HTM literacy in the Digital Age

By Rich Ghiselli

The current and future health of America's 21st century economy depends directly on how broadly and deeply Americans reach a new level of literacy — 21st Century Literacy — that includes strong academic skills, thinking, reasoning, teamwork skills and proficiency in using technology. — 21st Century Workforce Commission National Alliance of Business

For educators at all levels, this seems like a call to arms! Fodder for those involved in curriculum design; a portent of the need for professional development.

But before we get carried away, I would like to suggest that colleges and universities have been providing strong academic skills, thinking and reasoning all along. That proficiency in using technology comes about as a result of the growth and dependence on technology. And that teamwork develops as familiarity with others and the required tasks increase.

But maybe this means something more in the 21st century? At the curricular level, we should be thinking about the knowledge and skills hospitality students will need — not just now, but 3-5 years out. To do this, let us consider the current Knowledge, Skills and Abilities as identified by the Department of Labor/Employment and Training Administration (USDOL/ETA) through the Occupational Information Network (O*Net). This is a primary source of occupational information in the United States.

The table above lists the Knowledge, Skills and Abilities of lodging managers. The "Knowledge" list looks similar to current hospitality curricula. That's a relief. The other two lists are akin to the outcomes that help define the goals and objectives within the coursework. Again, we can take some comfort in that we (educators) seem to be on the right track. But the 21st century will be more "digital," and success may depend upon having Digital Age Literacy.

Defining what that means exactly is challenging; maybe the U.S. Department of Labor had Digital Age Literacy in mind when it wrote back in 1999, "We are living in a new economy-powered by technology, fueled by information, and driven by knowledge..... The influence of technology will go beyond new equipment and faster communications, as work and skills will be redefined and reorganized."

Further, when discussing the impact that technology will have in the world of work, the Department of Labor wrote, "The rapid computerization and networking of American businesses, industries, and homes has been called a 'microprocessor revolution.' That revolution is fundamentally transforming the way — and the speed with which — people think, connect, collaborate, design and build, locate resources, manipulate tools, conduct research, analyze and forecast, reach markets, present themselves and their wares, move and track products, make transactions — in short, do business."

We can get some sense of this by looking at the tools and technology that are required of lodging managers. According to USDOL/ETA, lodging managers use the following technology: Customer Relationship Management (CRM) software, Enablez ResortSuite; GuestClick software, facilities management software; Anand Systems ASI FrontDesk; ExecuTech Systems HOTEL Premium; TCS Hotel Software Guest Tracker; UniResMan software; Point of Sale (POS) software; ePOS Business Solutions System 3 (POS); spreadsheet software (Microsoft Excel); and word processing software (Microsoft Word). As for education and professional development, one can't help but wonder if we can stay relevant technologically? And to what extent does technology impact the skills and abilities as we may have learned/taught them BT (Before Technology)?
HTM takes integrated approach to international studies

By Howard Adler

According to Professor Howard Adler, one of the goals of the Department of Hospitality and Tourism Management is to increase the number of students with international experience. "This is absolutely critical to preparing students for the globalization of our industry and to also understand the world they live in better," he says.

Studying abroad is a game-changer and a transformative experience for most students, according to Professor John Roussele, who has led many programs over the years. Dr. Carl Behnke, who also has led many programs, says that spending time in another country and becoming familiar with their food and wine teaches HTM students a great deal about that country. "We can teach many things about the hospitality and tourism industry, but actually being in Paris or in Beijing and experiencing it first hand applies everything that the students have learned," he says.

"In order to achieve this goal, Purdue University, the College of Health and Human Sciences and the HTM department offer a variety of opportunities that will help our students fulfill the need for international exposure," according to Dr. Liping Cai, associate dean for international programs and professor in the HTM department.

One of the most popular options for students is to participate in study-abroad programs through HTM or Purdue. Every year, HTM offers one program during spring break to venues such as Italy, Switzerland, Portugal or France. HTM also offers Maymester programs for a month, along with five- or six-week programs during the summer.

Every summer, in fact, anywhere from 15 to 24 students participate in HTM programs to Australia and all over Europe and South America. "The number of credits students earn depends on the length of the program, but we try and have a good balance of in-class instruction combined with visiting real-life tourism locations," Dr. Adler says.

Purdue students can also take advantage of the 100-plus universities in the world that Purdue has exchange programs with. These programs normally span one full semester, and students are able to fully experience living in another culture while exploring the country and surrounding region more thoroughly.

Lastly, HTM has hybrid programs such as the China Internship Program with the Jin-Ling and Shangri-la Hotels. Students not only get an internship at a major international hotel in China but also take classes while working, says Dr. Cai. "We have had these programs in existence for over 10 years, and they have been extremely successful," he says. "Our faculty put in a great deal of time in promoting, organizing and leading these programs, but they know that our students benefit greatly from the experience."

Construction on Marriott Hall is in its final stages, with completion scheduled by mid-July. HTM is expecting to move into the building in early September. The delay in occupying the building is necessary to complete the testing requirements for LEED certification. Currently, it is anticipated the building will qualify for LEED Gold. Faculty and staff offices will move in the fall, but foodservice will remain in Stone Hall until January 2012.
HTM leads study-abroad to Dubai, Oman

By Amanda Michael and Joe Ismail

For the third consecutive year, a group of Purdue students ventured to Dubai and Oman during winter break. The study-abroad trip was designed to provide learning experiences related to current trends and issues pertaining to international service marketing and management. Students represented a diverse group of majors from HHS, including psychology, HTM, and selling and sales; and also included one student from the Krannert School of Management.

On the day of arrival, a guide familiarized the group with Dubai’s unique geography, as well as older neighborhoods including Bastakiya. After gaining a sense of historic life at the Dubai Museum, the group crossed Dubai Creek by abra, a traditional wooden water taxi. The guide provided advice about bargaining in conjunction with orienting students to the spice and gold souks. These traditional marketplaces are an intriguing contrast to the glitzy new shopping centers in Dubai.

The trip included professional visits to the Mall of the Emirates and Dubai Mall, each with its own fascinating attractions and features. The Mall of the Emirates boasts Ski Dubai, an indoor ski facility, and is the first mall to be connected to the recently opened Dubai Metro. The group also saw the exclusive Via Rodeo section, designed so that ultra-rich shoppers can park their Ferraris or Lamborghinis and directly access couture shopping options without the need to walk through more common areas of the mall. Dubai Mall boasts the title of largest mall in the world, and includes over 1,200 stores and a wide range of activities.

Tours of both malls provided illustrations of experience-economy attractions. At Dubai Mall, the group toured Kidzania, which offers a role-playing community for children where they are engaged as residents of a pint-sized community. After passing through customs, the children at Kidzania quickly engage in various careers in order to earn Kidzos, a currency that can be spent throughout the city. Both malls included another example of enhanced experiences. “Platinum Movie Suites” at the Dubai Mall and “Gold Class” at the Mall of the Emirates’ CineStar Cinema offer movie viewings in upgraded furniture with personal butler service at four times the price of a basic ticket.

