read ten thousand books,” which stresses the importance of traveling in one’s educational and cultural development. Chinese partners encourage students to travel and explore China. Adventures to renowned tourist attractions include the Terra-Cotta Warriors and Horses in Xi’an, the Forbidden City in Beijing, and the Humble Administrator’s Garden in Suzhou. These excursions, which expand students’ worldviews and grow their appreciation of diversity, are an indispensable component of their international experience.

Without question, the Sponsored Internship and Study Abroad in China program have prepared and will continue preparing students for a promising career in the global hospitality industry. The knowledge, confidence, global perspective and memories gained from this invaluable program will be carried with students for the rest of their lives.
INTERNATIONAL

Peru and Equador Study Abroad Thrills Students in May

In May 2012, sixteen Purdue students headed out on an adventure of a lifetime accompanied by Dr. Howard Adler. Ecuador and Peru have some of the most famous world heritage tourism sites in the world. The group initially spent the first 3 days in Quito, Ecuador which is one of the highest capital cities in the world. They were able to take a cable car to the top of a volcano which towers over the city as well as visit the old colonial part of the city which has 26 churches and is a UNESCO site.

The group then moved onto Mindo which is in the cloudforest where they visited a butterfly garden and rode on one of the world’s longest ziplines. Mindo is a wonderful place to see how simple ecotourism can blend with the environment according to Dr. Adler. “This was one of my favorite places on the whole trip” said Sarah Gould, a junior from Southern California.

The next stop was Otavalo which is the home to one of the largest indigenous markets in South America. The students learned about weaving and also visited the country’s largest outdoor animal market held every Saturday. Some of the students had never seen animals being bought and killed on the spot but quickly realized that this is the culture of the local people.

After that, the students traveled to the world famous Galapagos Islands which is home to many species of animals found no place else. The students were able to visit the Charles Darwin Research Center which protects different species of the giant tortoises. In total the students spent 5 days on 3 different islands where they were able to see many different endangered species and learn how the government protects the islands. The Galapagos were beautiful and the water was so clean and clear. “We enjoyed swimming in the water with the sea lions right next to us” according to Alexa Mutchler, a junior from New Jersey.

From the Galapagos the students flew to Lima, Peru where they spent two days learning about the culture and history of Peru. Finally the group flew to Cuzco, the ancient Inca capital of Peru which is where everyone stops on the way to Machu Picchu. Cuzco is a very special place, and the students quickly learned that they needed to adjust to the altitude of 12,000 feet. While in Cuzco the students visited the sacred valley which contains many Inca sites. “I had always heard about Machu Picchu but it was more awesome than I imagined” according to Feiyun Wu, a junior from Nanjing, China. You could feel the specialness of the place. Our guide explained how the people lived and traveled between villages along the Inca trail. On their free time in Cuzco about half the students went river rafting and other students explored more of the markets and museums in Cuzco. “Overall, the students thought that the program was awesome” said Andrew Fleenor. “The culture, the people, the music and the food was special and I got to practice my Spanish. I would most definitely like to return and spend a lot more time in the future.”
Students Learn about Wine and Cuisine in France

On June 18, 2012, eight Purdue students and Dr. William Jaffe met in Paris for the beginning of a summer Study Abroad Program in France. The group spent the next 9 days in Paris. One of the highlights of Paris leg of the trip was the Palace in Versailles. This extraordinary example of Louis XIV excess is a popular tourist attraction. Unfortunately, Monday is not the day to go there. As the students stood in line for 1 ½ hours, they learned that most museums in Paris close on Mondays, except Versailles. So of course everyone goes there on Monday. The wait was worth it however as the insides and gardens surrounding the Palace were incredible. The pinnacle was the Hall of Mirrors - one of the must see visitors as Paris but was quite fascinating. Museums, unique architectural structures, parks (including a large park-like zoo), and interesting commercial sites, kept all very busy during the stay there.

A day trip to the George DeBouef winery was exceptional. Five hours of listening, touring and tasting Beaujolais wines was great according to Dr. Jaffe. A day trip to Lake Geneva, Switzerland was also very educational. Experiencing first hand the differences between Swiss and French tourism was enlightening.

