Staying the course ...

By Rich Ghiselli

Having a number of jobs during your working career seems to be part and parcel of the hospitality industry. In fact, working for one employer may be the exception. Perhaps that’s why reports that GEN Yers will have 12-15 jobs in their professional careers don’t appear so shocking. While this might seem like quite a few for some occupations, the hospitality industry is fluid; college grads often have two to three positions in the first few years out of school.

Yet 12-15? Isn’t that a bit much? What’s driving this?

Recall — if you will — your first (assistant) manager position; I know I remember mine. I couldn’t wait to get on the floor and make decisions — maybe make a difference. At first I was always scheduled with another, more senior manager. Once in a while I would have a two to three hour stint where I was the MOD. Over time I was finally given my own shift, but at that point I had a much better understanding of what needed to be done besides managing the guest experience — the grunt work if you will. This included taking inventory, assisting with food preparation, reviewing time cards and calculating daily labor cost, etc.

Eventually I became a general manager, but it was for a different company. At the time I didn’t understand why my previous employer hadn’t seen the light and given me my “own” store. A few months in my new position — and many missteps later — I realized I still had a lot to learn.

Back to the future. Recently we sent a survey to HTM alums regarding our program. The purpose was to gauge their preparedness, and to identify curricular strengths and weaknesses. To what extent they thought they were “where they should be” in their careers was one of the questions. Not unexpectedly perhaps, the most recent grads were the least satisfied. Could this be attributed to the same impulse that characterized my youth, or is it part of this generation’s mindset?

So when is a person ready? Most of us are familiar with Burger King. I suspect we have eaten there more than once. The operation seems fairly straightforward — burgers, fries and soda; by all accounts, a winning formula. But if you were a BK franchisee, would you hire a newly minted college grad to run a store for you? Let’s rephrase the question. If you had a business that generated $1.2 million in sales annually, would you turn it over to a recent college grad?

So when is a person ready reprise? According to a study by Leadership IQ, 46 percent of newly-hired employees will fail within 18 months. The study found that 26 percent of new hires fail because they can’t accept feedback, 23 percent because they’re unable to understand and manage emotions, 17 percent because they lack the necessary motivation to excel, 15 percent because they have the wrong temperament for the job, and only 11 percent because they lack the necessary technical skills.

Looking at the postings for managerial level positions gives some indication of what employers/companies are looking for. Here is one for Chili’s Bar and Grill in Salt Lake City; the posting is for a restaurant general manager. The requirements are:

Results oriented restaurant/hospitality manager with a minimum of two years general manager restaurant management (preferably in full service/casual dining) or retail management experience. High energy, a fun loving personality, leadership skills to inspire a team and, above all, the ability to create an unforgettable guest experience!

Story continued on p. 3

Failure rate of newly hired employees
46% of newly-hired employees will fail within 18 months:

- 26% can’t accept feedback
- 15% have the wrong temperament
- 17% lack the necessary technical skills
- 23% are unable to understand and manage emotions

Source: Leadership IQ
Lavazza brings coffee artistry,

As indicated in the last Boilerplate, HTM and Lavazza have teamed up at Marriott Hall to open an Espression coffee bar. A number of readers and students have asked about Lavazza, so we thought we would provide some background information about this international coffee brand.

Lavazza's story began in the northern Italian city of Turin in 1895, a mere 20 years after Purdue issued its first degree, a bachelor of science in chemistry. There, at No. 10 Via San Tommaso, in the historic district of Italy's first capital, a young chemist by the name of Luigi Lavazza opened a drug store specializing in roasting and selling coffee.

In the process he invented the concept of the blend, the complex art of mixing coffee beans of different origins to obtain a harmonious and flavorsome product. The company quickly grew beyond Turin and the region of Piedmont, first throughout Italy and later Europe and the World. Today, Lavazza is the most important roaster in Italy and reaches more than 90 countries around the globe.