The group also toured three five-star lodging properties: Monarch Hotel, Hotel Meydan and Meydan Racecourse, and the Park Hyatt along Dubai Creek. While ultra-luxury is the common theme, these hotels differ dramatically in marketing orientation. The Monarch Hotel is located in Dubai’s new business district, and the Park Hyatt is more relaxed with a location adjacent to the Dubai Creek Golf & Yacht Club. The Hotel Meydan and Meydan Racecourse celebrates horse racing, with hotel rooms offering trackside balconies. The group attended the horse races, which are conducted each Thursday. The host and tour guide at the facility was a young professional from England whose role at the property is sales of the trackside hospitality suites.

The luxury hotels and couture-studded shopping malls also contrasted with the controlled development and natural beauty of Oman. Throughout the trip, students were exposed to the region’s traditional culture. For example, it became common to be greeted with an offer of dates and Turkish-style coffee in both urban areas and the heart of the Bedouin desert. A highlight of Oman was the Al Raha Tourism Camp, where students stayed overnight in a Bedouin-style desert camp. After driving 4x4s through sand dunes, the group arrived in time for a desert sunset followed by dinner, traditional musicians and dancing. Many students also climbed the sand dunes for a star-studded vista.

In Oman, a program at the Rustaq College of Applied Sciences included formal presentations and cultural exchanges between Purdue students, Omani students and a group from Taylor’s University in Malaysia. Presentations focused on strategies for growing tourism in the Sultanate of Oman. Students also had time to visit informally with their counterparts studying in Oman and Malaysia. This was especially interesting for female students, who were able to compare their lives with modern females in a Muslim country.

Education and exposure to the Muslim religion were integrated throughout the trip. Jetlagged students awoke to the call of prayer at dawn, and noticed the availability of prayer rooms, a traditional practice throughout the area.

Mosques are a central presence in each neighborhood. However, the majority are maintained as solemn places of prayer and worship, and are not open to non-Muslims. The group toured two mosques — the Sultan Qaboos Grand Mosque in Muscat, Oman, and Sheikh Zayed Grand Mosque in Abu Dhabi. Both experiences offered an appreciation for the observance of the Muslim faith.

All guides stressed that Islam promotes peace and charity, and that it is against the religion to harm any living thing. There is concern that the entire community not be judged by the actions of few, and a desire to address misconceptions.

The Dubai and Oman study-abroad trip will be offered again in 2011-2012 during winter break.
Engagement

Partnerships thrive between HTM

By Jo Wade

Home of Purdue! Two Great Cities, One Great University! That is the tagline for the Lafayette-West Lafayette Community and the Lafayette-West Lafayette Convention and Visitors Bureau (LWLCVB).

Purdue University is our community’s biggest asset, and the first thing most local citizens bring up when describing where they live, so it comes as no surprise, that the LWLCVB has ties to our outstanding Big Ten university.

One of those ties that might go unnoticed is being able to partner with the outstanding faculty, staff and students at Purdue’s Department of Hospitality and Tourism Management (HTM). For the past 30 years that I have been part of the LWLCVB, our work and programs have been greatly enhanced by our positive relationship with HTM.

The mission of the Lafayette–West Lafayette Convention and Visitors Bureau is to be the official destination marketing organization of Tippecanoe County that contributes to the economic health of its communities by promoting the area as a preferred travel destination and by enhancing the visitor experience.

You can see with that mission, having one of the pinnacles for hospitality and tourism management programs in the world in our own backyard sure doesn’t hurt!

The LWLCVB has had the opportunity to be involved with the HTM faculty, staff and students in various aspects in past years.

Over the years, I have visited many classes, and spoken with many of the student associations in the department about tourism and the work of the LWLCVB. The energy of the students and their interest in our industry is always one of the highlights of my calendar.

Purdue students are always a part of the LWLCVB, and we love to get their perceptive on local tourism! We hire students, for our Visitor Information Specialist (VIS) positions, to operate our front desk, handle many of our social networking tasks and keep our visitor center open on weekends. Not all of those students have been HTM students but a vast majority, and, in fact, our current full time group tours and meeting manager, Ashley (Simpson) Gregory, a 2007 HTM grad, started out as one of our specialists.

Our past vice president of sales, Elaine McVay also was an RHI grad. We love seeing our many past VIS students who have gone on to work at other CVBs and other hospitality related businesses throughout the state; their loyalty always remains strong to their Home of Purdue ties!

At LWLCVB, we are committed to the continued development of the HTM program, and I serve as a member and representative of the DMO/tourism industry of the HTM Strategic Alliance Council. The mission of this council is to assist the HTM department in reaching and maintaining its goal of being a premier hospitality and tourism management program in the nation. The SAC provides valuable industry insights to the department that find their way to curriculum and classroom discussions.

We also support HTM’s research agenda and assist wherever possible in creating new knowledge about the workings of our industry. Recently, research projects by Professors Sandra Sydnor-Boussou, Howard Adler and Jonathon Day called for input from hospitality and tourism industry people. Several local restaurant and hotel owners and general managers along with me participated in a focus group. The questions were about community engagement, and it was very interesting to hear what everyone there had to say.

HTM faculty, staff and students also have had an opportunity to be involved with the LWLCVB over the years. For example, for many years Dr. Alastair Morrison, a past HTM professor, served as a member of our board of directors and was an active volunteer. We were grateful to have had so much of his expertise for years, as well as expertise from Don Anderson, who is the director of professional education for HTM.

Dr. Morrison and Mr. Anderson worked with us on development of our strategic plans, mission statements, visitor profile research, and the list goes on. Don continues to be involved in the Destination Marketing Association International (DMAI), our international association, with their education programs.

I received my industry certification through that program with both of them involved in all my classes. I am a Fellow Certified Destination Management Executive (FCDMFE) because of the wonderful education they offered our industry.

Dr. Liping Cai, associate dean of international programs and diversity and an HTM professor also has done research for us. Most recently, he has kept us involved and aware of the Chinese tourism and business market. In early February, I attended a program he has been actively involved with on influences of Confucianism on Chinese businesses and consumers; this was an excellent program and very educational.

Dr. Jonathon Day also has reviewed research that we had completed by other researchers and has given us direction on how to use the results of that research. HTM student interns also have provided us with many completed projects and new directions, especially in technology. Some of their projects have been evaluating our Web site, revising our Facebook page and writing stories about attractions and events that we use in our public relations efforts.

I have spoken a lot about past projects, but we have some excellent plans for the future...
Engagement

Lafayette-West Lafayette CVB

with HTM. The LWLCVB is the first Indiana CVB to sign onto sustainability research being conducted by Drs. Mick LaLopa and Jonathon Day. This research examines the readiness of the industry to adopt sustainability practices.

The research gathered from this information will allow the HTM team to customize HTM’s support for hospitality organizations and improve the overall sustainability of the tourism industry. Dr. La Lopa has already done a pilot study using this approach in Wales (United Kingdom), and it was very effective.

We are also planning to do some target market research with Dr. Day in order to develop a detailed understanding of the drive market from Chicago and Indianapolis. We both believe this could have great value to the LWLCVB.

The Purdue Tourism and Hospitality Research Center also is enhancing its Web site to include useful tools that help hospitality and tourism organizations be more competitive and more sustainable. This is something that the LWLCVB is certain to take advantage of in the near future.

The partnerships between LWLCVB and HTM have made for positive growth for both organizations and the people involved. I am grateful that HTM has such a strong program that is willing to work with people in the community to help improve our economy through tourism. We know with the strong engagement direction that HTM department head Dr. Richard Ghiselli continues to encourage (as well as its goal of being a premier hospitality and tourism management program in the nation) that our thriving partnerships will be very positive as we head into the future!