Students also participated in weekend trips to Venice, Italy, Heidelberg, Germany, Barcelona, Spain and Marseilles on the French Mediterranean coast. The last French city they visited was Reims (in the north-eastern part of the country). Only two days there, but enough time to tour the Moet-Chandon Champagne winery, to visit the School House/Museum where the accord to end WWII was signed, and to sample many culinary and Champagne delicacies in the area. All in all, it was an outstanding educationally trip and definitely a great place to return to in the future.

Study Abroad Trips for 2013

This coming year looks to be another banner year for HTM study abroad programs. Spring Break 2013 will see the return of the Cuisine and Culture study abroad program, this time venturing to Portugal (Chef Ambarish Lulay and Dr. Carl Behnke will lead the group.) The program begins with on-campus classes exploring the history, culture and culinary traditions of Portugal. Then, the students will embark on an intensive 8-day journey to Portugal with visits that include city tours such as Lisbon, behind-the-scenes operational tours of wineries and hotels, and escorted tours of museums and castles. Students will get a chance to experience the flavors and friendliness of Portugal and its people.

During the summer, Dr. Howard Adler will lead a program to Italy. The response to the program has been fantastic and 26 students are signed up. In June, students will meet in Rome and spend 5 days touring the Vatican, Coliseum and other sites and visit some famous hotels. They will then travel by train to Florence for 5 days and take day trips to Tuscany, an Olive Oil producer, the Chianti wine region, as well as the sites of Florence. After that they will travel to Milan for a month where students will study International Tourism Geography with a focus on Italy. During that time the group will take one weekend trip to Venice and one weekend trip to Lake Como. Students will have two free weekends to explore such relatively close areas such as Nice, Monte Carlo, Barcelona, and the Swiss Alps.
**Ambarish Lulay**

Culinary Olympic Silver Medallist, Chef Ambarish Lulay began his career in India with the 5 star Leela Beach, formerly the Four Seasons, in Goa and the 5 star Taj Mahal Hotel in Bombay. He does not, however, consider himself a classical Indian chef, considering that the greater part of his training has been in classical French cuisine with Mediterranean influences. Chef Lulay went on to work at the Auberge du Moulin de Lisogne in Dinant, Belgium. He then took a culinary stage in Sydney, Australia to expand his global exposure to food and see innovative trends in the restaurant business. After returning from Sydney, Chef Lulay created contemporary American food with an international flair. He ran a nightly degustation and vegetarian menu while at Mobil 4 Star and AAA 5 diamond American Club in Kohler, Wisconsin. Chef Lulay later returned to his alma mater, Kendall College in Chicago, Illinois with a two-fold vision. Chef Lulay created and implemented the curricula for the first time intensive culinary classes for the new BA in Culinary Arts at Kendall College, spanning the Cuisines of Asia, the Mediterranean and Latin America. He then went on to blend his global exposure to food with traditional French-Mediterranean method and technique to reflect current trends in food as the Chef Instructor at the Chicago Tribune 3 star Dining Room at Kendall College.

As the Chef de Cuisine at The Ahwahnee Hotel in Yosemite National Park, Chef Lulay had the privilege of competing in the 2008 Culinary Olympics in Erfurt, Germany, where he took home a silver medal. As the Chef de Cuisine at the Ahwahnee Hotel he identified the abundance of Mediterranean ingredients in the San Joaquin valley and incorporated this into his culinary philosophy at the hotel. This changed the course of the all American menu to a menu rooted in Mediterranean influences.

With Delaware North Companies, Chef Lulay took over as Executive Chef at Asilomar Conference Grounds in Pacific Grove, California. He was instrumental in creating California cuisine with locally sourced ingredients from the central valley in California.

Most recently, Chef Lulay was the Executive Chef at Petco Park in San Diego, home of the San Diego Padres MLB team, overseeing a team of approximately 120 culinarians and operating 13 kitchens with Delaware North Companies.

**Bruce Goad**

Bruce Goad joined HTM in July 2012 as Foodservice Operations Manager and Clinical Instructor. Bruce’s first contact with HTM was in August of 1979 when he CODO’d into the RHI (Restaurant, Hotel and Institutional Management) program. “I came to Purdue because my Dad and two uncles went there. I started in Engineering, but soon realized that was not what I was interested in doing with my life. I started working in a restaurant bussing tables when I was still in high school. RHI seemed like a good fit, because it was familiar.”

After a circuitous route around the country Bruce returned to HTM in 2008. On his way he held jobs as a Hotel Purchasing Manager, Commissary Director, Front Desk Manager, Hotel Food and Beverage Director, and General Manager for two regional food concepts and a national chain, California Pizza Kitchen. While at California Pizza Kitchen, Bruce ran the management training store for the region, won the 2006 excellence in marketing award, helped develop curb-side service, was a selected member of the President’s Advisory Council, and was a south-west regional mentor store for challenged units.

During his 11 ½ years with California Pizza Kitchen, Bruce was also involved with community projects serving on the board of directors and then two terms as President of the Solana Beach, CA Chamber of Commerce. He was also a founding board member of the Highway 101 Merchants Association. “I have always enjoyed leadership roles and working with others to accomplish goals.”

Bruce is passionate about teaching and learning. “One of the things that is exciting about my role is seeing the students develop practical skills in the lab and lose their trepidation when working in the kitchen or interacting with guests. I see myself as a lifetime learner and HTM is a great place to apply my industry experience while working with others on interesting research and education.”

Being a native of Lafayette, Bruce feels comfortable being back in town. “My great grandfather owned a dairy farm on the Wildcat Creek, and my grandfather owned and operated Sites Food Market for 60 years. Some of my fondest childhood memories were working with grandpa at his store.”

Bruce owns a home in Lafayette with his wife Antonia and their 2 yr. old son Jack. “I like working around the house and starting new projects, which my wife hopes someday I’ll finish.”

**Jaclyn Palm**

Jaclyn Palm joined the School of Hospitality and Tourism Management in September as the Student Services Director. Prior to joining HTM, Jaclyn was with Learning Communities at Purdue.

Jaclyn received her Bachelor of Arts degree in Journalism from Michigan State University. While an undergrad, she took a job as a student assistant in the advising office for the College of Communication Arts and Sciences,
which changed her life. Realizing that student services would offer an amazing opportunity to positively affect the lives of students, she continued on to earn her Master’s degree in Student Affairs Administration, also from Michigan State. While working on her Master’s degree, Mrs. Palm worked as a hall director in the residence life system at MSU. She also served in various capacities at several university advising offices.

In 2003, Jaclyn worked as an Academic Counselor at Oklahoma State University in the College of Education. After ten months in Oklahoma, Jaclyn wanted to get back to the Midwest and could not refuse the chance to join Purdue University as an Academic Advisor in the Krannert School of Management.

Jaclyn served as an advisor in the Krannert School until 2009 when she became the Assistant Director of the Engineering Honors program at Purdue, working primarily with first-year students in the honors engineering program. After two years, she left engineering honors to become the Assistant Director of learning communities in the Student Access, Transition and Success office at Purdue.

In April 2012, Jaclyn and her husband, Cory, welcomed their daughter, Alyssa. They live in Lafayette.

**Maggy Leitch**

Maggy Leitch returned to Purdue after completing her degree in HTM in 2004 and working in the industry where her focus was Property Management. Until recently, she was the General Manager of Calhoun Beach Club – an extensive upscale property with 332 luxury apartments, monthly rent of up to 10k, a 4,000 sq ft athletic club, spas, restaurant, and a large staff.

In 2010 Maggy and husband Stephen (a graduate of HTM masters program), had twin boys- Elliott and Charlie. With the addition of the boys to the family, their need to be closer to family grew, bringing them back to the West Lafayette area.

In her new position, Maggy is advising the undergraduate students in HTM, coordinating the HTM CODO (Change of Degree) process, and meeting with prospective students and their families. She is excited about her role and the opportunity to assist students with their career paths!

**Tina Kruger**

Tina came to Purdue to help open the new Italian coffee shop, LavAzza Espressions, in Marriott Hall in August 2011.

She previously owned a coffee shop in Monticello, where she lives with her husband, Wayne, and their three children. She was so excited when the opportunity came along to join Purdue University as she had always been a Boilermaker fan. Although she enjoyed working at LavAzza, she applied for a clerical position in the front office when it opened up. She enjoys working with people so Hospitality and Tourism Management fits her well.

Tina provides clerical support to several professors, two academic advisors as well as the Foodservice instructors of the John Purdue Room, Boiler Bistro and LavAzza. Her many responsibilities include coordinating lunch and dinner reservations for the John Purdue Room, answering the phone, distributing menus and food labels as well as communicating with the TA’s and managers. Tina serves as the receptionist and first point of contact in the School of Hospitality and Tourism Management. She likes her new position and enjoys working with the students, faculty and staff in Marriott Hall.