We look forward to the continued partnership to work together and promote Lafayette-West Lafayette, Home of Purdue! Two Great Cities. One Great University!

Coffee vendor gears up for Marriott Hall

HTM and Lavazza will be teaming up at Marriott Hall. Joerg Oberschmied, chief operating officer of Lavazza Premium Espresso, Chris Ladisch, dean of Purdue’s College of Health and Human Sciences, and Richard Ghiselli, HTM department head, entered into an agreement last fall that will bring Lavazza Espresso to Marriott Hall.

Mr. Oberschmied has expressed excitement about joining in HTM’s mission, and will be part of the department’s Strategic Alliance Council. “We are thrilled to bring our Espresso concept to Purdue University and join the HTM family,” he says.

HTM is similarly excited about the partnership. “Their products and their art add a new dimension to Marriott Hall,” Dr. Ghiselli says. “Our students will have the opportunity to gain knowledge about beverages and innovation from one of the industry leaders.”

Lavazza, Italy’s leading coffee company, was founded by Luigi Lavazza in 1895. Mr. Lavazza invented the concept of the blend, the complex art of mixing coffee of different origins to obtain a harmonious and delicious flavored espresso. Today Lavazza still operates as a family business that values innovation and quality while respecting its Italian tradition. In 2008, the company was awarded a Corporate Green Globe Award (businesses that demonstrate an extraordinary commitment to furthering sustainability) by the Rainforest Alliance. Lavazza Espresso also won the 2008 Grand Award for restaurant design from the Association of Retail Environments.

In addition to standard coffee items such as espresso and cappuccino, it offers unique creations and innovations, including “Espresso”, the coffee you can eat, which was created with world renowned chef Ferran Adria from “El Bulli” fame. It was named among Time magazine's “Best Inventions in 2006” and recently was featured on the Cooking Channel’s “Foodography.”

The Purdue Espresso also will offer oven-fresh bakeries (muffins, croissants, cookies), as well as gelato and desserts.

Each year, Lavazza commissions a leading photographer to shoot the Lavazza calendar. Annie Leibovitz did the 2009 calendar, for instance, and Mark Seliger shot the 2011 calendar. The cafe will feature several calendar art walls.
Research

Organizational charts and hotels: Learning research to address an age-old problem
Research

By Annmarie Nicely

The weaknesses of the functional organizational structure, commonly used in hotels, have been noted by industry practitioners for decades, are well documented in hospitality management textbooks and have been repeated time and time again in the classrooms of hospitality management programs. Yet, little has been done to create a structure that would both address the weaknesses of this design while assisting hotels to systematically and effectively deal with the challenges of the future.

In the Eddystone Nebell III article titled “Organizational Design,” published in the text Hotel and Operations Management by Denny Rutherford, the former hospitality and tourism management professor states that functional organizational structures not only limit managers’ appreciation of their overall hotel and negatively affect their own learning, but also could lead to turf wars and mistrust across departments while also inhibiting the cross-fertilization of ideas, innovation and general higher levels of learning within businesses.

But while the functional organizational structure leads to ineffectiveness within hotels, one of its primary strengths is its contribution to operational efficiency. When persons work and train with others in their areas of specialization, they achieve not only greater mastery in their established tasks, but also speed.

It is the weaknesses of the functional organizational structure coupled with changes in the macro-environment that have led researchers in HTM to revisit, some 20 years later, the issue of organizational structure and learning in hotels.

There are a number of changes taking place in the macro-environment that are indicative of the knowledge era which the global hotel industry cannot ignore.

First, the knowledge era ushered in a period of greater availability of data and easy access to information, which customers have been using to their advantage, and raising their expectations to levels higher than in eras past.

Second, this era also brought with it increased local and global competition, and this has been driving the pace of change, making it difficult for hotels to preserve their difference for any extended period of time. So the moment a new product, service or system is launched, it is quickly replicated and/or improved upon by the competition, leaving no time for complacency within the sector.

An example of this occurred with the Westin chain of hotels. In 1999, Westin energized the global hotel industry with its super-comfy Heavenly Beds. Today, super comfortable, attractive beds are considered a minimum standard across the industry.

However, a third factor that has been forcing businesses to learn and to learn fast (and hotels are no exception) is crisis. There have been many crises, both natural and manmade, but the one on everyone’s mind is the global economic recession of the last two years.

With the economic recession, companies have had to learn quickly how to achieve more with less. Many pundits predict that the lessons from the recent recession will remain with the business community for some time, while the blows from that period are fresh in our minds.

Therefore, the knowledge era has created a heightened need for hotels to learn and to do so quickly if they are to remain competitive. However, learning among the sector’s players has been curtailed for some time, and this is partly due to the sector’s use of the functional organizational structure.

Currently, researchers in HTM are looking to determine if there are other types of organizational structures being used in hotels today at the property level. Also, they plan on conducting detailed assessment of the strengths and weaknesses of these structures.

Lastly, they will try to identify structures that would significantly improve the efficiency and effectiveness of hotel operations, in other words, hotels’ lower and higher level learning. Leaders from a number of hotels will be involved.

The premise for this research is Albert Bandura’s 1960s work on social learning theory and the many confirmatory studies since then. According to researchers, learning is shaped by one’s environment. Therefore, adjustments to the way and how work groups interact could affect constituents and by extension hotel-wide learning. So the overall purpose is to determine the best adjustments to work group arrangements in hotels so that maximum learning can be realized.

Learning is the acquisition and effective use of knowledge to solve problems and innovate. According to organizational learning scholars Chris Argyris and Donald Schön, this typically occurs at three levels, ranging from low to high, the acquisition and use of knowledge to:

- Address the deficiency between the desired and the actual, single-loop learning;
- Change existing organizational traditions and customs, double-loop learning; and
- Challenge deeply engrained assumptions, triple-loop learning.

Although single-loop learning is very important in the preservation of excellence standards within hotels, trend setting demands mastery of both double and triple-loop learning. So performance, whether individual or organizational, is seen as the final step in the learning process. Therefore, two manifestations of learning within hotels are efficient and effective performance.

Functional organizational structure, on the other hand, is where work is organized around specific tasks related to an overall product. These tasks include human resource management, accounting, marketing and sales, food and beverage, rooms, and security.

If we are successful at creating a strong and feasible learning-centric work group arrangement and this becomes embedded in the operational structure of hotels, the industry could gradually see significant improvements in both the depth and level of learning.

Ultimately, this could affect performance, creating a domino effect on the caliber of thinkers attracted to the field of hospitality in the future and the overall attractiveness of the sector.

Dr. Nicely is an assistant professor in HTM.
‘Weather’ to hedge: Impact of weather volatility

Hospitality and tourism businesses have long been susceptible to sudden changes in the weather, operationally and financially. The most obvious operational challenge would be the loss of business from unfavorable weather conditions.

By Hugo Tang

In a 2007 Wall Street Journal article, many casual dining chains attributed the decline of sales to bad weather, especially on holidays that traditionally generate a lot of sales. Bad weather can even affect restaurants well before its arrival. The stock of U.K. brewery Scottish & Newcastle, for example, dropped 9.5 pence when a cold summer was feared.