**Alice Hall**

Alice first came to Purdue University as an undergraduate student in 1981. She graduated four years later with a B.S. in Restaurant, Hotel, & Institutional Management (now known as Hospitality and Tourism Management). As an Account Clerk with the College of Health and Human Science, Alice works mainly in the HTM Foodservice Accounting Office.

Alice says “I’ve come full circle”. She handles payroll, AR billing, and other various tasks supporting the Boiler Bistro, LavAzza Espressions, the John Purdue Room, HTM Catering, and the HTM Department as a whole.

Upon graduating from Purdue, Alice was drawn to the area of Accounting and spent many years as a Payroll Administrator/Analyst. She has worked for several companies including Starwood Hotels & Resorts Worldwide, Inc., Automatic Data Processing, Inc., and Frederick’s of Hollywood. With her husband and son, Alice moved back to Lafayette in 2005 and became a stay at home mom and even homeschooled for a couple of years. Before coming back to Purdue, she was Lead Office Administrator at Tippecanoe Memory Gardens in West Lafayette.

Her family is currently hosting an international high school student from Beijing and both he and their son hope to attend Purdue in the fall of 2013. Her husband of 25 years is also attending college online to attain a degree in Human Resources Management. Alice loves to sing and does so regularly at West Lafayette Christian Church where they are members. She also is a Notary and available to all HTM faculty, staff, & students.
## 2012-13 HTM Scholarship Awards

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<th>CONTRIBUTOR</th>
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Subtotal: $58,550

Purdue/Alumni and Outside Awards: $480,650

Total: $539,200
Thanks to our supporters who contributed from January 1, 2012 to December 31, 2012.

**$100,000 and above**
Dr. J. Willard Marriott, Jr. and Mrs. Donna R. Marriott
J. Willard and Alice S. Marriott Foundation
Shangri-La Hotel

**$10,000 to $99,999**
Mr. Russell C. Bond III and Mrs. Nancy E. Bond

**$5,000 to $9,999**
Mr. Bruce M. Grosbety and Mrs. Jennifer Grosbety
Arni’s Incorporated
Coca-Cola Company
U.S. Travel Association

**$1,000 to $4,999**
Ms. Denise M. Buhrmester
Mr. R. William Edmundson and Mrs. Diane E. Edmundson
Mr. William K. Fuller and Mrs. Patricia Anne Fuller
Mr. Scott R. Haner and Mrs. JoAnn M. Haner
Mr. Jeffrey D. Hart
Dr. Stephen J. Hiemstra and Mrs. Hazel F. Hiemstra
Mr. John W. Hostetler and Mrs. Christine A. Hostetler
Dr. Joseph A. Ismail
Mr. Stephen W. Marmon and Mrs. Jane Marmon
Mr. Edward Gene McKeown
Mr. Scott David Mitchell
Mr. Javaud Mushtaq
Mr. Thomas L. Ricketts and Mrs. Jane Ricketts
Mrs. Elizabeth A. Whittaker and Mr. Andrew C. Whittaker

**$100 to $999**
Mrs. Chaney Elizabeth Abbott and Mr. Michael J. Abbott
Ms. Lora M. Adams
Mrs. Wendy Stout Anderson and Mr. Richard W. Anderson
Mr. Charles F. Baggs
Dr. Xiu Cheng Bai
Mr. Daniel L. Bauer
Mr. A. Douglas Bennett
Ms. Angela Lynn Binion
Mr. Setsu Biswas
Mr. Ryan J. Blackman
Mrs. Helen Cleon S. Bowers
Mrs. Janet Ruth Cahill
Mrs. Stacy J. Castor and Dr. James R. Castor
Mrs. Ellen S. Clapp and Mr. Christopher David Clapp
Mrs. Nancy L. Cooke and Mr. John L. Cooke
Mrs. Cora D. Cramer and Mr. Richard W. Cramer
Ms. Kelli Lynn Cruaugh
Mr. Alex Cruaugh and Mrs. Bonita Cruaugh
Mrs. Jerlyn S. Demarest
Mrs. Esther E. Digh
Mr. Paul W. Dovey and Mrs. Lisa K. Dovey
Mr. Andrew T. Dybel
Mr. Thomas Joseph Egner
Mr. Steven M. Elinson
Mrs. Susan L. Etienne and Mr. Michael W. Etienne
Mr. Bruce J. Fueba
Mrs. Anne M. Frerichs
Mr. Todd A. Froehle
Ms. Marnie C. Gautsch
Mr. Gordon R. Gerber and Mrs. Kathryn S. Gerber
Dr. Lawrence V. Gould Jr. and Mrs. Eva Gould
Ms. Virginia Gutman
Dr. Judith L. Hack
Ms. Lynn Margaret Hanley
Ms. Kathleen R. Harris
Mr. Robert N. Hawkins
Mrs. Heidi Schaffer Henderson
Mr. Charles Eastwood Herin, Jr.
Mr. Mark C. Hieb
Ms. Mary E. Hoagland
Mr. John R. Homan and Mrs. Julia L. Homan
Mr. John Carl Hostetler, Jr.
Mrs. Gretta E. Hurst
Dr. Soo Cheong Jang
Mrs. Miranda Marie Jernigan
Mrs. Hattie L. Johnson
Ms. Dayna C. Kelsey
Dr. Sheryl F. Kline
Mr. Mark L. Koschnick
Mr. James J. Krampen Jr. and Mrs. Linda Jean Krampen
Mr. Joe M. Laboy
Dr. Ji-Eun Lee
Ms. Kaiya L. Lickley
Mr. Rodney G. Lindsey and Mrs. Sarah K. Lindsey
Mr. Dustin Robert Longest
Mr. Roger L. Lynam
Mrs. Vicki L. Maldia and Mr. Robert W. Maldia
Mrs. Carin L. Mancuso
Ms. Kelly Ann Marquart
Mr. James William McLaughlin
Mrs. Lisa A. Mitchem and Brian K. Mitchem
Mrs. Marcia Hicks Morgan and Mr. Thomas Morgan
Mrs. Lisa C. Murtha
Dr. Deborah Irene Myers and Mr. Paul W. Myers
Mrs. M. Joyce Nesbitt and Mr. David E. Nesbitt
Mr. Dennis J. Noak and Dr. Nancy Newnam Noak
Mr. Malvin Ortiz-Aponte
Judith A. Painter-Smallwood
Mrs. Diana S. Pare’ and Mr. Thomas Pare’
Mr. Jeffrey S. Peek and Mrs. Victoria Lynn Peek
Ms. Rochelle A. Perry
Mrs. Lisa Lynn Pitt
Francie K. Portrey
Ms. Stephanie Ann Portrey
Mr. David R. Prentkowski
Mrs. Stacey L. Puck
Ms. Kimberly A. Raab
Mrs. Joyce E. Rather and Dr. Frederic C. Rather
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ALUMNI UPDATES

‘83
Bridget Nelson (Price)
Bridget is the Senior HR Manager for Dex One in Cary, NC. Bridget specializes in HR Compliance. She also enjoys volunteering at her son’s school and recently has been elected CS President of Neighborhood Homeowner’s Association.
E-mail: bridget.nelson@dexone.com

‘86
Dennis Cahill
Dennis is the Director of Training & Development for Applebee’s Restaurants in Chicago land, Northern Indiana, and South Florida Markets. Dennis and his Wife, Kristina have four boys. He also coaches Baseball and Football; he is a Parish Council at their Church and is an active member of C.H.A.R.T. (Council of Hotel & Restaurant Trainers).
E-mail: dcahill@appleillinois

‘87
WM. Stacey Dawalt
WM. Stacey is the Manager of Production Pre Production for Nestle Dryer’s Ice Cream in Fort Wayne, IN.
E-mail: stacey.dawalt@us.nestle.com

‘90
Christine Herron
Christine is the Chief Operating Officer for Westwind Management Group, Inc. in Aurora, CO. She is also the Chairperson of Colorado Developmental Disabilities Council and was promoted to the C.O.O. position in April of 2012. Westwind Management is a Real Estate/Property Management Firm.

‘92
Haolin Qu
Haolin is the Regents Professor & William E. Davis Distinguished Chair for Oklahoma State University in Stillwater, OK. He is also the recipient of the 2012 Founder’s Award for the Lifetime Contributions in Creation Knowledge and the recipient of the 2011 Eminent Faculty Award.
E-mail: h.qu@okstate.edu

‘90
Linda Mezzacapo
Linda is the Operations Manager/Franchise Business Consultant for Dunkin Brands in Canton, MA.
E-mail: linda.mezzacapo@dunkinbrands.com

‘97
Dina Avgoustis
Dina is a Fine Wine Sales Representative for RNDC- formerly National Wine and Spirits in Indianapolis, IN.