Weather volatility can also make it difficult for managers to forecast and plan for potential demands. As a sudden downpour hits the streets on a hot summer Friday evening, many restaurant owners and managers may find they have more waiters than customers. Lastly, in some tourism businesses (e.g., ski resorts, sun-and-sand resorts), unwanted weather conditions could adversely influence customers’ experience, thus satisfaction. All of these operational challenges would eventually affect the bottom line.

Financially, weather volatility would increase cash flow volatility, which would make budgeting more difficult and create extra financial costs. For example, golf courses generate about 90% of their revenues in spring and summer, and a rainy season could have a great impact on revenue, and, consequently, the ability to cover the costs during the off-season. In the meantime, a company with high volatile cash flow streams would be required to pay higher interest than its more stable counterparts when it decides to take out a bank loan. Specifically, researchers in finance have provided theories and empirical evidences to show that cash flow volatility leads to higher interests and also higher taxes, a lower tax shelter provided by debt, increased financial distress, and higher equity costs.

As weather volatility becomes a growing source of business risk, managing weather risks, especially in the weather sensitive hospitality and tourism industries, has become a key component of creating shareholder value. However, until recently many weather-sensitive businesses have considered weather risks to be inherent in the business and did not proactively manage it. This may be due to the fact that weather is a risk that is beyond human control.
Research

Utility on hospitality, tourism businesses

To circumvent this inherent challenge in managing weather risk in hospitality and tourism businesses, researchers in Purdue’s HTM department have proposed and demonstrated the effectiveness of an innovative approach in managing the negative effect of weather risk. Their idea is to use financial derivatives that derive value based on weather elements (e.g., temperature, rainfall, snowfall) to offset the fluctuations of operating cash flows caused by weather volatility.

An Innovative Solution

The idea of using financial derivatives to hedge weather risk was first adopted by the utility industry during the deregulation in the 1990s. In addition to the utility industry, insurance, banking, and agriculture are major users of weather derivatives. Based on a Price Waterhouse Coopers survey, the notional value of all weather-risk contracts had reached $45.2 billion by 2006. In the hospitality and tourism industry, businesses that depend on natural settings (e.g., ski resorts, golf courses, sports events) are prime candidates to take advantage of weather derivatives.

To check if weather derivatives work in the hospitality and tourism industry, researchers at HTM took the financial data of a single-property ski resort and historical snowfall data from 1991 to 2003 to conduct Monte Carlo simulations. The results show that weather derivatives can reduce the ski resort’s cash flow volatility up to 25.8%, especially during the busiest months (December–February). This is good news for business because the most effective time to hedge coincides with the period that needs protection most (peak season). Moreover, it costs less to hedge a shorter time than the whole year. Although the study is based on a ski resort, the strategies and implications are applicable to any hospitality and tourism business that is vulnerable to weather risks (e.g., beach resorts, golf courses, and amusement parks).

Implementation

Hedging weather risks with financial derivatives is similar to buying insurance for bad weather without some of the downsides. First, we do not have to prove a loss occurred on the insured property. Second, hedging is cheaper than insurance because it avoids the moral hazards and adverse selection problems that are priced in insurance premiums. Finally, hedging provides the company with greater liquidity so the company can quickly establish or liquidate a position in the market according to its needs.

Since weather risk is a very localized risk, the standardized weather contracts traded on Chicago Mercantile Exchange will not provide much hedging effectiveness for local weather. The most feasible source of weather contracts would be weather derivative brokers, which are usually a division of large banks or insurance companies. One of the earliest and best-known weather derivative brokers, Guaranteed Weather, is now a part of Mitsui Sumimoto Insurance Group. These brokers neutralize their risks by buying and selling various types of weather derivatives with counterparts in various locations. The major benefit of purchasing contracts from brokers is that it reduces the expertise required. But buyers would have to pay fees or commissions for the service.

A non-technical example of how weather derivatives work

Assume that the manager at a golf course decides to reduce cash flow fluctuations because of unexpected rainfalls for the coming June. From looking at the data, he knows that the 10-year historical average rainfall in June is 10 inches (for the local area), and the average June operating cash flow is $20,000.

The manager and his weather derivative broker agree on a rainfall derivative contract in which for every inch of actual June rainfall above the historical average of 10 inches, the broker will pay the golf course $500. On the contrary, if the actual June rainfall is below the historical average of 10 inches, the golf course has to pay the broker $500 per inch of shortfall. The historical average rainfall is used as a reference point for payouts and is called a “strike.”

However, the manager has a question. How many contracts does he have to buy in order to offset the cash flow fluctuation from rainfall volatility? The answer is he has to find the cash flows’ sensitivity to rainfalls. This is usually done by regressing daily cash flows on the corresponding rainfalls. Industry practice is to use 10 to 20 years of data for the regression. Suppose the manager did the regression and found the regression coefficient to be 1,000, meaning for each inch of rainfall change, the operating cash flow will change $1,000. Since we have decided every inch of rainfall is worth $500, the manager has to buy two ($1,000/$500) contracts to hedge the risk.

Let us see how it works. Suppose at the end of June, the rainfall accumulates to 15 inches. If the golf course is run the same way as before, the June cash flow would be more or less at $15,000 ($20,000 (average June cash flow) - 5 (5 - 10 inches rainfall) x $1,000 (cash flow sensitivity to rainfall)). But at the same time, the broker has to pay the golf course $5,000 (2 contracts x 5 (15 - 10 inches rainfall) x $500 (contract price per inch rainfall)). In the end, the golf course will still have around $20,000 cash flow. But if the June rainfall turns out to be 5 inches (5 inches below the strike of 10), the golf course will produce roughly $5,000 extra cash flow and owe the broker $5,000 at the same time.

As we can see, the purpose of hedging is not to "make money," but to mitigate cash flow volatility. It is not necessary for managers to always hedge the whole exposure (i.e., $1,000). Managers have to weigh the pros and cons of the prospect of gaining extra cash flows with risk versus maintaining a stable cash flow. Financial status of the company usually plays a major role in such decisions. For example, if the company has huge debt serving obligations in relation to its cash reserve and cash flow generating ability, the manager would usually choose the safer route, maintaining a stable cash flow stream to avoid potential bankruptcy.

For comments and questions, contact Dr. Hugo Tang at hugotang@purdue.edu.
New Faces

Dawn Lamb joins HTM staff

On the surface, construction work may not seem to have much in common with hospitality and tourism management. Surprisingly, says Dawn Lamb, the new academic advisor in HTM, there's a lot of overlap between the two professions.

"It is similar in size and style to how students learn in the classroom and in the practical lab," says Lamb, who transferred from January from the Department of Building and Construction Management. "Plus, they’re both service industries. I seem to relate well to students who do this kind of work."

A native of Highland, Indiana, Mrs. Lamb majored in retail management in the former College of Consumer and Family Sciences. After graduation, she became a manager at the House of Fabrics, working there until her son was born.

Mrs. Lamb then found a part-time position with Ivy Tech Community College of Indiana, eventually working into a full-time job as assistant director of transfers. Although the work was rewarding, she says, "I would see tons of students at Ivy Tech working to help them transfer to four-year colleges, but I never saw what happened to them after they left."

In 2006, Mrs. Lamb joined the College of Technology, where she advised students and served as placement coordinator. Now, in HTM, she advises students while also coordinating CODO (Change of Degree Option) requests and recruiting. "I get to show prospective students all the great things we have to offer them," she says. That includes not only the new Marriott Hall (scheduled to open in fall 2011), but also a newly created college. "There are nine different majors in the College of Health and Human Sciences, she says. "All are very customer service oriented, and it will be exciting to work together in ways we hadn't thought of before."

Michelle Mills balances phone lines, calendars

Michelle Mills may be new to Stone Hall, but she feels right at home as the secretary in the front office of the Department of Hospitality and Tourism Management.

"My mother-in-law was a home economics graduate from Purdue," says Mrs. Mills, who lives in Delphi, Indiana, in the farm home that once belonged to her husband's grandparents. "I always felt that my personality was hospitable, and the concept is natural — I like to entertain at home, and the way they set the silverware here is just how my mother-in-law taught me."

A graduate of Twin Lakes High School in Monticello, Mrs. Mills took a year-long secretarial course at Ball State University before marrying her college sweetheart, a farmer and sales associate for a local agricultural company.

For the previous 12 years, Mrs. Mills worked as a clerical legislative assistant for U.S. Representative Steve Buyer, who retired in 2010. While that office was geared more to assisting people over the phone rather than having people walk in for assistance — when he was in the district, Congressman Buyer was usually out meeting with constituents — the HTM office buzzes with activity. Throughout the day, Mrs. Mills answers multiple phone lines, including the reservation line for the John Purdue Room; passes along reservations and other information to students; assists the HTM Cafe with food labels and signs; and manages schedules for various HTM professors and assists staff members.

"There is a lot more interruption here," says Mrs. Mills, discussing her position one afternoon before returning to her task of copying and cutting comment cards for the JPR's evening customers. On her agenda that week as well: gathering Scantron forms, completing travel forms, sorting mail and packaging Marriott Hall commemorative plates for donors. "In this job, I'm really challenged at times. This job at times can be self-teach," she adds calmly. "It's a job that is also very rewarding, because I get to work closely with the students and therefore get to know them. They are a wonderful group of students; they get the hospitality part."

Beth Dilley takes on new duties in HTM

A familiar face from the Department of Hospitality and Tourism Management's main office has now moved down the hall. Beth Dilley has relocated to Room 152 across from the HTM Café, filling a position vacated by Bonnie Kauffman, who resigned recently.

"There are seven professors that I support," says Mrs. Dilley, whose new assignment is a 10-month position. "I also order textbooks and assist with scholarships." Other duties including assisting with Office of Institutional Equity compliance for faculty searches, updating the department's Web site, and taking photographs, such as staff portraits and the Marriott Hall image pictured on p. 20 of this issue of The Boilerplate.

Mrs. Dilley, who has lived in Lafayette for 11 years with her husband, joined the HTM staff in early 2010. In her spare time, she enjoys reading and attending her daughters' sporting and FFA events.
Student Profile

Courtney Glotzbach is Outstanding Senior

By Jonathon Day

HHTM's Outstanding Senior makes a difference at Purdue and on the national stage.

Courtney Glotzbach, HTM's 2010-11 Outstanding Senior, is a true difference maker. Courtney has been a student leader in the department since joining the program. She worked on the board of the HTM Career Fair and was one of the founders of the HTM Senior Roundtable, a group formed to foster excellence in the HTM department and improve communication between faculty and students.

In the last few years, Courtney also has taken the national stage with leadership roles in one of hospitality's most important organizations. In 2009, she joined the board of the National Society of Minorities in Hospitality (NSMH), an organization that promotes diversity in the hospitality industry. After a year as national public relations director for NSMH, Courtney joined the executive board of the organization and has been coordinating the NSMH student activities in 58 colleges across the United States.

Throughout her time at Purdue, Courtney has maintained high grades and a commitment to her studies. She is a member of the Mortar Board, one of the premier national honor societies that recognizes seniors for their scholarship, leadership and service.

Dr. Jonathon Day, chair of the Awards and Scholarship committee, sat down with Courtney recently to discuss her experiences in HTM.

How would you describe your approach to student life?

"My approach to student life has been to embrace all that I can while on campus. Never again will I have the opportunities that I do here at Purdue. I want to ensure I take advantage of all that I can, as well as ensure that all that I do is done in an excellent manner, exceeding standards and expectations."

You have been on the honor roll every semester while being involved in a variety of leadership roles. How did you juggle school and leadership?

"...through intense planning. I would not survive without my to-do lists and Mortar Board. Having such a schedule has helped develop my time management skills as well as taught me how to prioritize, always putting school first."

What tips would you give students to get the best results from their studies?

"My advice to students on getting the best results from their studies would be to find a place that is conducive to being productive. Keeping focus and ensuring that you spend the needed time on studying is also essential. Start studying or doing assignments as early as possible, this makes for less stress when the actual due date arrives."

You invested a great deal of effort into your role with the NSMH. What did you learn from this experience?

"I learned a great deal about myself but also about working with others. This experience required me to work with a very diverse group of people, each with different skill sets and personalities. I also had the pleasure of learning from some phenomenal mentors about the industry as well as professional development."

Why did you choose this organization?

"I chose to get involved with NSMH because I have always had a passion for diversity and the mission of NSMH is one I firmly believe in. Not only does the organization work to develop students, but it also fosters networking opportunities, creating and developing relationships between hospitality students and industry professionals."

Why did you get involved with NSMH at the national level?

"I felt it would be a great way to push myself out of my comfort zone. I never thought I would be able to stand up in front of 1,000 people and give a speech, let alone manage 58 schools' activities on campus while being a college student. Serving on the national level gave me more confidence, professional growth, as well as a further developed skill set."

What suggestion do you have for students to make the most of their time at Purdue?

"Find an organization or activity that they are passionate about and run with it. But at the same time, try new things while you can. Never again will we have so many organizations and activities with such easy access. Start today! Getting involved helps create a feeling of being included, helps foster relationships with those that have similar interests, but also gives one a chance to do something they enjoy or are passionate about."

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

"Each class offered different lessons in regards to the industry, general management, and working hard. I think one major lesson found in most all classes was teamwork. Working in groups on assignments was common for each class and created an opportunity for learning how to work with others in different ways. I feel these lessons will all make the transition into the professional industry a smoother process."
First HTM PhD graduate achieves success in teaching, research and leadership

Dr. Hailin Qu received his B.S. from Northern Arizona University, Flagstaff, Arizona, and his M.S. and Ph.D. from Purdue University, West Lafayette, Indiana. But more than that he was the first student admitted, and the first to graduate from the doctoral program in Restaurant, Hotel & Institutional Management (now HTM).

He has been teaching tourism and hospitality management related subjects at both the undergraduate and graduate levels for more than 25 years. His research interests are hospitality and tourism service quality, consumer behavior and loyalty, and tourism economic impact and forecasting.

Currently Dr. Qu is the Regents Professor and William E. Davis Distinguished Chair as well as the director of the Center for Hospitality and Tourism Research in the School of Hotel and Restaurant Administration at Oklahoma State University in Stillwater, Oklahoma. He has been a visiting chair professor in the School of Hotel and Tourism Management, at the Hong Kong Polytechnic University and a visiting professor at Ecole Hoteliere in Lausanne, Switzerland. He is honored to be the senior international academic advisor in the Tourism Research Center, at the China Academy of Social Sciences, P. R. China. Since 1992, he has been honored as an honorary professor and/or guest professor by major universities worldwide.