‘90
Dina Avgoustis
Dina is a Fine Wine Sales Representative for RNDC- formerly National Wine and Spirits in Indianapolis, IN.

‘98
Nathan Weis
Nathan is the National Account Sales Manager- Spirit Division for Pernod Ricard, U.S.A. in New York City, NY.

‘99
Eric C. Johnson
Eric is the General Manager for Kemper Sports Management – Swan Point Yacht & Country Club in Issue, MD. Eric has been married for eight years, and has two children. He has been with Kemper Sports for seven years and has developed clubhouse (CMAA), PGA, GCSAA Intern Programs at Swan Point Y & CC. He is an active member of the National Chapter of the CMAA.
E-mail: ejohnson@kempersports.com

‘99
Jessica Smith
Jessica is the Human Resources Business Leader for Northrop Grumman in Annapolis Junction, MD. On October 8, 2011 - she was married to Dwayne Smith in Illinois.

‘00
Danny Sizemore
Danny and his wife welcomed the birth of their son Beckham Walker Sizemore on January 5, 2012.
E-mail: danny@rhi-solutions.com
‘01
Luigi R. Carlos
Luigi is the Compensation Planning & Forecasting Analyst for Accenture in Chicago, IL. He is also a Registered Certified Public Accountant and welcomed a baby girl, Violetta, in 2011.
E-mail: luigi.r.carlos@accenture.com

‘02
Pete Shuey
Pete is the General Manager for Simmzy’s/ Simms Restaurants, LLC in Manhattan Beach, CA.
E-mail: peter@simmzys.com

‘03
M. Kier Crites
M. Kier Crites is the Director of Development for Food Finders Food Bank, Inc. in Lafayette, IN.
E-mail: kcrites@food-finders.org

‘04
Emily Keck
Emily is the Human Resources Coordinator for Starwood/The St. Regis in Houston, TX.
E-mail: Emily.keck@stragis.com

‘05
Rebecca Steuer
Rebecca is the General Manager for White Lodging (Fairfield Inn & Suite, Indianapolis Airport) in Indianapolis, IN. She also welcomed a baby boy on March 29, 2012. Rebecca received the Sales Excellence Award for 2011 from White Lodging.
E-mail: Rebecca.steuer@whitelodging.com

‘06
Carrie Petroksi
Carrie is the Hotel Manager for Rosen Hotels & Resorts in Orlando, FL. She is also the Event Chair for Relay for Life and a small business owner.
E-mail: cpetroksi@rosencentre.com

‘07
Zachary D. Lockett
Zachary is the Assistant Director of Sales for the Waldorf Astoria in New York, NY.
E-mail: Zachary.lockett@hilton.com

‘10
Jessica Averitt
Jessica is the owner of L.A. Café in Whitestown, IN. She took ownership of the restaurant in 2011.

‘10
Derrick LaMont Beverly
Derrick is the Front Office Manager for S.B. Yen Management – The Whitehall Hotel in Chicago, IL.
E-mail: dbeverly@thewhitehallhotel.com

‘10
Laura Mesker
Laura is the Food Service Director for ARAMARK Education, K-12 in Oakland City, IN.

Lifetime Achievement:
Hubert Schmieder
Chef Emeritus

On April 2, 2012, Purdue Chef Emeritus Hubert Schmieder received the ACF Lifetime Achievement Award from the Indianapolis chapter of the American Culinary Federation (ACF). Meeting on the Purdue West Lafayette campus in Marriott Hall, ACF honored Hubert Schmieder, now in his 57th year of cooking, starting as a boy growing up in southwest Germany during World War II. In 1943, at the age of 14, he began a three year apprenticeship under Herman Beck, a German master chef. After the war ended, Hubert got a job cooking for the U.S. military, where he made friends with some German speaking American soldiers.