Since receiving his Ph.D. in 1992, he has published/in press more than 74 refereed journal articles in a number of national and international top tier business, hospitality and tourism refereed journals such as Journal of Business Research, Journal of Travel Research, International Journal of Hospitality Management, Journal of Hospitality and Tourism Research, Tourism Management, Journal of Travel and Tourism Marketing, and Cornell HR Quarterly. In a recent study published by the first tier journal Tourism Management, Dr. Qu has been ranked the 15th leading researcher in publishing at three top tier hospitality and tourism journals in the world. He also published more than 150 refereed conference papers at national and international conferences. In addition, he has published six book chapters and has been the editor or co-editor of five conference proceedings. He reviewed five textbooks and has published or submitted 20 consultancy reports or other papers nationally and internationally. He has been invited to give presentations at 45 national and international conferences/meetings/seminars.

Dr. Qu is the editor-in-chief for the refereed Journal of Quality Assurance in Hospitality and Tourism and has served on eight other national or international refereed journals' editorial boards. Dr. Qu has successfully supervised 20 Ph.D. students, 35 master's students, and two MBA students' dissertations and/or theses. He also served as the external examiner for ten Ph.D./DBA students' dissertations and two master students' theses in Australia and Hong Kong. Among his many awards, Dr. Qu is the recipient of:

- 2009 Oklahoma State University Regents Distinguished Teaching Award;
- 2008 John Wiley and Sons Lifetime Research Award;
- 2008 Michal Olsen Research Achievement Award;
- 2008 Purdue University College of Consumer and Family Sciences Distinguished Alumni Award.

Dr. Qu's Impact Statement

I see research as a careful, reflective, systematic investigation of phenomena undertaken to improve human understanding and knowledge in hospitality and tourism. I truly believe what Einstein said, "The right search for truth implies also a duty; one must not conceal any part of what one has recognized to be true." In my research, I seek to foster a coexistence of theoretical and methodological rigor with a managerial relevance that ultimately motivates research in hospitality and tourism management.

I firmly believe in the value and impact of original, fundamental research in hospitality and tourism management. I focus my research endeavors in three areas. The most important contributions to the field are theoretical developments and frameworks. In this type of research, I develop or propose new ways of evaluating service quality and consumer behavior. These are the research contributions that I believe have the greatest potential for impact in the hospitality and tourism management field. Secondly, I value empirical research that tests new or innovative theories. The third type of research that I embrace is replication. By reexamining previously conducted research, with different populations or geographic regions, the real effects can be ascertained.

To date, my research contributions are focused in the area of service quality and hospitality and tourism consumer behavior theory, both in the development of service quality models and identifying the antecedents of consumers' behavior. I also am committed to making strong contributions to the areas of tourism's economic impact and tourist arrivals and expenditure forecasting.

My research philosophy stems from the belief that these related fields are interdisciplinary and cannot be understood separately. In all my research, it is the problem or issue explored that drives the method and not vice versa. This pragmatic approach to the adoption of the technique in exploring solutions across disciplinary borders means I am familiar with various theoretical perspectives and a variety of qualitative and quantitative methodologies.

As the academic hospitality and tourism management discipline has increasingly matured, I believe that we are facing a growing responsibility to incorporate across-cultural issues into our research and explore the extent to which findings hold across countries. In my own field of service quality and con-
Alumna moves from formal education to practical learning

HM alumna Angela Roman Aspito has presided over more than 200 marriage proposals and countless wedding receptions. But she didn't truly appreciate the rigors of wedding planning until she tied the knot in January.

"I am infinitely more grateful for the staff that I have, and have a lot of respect for the people," says Mrs. Aspito, operations manager for the Signature Room at the 95th in Chicago, which hosted 270 guests at her four-course wedding dinner, complete with a four-tiered wedding cake draped in fondant and edible sparkles.

"You never really think about how much work goes into the behind the scenes planning. We're so brand conscious that we want to make sure everything looks and feels like the Signature Room, that it has that authentic luxurious feel to it without it looking pretentious. Friendly fine dining is what we call it, and that's important in everything we do, including our private events."

Mrs. Aspito speaks so enthusiastically about her family's business that you might think she grew up knowing she would work there. Surprisingly, it was her love of reading and writing that brought her to Purdue University in the first place.

"My grandfather actually went to Purdue, so it was always on my radar, even growing up we were Boilermaker fans," says Mrs. Aspito, who spent her first two years in college as a journalism major. It wasn't until the summer after her sophomore year, when she was given some managerial duties on a summer internship, that she found her true calling. By fall, she was officially enrolled in HM.

"I just fell in love with the professors, the students, so much so that I stuck around an extra year," she says. "I could have taken a summer school class or two to finish my degree on-time, but there were so many things I wanted to learn."

That extra year allowed Mrs. Aspito to not only take some 400- and 500-level accounting and finance classes, but also allowed her to achieve master sommelier certification before graduation. "My dad says this to me all the time, 'You go to college to get your formal education, but once you leave school you start your practical education, and if you don't have the tools, you won't go far,'" she says.

Since graduating in 2004, Mrs. Aspito's practical education has included writers' symposia in Napa Valley, international chef exchanges in Canada, the UK and Germany, and the development of the restaurant's Twitter and Facebook pages, all with the goal of building lifelong customers. "The concept of a repeat guest for us is huge; we want people to come back for every occasion they think of—we want the guest who comes for cocktails on Friday to come back for dinner on their anniversary, and the guest who comes for dinner to book a wedding reception," she says. "The goal is to maximize all the different ways our customers can experience fine dining at The Signature Room."
Black Tie Dinner celebrates Italian culture, cuisine

Un Notte Italiana! The 13th annual Black Tie Dinner was held on April 16, featuring food and wine experts Gina Stipo and Bill Whiting.

Ms. Stipo is an Italian-American chef who owns and operates Ecco La Cucina, a cooking school and culinary tour company located near Siena in Tuscany.

Offering single day hands-on classes and weeklong immersions into the food and wine of Italy, she shares her passion for Tuscan cuisine with visitors from all over the world.

Growing up in an Italian-American family on the East Coast, Ms. Stipo was brought up with a strong respect for food, learning the southern Italian dishes that were family specialties and reflected the family heritage. Years spent as a child in Verona in northern Italy only strengthened her desire to learn more about the regional differences that make up the complex country of Italy.

William J. Whiting is wine education director of Banfi Vintners of Old Brookville, New York, the United States’ leading wine importer and a major producer of premium offerings in Italy. In his role, Mr. Whiting tailors and implements educational programs for the staff of Banfi wholesalers as well as the sales personnel of key on-premise and off-premise accounts throughout the United States and Europe.

His presentations focus on the wines of Italy, Chile, Argentina and Australia, while his classroom venues vary from Banfi’s corporate headquarters in Old Brookville to the premises of local distributors, restaurants and wine shops.

Mr. Whiting is a grandson of John F. Mariani, Sr., who founded Banfi in 1919. The firm today enjoys the unique claim of representing three brands among the nation’s top-selling imports, and its Italian vineyard estate, Castello Banfi of Montalcino, Tuscany, has won Italy’s highest wine honor four times — the Premio Grano Vino as International Winery of the Year.