Hubert worked in different hotels and restaurants upon his arrival in the U.S. and continually competed at the IKA in Germany, winning several gold medals. As an active member of the American Culinary Federation (ACF), Hubert served as president for three different chapters, and he remains a member of the ACF Indianapolis chapter. Hubert’s gifts for cookery, networking, teamwork and competition were recognized by Purdue in 1989 when he was hired as a chef-instructor- the first professional chef to work in the School of Hospitality and Tourism Management.
IN REMEMBRANCE

Mary Louise Foster, 91, passed away peacefully on Tuesday, August 28, 2012 at Carleton Manor following a brief illness. She was born in Fayette County on February 18, 1921 to Harlie and Ella Huber Foster. She grew up in the Harrisburg area, graduating from Harrisburg High School in 1939. She went on to study Home Economics at Purdue University, where she graduated with a Bachelor’s Degree in 1942 and a Master’s in 1950. After teaching at several local high schools, including the first home economics class for boys at Harrisburg High, she returned to Purdue in 1955 to join the faculty as a Family and Consumer Sciences professor.

Mary continued to make her mark at Purdue for almost sixty more years. She lived in Brazil from 1960 until 1965 to oversee Purdue’s development of the Home Economics program at the University of Vicoso. Her educational legacy lives on in the Brazilian states of Minas Gerais, Sao Paulo and Rio Grande do Sul. For her dedication, Purdue honored Mary with several awards, including the Helen B. Schleman Gold Medallion Award in 2000, which recognized her tireless work with women at Purdue and the Special Boilermaker Award from the Purdue Alumni Association in 2005. Her commitment also established the Mary Louise Foster Scholarship. Perhaps her most rewarding experiences were the countless hours that “Mary Lou” (as she was known to the students) spent teaching and later advising the Health and Human Sciences undergraduates in the subjects she dedicated her life to promoting.

HTM students may remember Mary as a regular participant in HTM 291L and guest in the John Purdue Room.

Janet S. (Booker) Bray, 70, of West Lafayette, passed away on Tuesday, January 15, 2013, at St. Elizabeth Central Hospital. Born January 1, 1943, in Lafayette, she was the daughter of the late Paul and Helen Firkin Booker. She was a 1961 graduate of Southwestern High School.

Janet was the graduate student coordinator for the School of Hospitality and Tourism Management at Purdue University for many years. Prior to working at Purdue she was a secretary at National Homes and the South Raub Elevator. She was of the Methodist faith. She enjoyed playing the piano and organ, crocheting, and sewing.

In lieu of flowers, memorial contributions may be made to the Purdue Foundation for Janet Bray, HTM, 900 W. State Street, West Lafayette, IN 47907.

David R. Prentkowski, 55, residing in Granger, Indiana, passed away Thursday, August 9, 2012 at his home following a drowning accident that also took the life of his granddaughter, Charlotte Chelminiak.


David served as director of Food Services at the University of Notre Dame since 1990. A 1979 graduate of Purdue University, he majored in hotel and restaurant management while working in the cafeterias of the university’s residence halls. Following his graduation, he worked for a time as a manager in Stouffer’s Hotel in St. Louis before returning to Purdue to earn a master’s degree. Before going to Notre Dame, Prentkowski served as director of food services at the University of Utah and the University of Michigan. Throughout his career, he was a prominent and active member of the National Association of College and University Food Services (NACUFS), serving as its president from 1996-1997.

In lieu of flowers, memorial contributions may be made to the Purdue Foundation for Janette Bray, HTM, 900 W. State Street, West Lafayette, IN 47907.
Purdue University
The School of Hospitality and Tourism Management
Inaugural Alumni Golf Tournament
To Support the HTM Alumni Scholarship Fund

HOMECOMING WEEKEND
September 27 & 28, 2013

Friday September 27, Tournament Day Schedule
Location: Kampen Course - Birck Boilermaker Golf Complex
10:30 am: Registration opens & coffee
11:00 am: Buffet Lunch
12:00 pm: Shot Gun Scramble 18 hole foursomes
5:00 pm: Scoring, awards reception, beer and wine, silent auction & more

Saturday September 28, Marriott Hall Coffee and Building Tour ~ 9:00 am

_____ Car Sponsorship ($950 - Hole in One) Exciting opportunity! First hole in one on hole # 17 wins a car (car TBD)! Price includes: Car Delivery, Insurance, registration, branding, recognition, signage at lunch, foursome round of golf and awards reception for four.

Contest Holes:
Closest to Pin: #1  Longest Drive: #4  Hole in One #17  Longest Putt: #18

Registration will open March 8, 2013 - follow link below

www.conf.purdue.edu/HTMGolf

For more information contact: Rhonda Hostetter, 765-494-6844 or rhostett@purdue.edu