For 13 years now, the Hospitality and Tourism Management Society has hosted the Black Tie Dinner, which is entirely planned and executed by HTM students with support from faculty advisors and staff.

Students are involved in planning, marketing, menu development, purchasing, synchronized service, and wine selection, allowing them to apply what they are learning in their coursework to a large-scale event.

Besides obtaining valuable experience, the students are able to interact with the guest speakers and chefs, industry executives, Purdue administrators and professors, and alumni.

The Black Tie Dinner Executive Board along with numerous student volunteers worked hard to create Un Notte Italiano to remember. Much thanks to the advisors, Dr. William Jaffe, Anthony Cawdron and Chef Ivan Petkov.

Prof promoted to associate head

Dr. Joseph “Mick” La Lopa has been promoted to associate department head in HTM. He has been a member of the faculty since 1996. He earned his Ph.D. at Michigan State University, his master’s at the Rochester Institute of Technology, his bachelor’s degree at the University of North Texas, and his associates degree at Richland Community College.

Since joining the faculty, Dr. La Lopa has taught the sales and human resource management course for the department. His research interests have included turnover in foodservice operations and the scholarship of teaching and learning.

Dr. La Lopa’s passion for teaching is exemplified through his many rewards and honors. In his first four years at Purdue, he was the recipient of every major teaching award that can be bestowed to faculty members at the department, school, and university level, and in 2008, he was inducted into Purdue’s Book of Great Teachers. Dr. La Lopa shares his teaching expertise with other educators by publishing papers, making presentations, conducting workshops, and providing direct consultation to others on and off campus.

Dr. La Lopa’s essential duties will be to help Dr. Ghiselli monitor the budget, review and resolve faculty and student issues, and review and approve purchase orders. He also will attend meetings and functions in Dr. Ghiselli’s place when Dr. Ghiselli is traveling or has other scheduling conflicts.

“I could think of no higher honor at this point in my career than to serve as associate department head to Dr. Ghiselli,” says Dr. Lopa. “I will do my very best to maintain the fine traditions that have been established by others and help blaze new trails that will improve the department in the years ahead.”

Career Day 2011

By Doug Nelson

The 2011 Career Day event will establish a new milestone in the history of the event. This will be the first senior reception held in Marriott Hall. This year’s theme, “LEEDing the way to a more sustainable future,” was selected to honor Marriott Hall’s commitment to sustainability.

The board members led by Jen Coduto have been embracing sustainability in everything from the décor to the way they are putting the event together. Their goal is to keep the same high standard as in past year while focusing on “greening” the event.

The keynote speaker also was selected to honor our new facility. Steve Bauman, vice president of Global Market Talent Acquisition for Marriott International Inc., has graciously accepted the invitation to be the keynote speaker. This is going to be one event that you will not want to miss; synchronize your watches for operation Career Day 2011, destination Purdue University, September 19-20.
# Scholarships

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Mrs. Deborah L. Barabas and
Mr. Daniel A. Barabas
Mr. Dirk J. Bengel and Mrs. Patricia E. Bengel
Mr. R. Troy Bennett
Mrs. Lora J. Berger and Mr. Gary F. Berger
Ms. Angela Lynn Bionn
Mrs. Amanda G. Blahuta
Mrs. Helen Cleon S. Bowers
Linda Kay Branstetter
Mrs. Michele E. Breivogel and
Mr. Ronald E. Breivogel
Mr. Richard E. Brown
Mrs. Mary Beth Brubaker and
Mr. Darwin J. Brubaker
Mrs. Lucy J. Cahill and Mr. Joseph M. Cahill
Mrs. Susan J. Carey
Mrs. Phyllis C. Carson
Mrs. Stacy J. Castor and Dr. James R. Castor
Ms. Heidi A. Connors
Mrs. Susan Elaine Covert
Mrs. Beverly Pell Coyle
Ms. Leslie R. Curbow
Mrs. Alice Euler Czech and Mr. William Czech
Mrs. Elizabeth Ann DeWeese and
Mr. William Wayne DeWeese
Mrs. Sheri Lynne Diedrich
Mr. Charles W. Dolk
Dr. W. Scott Downey and Dr. Laura A. Downey
Mrs. Susan E. Dunn
Mrs. Tracy E. Earley
Mr. Brian D. Ehlers
Mr. Arthur W. Faulkner I and
Mrs. Rita M. Faulkner
Mr. Jeffrey Lewis Feulner
Mr. Brian P. Findley
Mrs. Candace Berry Fitzgerald
Mrs. Marshia E. Folta and Dr. Timothy B. Folta
Ms. Elizabeth Anne Forbes
Ms. Sandra L. Fox
Mrs. Marjorie H. Frantzeb
Mrs. Rebecca J. Frash and Mr. David D. Frash
Mrs. Laurel A. Garrett
Ms. Marnie C. Gauthier
Mrs. Dorothy M. Gilliam
Mr. Charles T. Goodman Jr
Mrs. Patricia M. Goz and Mr. Arkanjelo O. Goz
Ms. Lynn Margaret Hanley
Mrs. Heather E. Henderson and
Mr. James W. Henderson
Mrs. Gail G. Hettinger
Mr. Douglas S. Hibbsh
Mr. Jeffrey J. Holkosh
Mr. Christopher L. Hutton
Mrs. Ruth E. Johnson and Mr. Keith A. Johnson
Ms. Kari J. Jones and Mr. Brian E. Jones
Mrs. Diane M. Kennedy and
Mr. Donald H. Kennedy III
Mrs. Leigh Anne King and Mr. Troy King
Mrs. Barbara J. King and Mr. Kevin A. King
Mrs. Jeanine Kinzie
Mrs. Kelly A. Ladig
Patricia Lahuad
Mrs. Cynthia H. Lewis and
Mr. Randall C. Lewis
Ms. Veronica L. Lijana
Mr. Steven A. Lillie and Mrs. Nancy A. Lillie
Mr. Terry D. Liphard
Mr. Maxwell G. Ludvig
Mrs. Meredith K. Maggiacomo
Mrs. Lisa K. Manfred and
Mr. Francis R. Manfred
Mrs. Carole L. Martin and Mr. Dale S. Martin
Miss Elizabeth A. Martinec
Ms. Amy L. Mataro
Mrs. Linda M. Maul and
Mr. James Daniel Maul
Mrs. Elizabeth Maxedon-Thomas
Mrs. Melissa S. McCord and
Mr. Kirby G. McCord
Mr. David R. McDonald
Mrs. Roberta Merle-D'Agostino
Mrs. Patricia M. Molten
Mrs. Susan K. Munds and Mr. Robert Munds
Ms. Bridget D. Nelson and
Mr. Richard L. Nelson
M: Dennis J. Noak and
Dr. Nancy Newman Noak
Ms. Chaney E. Noyes
Ms. Krista Kathleen Osterweil
Marianne Howes Pinkham, M.B.A.
Mrs. Lisa Lynn Pitt
Mr. Steven Lloyd Polster and
Mrs. Debra S. Polster
Ms. Kimberly A. Raub
Mrs. Joyce E. Rather and Dr. Frederic C. Rather
Mrs. Kimberly S. Risk and Mr. R. Scott Risk
Ms. Kelli S. Robinson and
Mr. Michael K. Robinson
Mr. Matthew E. Rose
Miss Shannon C. Schiner
Ms. JoEllen B. Schoonover
Mrs. Susan H. Schroeder and
Dr. David A. Schroeder
Mrs. Catherine Frank Schroer
Mrs. Joan D. Schulze and
Mr. William E. Schulze Jr.
Mrs. Anna Maria Scott
Mrs. Jennifer Sefton and Mr. William R. Sefton
Ms. Holly R. Singleton
Mrs. Nicole Marie Slifer
Ms. Iris J. Smith
Ms. Gail L. Smith
Mrs. Nancy Mutchler Smith and
Mr. James P. Smith Jr.
Mr. Mark J. Spehn and Mrs. Pamela J. Spehn
Mrs. Kathryn A. Standridge
Mrs. Diana B. Stix and Mr. Carl L. Stix
Ms. Anne C. Stock
Linda A. Thomas
Mrs. Michelle D. Tucker and
Mr. Jeffrey W. Tucker
Ms. Suzanne T. Tufts
Mrs. Tracy J. Uhrig and Mr. Daniel C. Uhrig
Mr. Thomas J. VanDuyne
Ms. Andrea Carol Vaughan
Mrs. Sarah Michelle Witzig
Mr. Richard J. Wolfred
Mr. David M. Wroblewski and
Mrs. Stacie Wroblewski
Mrs. MaryAnn Younger and
Mr. Kristofer A. Younger
Mr. J. Todd Younger and
Mrs. BeAnn M. Younger
Mrs. Stephanie N. Zircher and
Mr. Jonathan A. Zircher
Alumni Updates

'74
Bruce Spychalski
Bruce is the food service director for Pellston Public Schools in Pellston, MI. In 2010, he operated his own company, Lake Breeze Catering. He also was the exclusive caterer of the Columbus Beach Club in Indian River, MI, for the 2010 season.

'83
Capt. Dawn D. Richardson
Capt. Richardson is the assistant chief of staff for logistics for the Commander Logistics Group Western Pacific in FPO, AP. She was promoted to captain in August 2010 and expects to remain in Singapore until August 2012.
E-mail: dawn.richardson@fe.navy.mil

'85
Maureen J. Fraser
Maureen is a realtor for Tour of Collierville & the John Green & Co. Realtors in Collierville, TN. She was awarded the 2010 Realtor of the Year from the John Green & Co. She also is serving her third term of office with Tour of Collierville.
E-mail: mfraser@ci.collierville.tr.us

'87
Lori Dacek
Lori lives in Texas with her husband and three stepchildren. She left the workforce in 2009 to become a full-time caregiver for her grandmother.
E-mail: loridacek@gmail.com

'89
Robert B. Hertel
Robert is a professor for hospitality studies at St. Louis Community College in St. Louis, MO. He was awarded the Oliver H. Sommer Mentor Award by the Chefs de Cuisine Association of St. Louis, Inc. in 2010.
E-mail: rher@stlcc.edu

'97
Bret Plate
Bret is the property specialist for Crown Castle in Canonsburg, PA.

'02
Tom Wardrip
Tom is a branch manager for Morgan Services in Arlington Heights, IL. He completed his MBA from DePaul University in Chicago with a dual emphasis in health sector management and entrepreneurship.

'03
Dustin Gill
Dustin is the territory sales manager for Hobart Corporation in Troy, OH.
E-mail: dustin.gill@hobartcorp.com

'04
Landon Moore
Landon is a chef concierge for Starwood Hotels in Chicago, IL. He recently became a member of Les Chefs D'Or “Golden Keys.”

'05
Stephen Ashby
After working in Las Vegas from 2005 to 2010, Stephen joined the training department for MICROS in Columbia, MO, last year. His work involves frequent travel.

'07
Robin Canada
Robin is the director of human resources for Crowne Plaza–Harrell Hospitality in Colorado Springs, CO. Robin obtained a PHR (Professional Human Resources) certification in 2010.
E-mail: rcanada@hhgos.com

'07
Scott Stitsworth
Scott is the accounting/human resources assistant for Sofitel Minneapolis (Accor Hotels & Resort) in Bloomington, MN.
E-mail: scott.stitsworth@sofitel.com

'10
Nicole Jeffries
Nicole is an event services manager for Marriott International in Chicago, IL. She is currently studying for the Certified Sommelier Exam with the Court of Master Sommeliers.
E-mail: nicole.jeffries@marriott.com

'10
Christine Quinn
Christine is corporate sales manager for Best Western River North Hotel in Chicago, IL.
Happy Moments: Career Day and Dubai/Oman
HTM Strategic Alliance Council

George Bagott
Henderson, NV

Steve Bauman
Vice President
Global Market Talent Acquisition
Marriott International Inc.
Washington, DC

Travis Carpenter
Vice President
Jack Stack Barbeque
Kansas City, MO

Brad Cohen
Owner/Vice President
Arn’s Inc.
Lafayette, IN

Valerie Collins
SVP Chief Information Officer
Darden Restaurants
Orlando, FL

Keith Cullinan
Division President
Compass Group North America
Rye Brook, NY

James Dora, Jr.
President & Chief Executive Officer
General Hotels Corporation
Indianapolis, IN

Bill Edmundson
Principal
Tenacity, Inc.
Chicago, IL

Jim Epperson
Executive Director
Harrison County CVB
First Capitol Tourism Development Corporation
Corydon, IN

Richard (Dick) Eisenbarth
Vice President of Design
Theodore Barber & Company
Largo, FL

Bob Jensch
Regional Vice President
White Lodging
Merrillville, IN

Richard Kelleher
Principal
Pyramid Advisors LLC
Boston, MA

Mickey Mills
SVP Operations
Buca, Inc.
Minneapolis, MN

Stephen Hiemstra
Falls Church, VA

William (Bill) Hornbuckle
Chief Marketing Officer
MGM Resorts International
Las Vegas, NV

Li Jianwei
Chairman
Jinling Hotels & Resorts Corp.
Nanjing, China

Beth McCuskey
Associate Vice President
Housing and Food Services
Purdue University

Susan Niemczyk
Operations Vice President
(Retired)
Sodexo School Services
West Lafayette, IN

Joerg Oberschmied
Chief Operating Officer
Lavazza Premium Espresso
Arlington Heights, IL

Kevin Tallungan
Regional Director of Operations
Uncle Julio’s
Fairfax, VA

Brenda Myers
Executive Director
Hamilton County CVB
Carmel, IN

Art Norins
Chairman & CEO
Nori
Sunnyvale, CA

Jack Quinn
Vice President of Industry Relations
Ecolab
Frederick, MD

Joann “Jo” L. Wade
President
Lafayette-West Lafayette CVB
Lafayette, IN

Scott Wise
President/CEO/Owner
Scott’s Brewhouse
Indianapolis, IN

Ex Officio
Richard Ghiselli
Professor and Department Head, HTM
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Chris Ladisch
Dean, College of Health and Human Sciences
Purdue University

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Indianapolis, IN

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Gloria Mills
Layout: Angie Roberts

Calendar of events

April 15  Black Tie Dinner
Purdue Memorial Union

May 21-24  National Restaurant Association Show
McCormick Place, Chicago

May 22  HTM Alumni and Industry Reception
Uncle Julio’s
855 West North Street, Chicago, IL

Sept. 19-20  HTM Career Fair Events

Nov. 12-15  International Hotel, Motel & Restaurant Show
Jacob Javits Convention Center, New York