Espression coffee bar

Created in 2007 by and for Lavazza, Espression is more than a coffee shop; it is a state of mind, the embodiment of creativity and innovation reflected through its youthful and award-winning design, which is complemented by a unique and fresh approach to coffee. Among the best known coffee innovations is Espresso, the coffee you can eat, which was created in tandem with world-renowned Chef Ferran Adria of El Bulli fame. It is a past pick among TIME Magazine's "Best Inventions." The next generation, called "Espressone" comes in various flavors and can be enjoyed in either the espresso version or with Lavazza's exclusive Italian drinking chocolate. Other delectable creations include, in addition to the classics, many trademarked coffee creations as well as Italian artisan gelato.

'The Art of Coffee'

Lavazza's passion for photography is evidenced each year in the iconic calendar, which was inaugurated in 1993 with the goal to transmit a renewed image of the company — prestigious, aggressive and modern, targeting young people, innovation and the future.

Annie Leibovitz, Ellen von Unwerth and Finlay McKay are some of the signatures of recent years and whose work can be admired in the Purdue Espression. In 2006, German photographer Ellen Von Unwerth created the Lavazza calendar dedicated to luxury and flight, like it used to be when the imagination was full of exotic paradises and expectations. Scottish-born Finlay McKay created an enchanted world of queens for the 2008 edition, a homage to women and the majestic espresso experience. American Annie Leibovitz is the most famous and celebrated living photographer. Her original, witty pictures have been appearing on magazine covers for more than 30 years. In 2009 she interpreted Italian style and culture, capturing among others Rome, romance and Elettra Rossellini.

'Slow Food'

The "Slow Food" movement promotes linking the pleasure of good food with a commitment to community and the environment. Lavazza is a founding member, and the company's sustained development project in Latin America is called Tierral. A development project is sustainable when it places emphasis on three levels — economic, social, and environmental. The interaction of all three is necessary to achieve success. The objective of Tierral is to enable
PARTNERSHIPS

slow-food culture to Marriott Hall

its beneficiaries to be involved at all levels and therefore not only touch on how coffee is processed, but also reconcile economic growth and social equilibrium.

The initiative began in 2002 when Lavazza singled out three disadvantaged communities in Honduras, Colombia and Peru. The company provided technical assistance and training to help coffee growers make their farms more sustainable.

Up until that point, many farmers had been operating without basic safety and environmental measures. For example, waste water was discharged directly into rivers, and workers applied pesticides without proper protective gear. After just three years, the project farms earned Rainforest Alliance certification.

Other assistance by Lavazza included building classrooms, infirmaries and setting up micro-credit banks. The products from those communities can be enjoyed at Espresso or purchased for home consumption. Going forward, Lavazza has decided to expand the project into Brazil and India.

The company remains to this day family owned and has through four generations strived to unite quality, tradition and originality. For those who plan to visit Italy and Turin, No. 10 Via San Tommaso still exists. Today, it is a restaurant owned by the Lavazza family. There is no need to leave home, however, for Espresso provides an authentic Italian café experience right here on campus.

An image from Lavazza's 2006 calendar.

Staying the course (cont. from p. 1)

This bolsters our findings from a study we conducted a few years back. In that survey we found that the amount of time that managers in food service operations had been employed by their current employer was 5.6 years, and the average amount of time they had been in their current position was 2.9 years.

This included managers at various levels, including GMs, assistant managers, service managers and beverage managers. While not the definitive answer most of us like, the information gives us some notion of the amount of time it might take.

But there are other variables at play such as the size and scope of operations, and one's skills and abilities.

In the meantime, how can we prepare — nay improve — ourselves? Hopefully, we are nurturing that at Purdue, and with a bit of luck we are instilling in students a passion for academic success as well as lifelong learning.

Given the extraordinary pace of change, lifelong learning and professional development have become essential to maintain competency. Moreover, professional development is often required in many occupations. In accountancy, for example, the Statement on Standards for Continuing Professional Education (CPE) Programs indicates that:

"An explosion of relevant knowledge, a changing and expanding nature, and increasing complexity characterize the profession of accountancy. Advancing technology, globalization of commerce, increasing specialization, proliferating regulations and the complex nature of business transactions have created a dynamic environment that requires CPAs to continuously maintain and enhance their knowledge, skills and abilities." (Section 100.02)

Similarly, "Attorneys and judges (in Indiana) are required to attend at least 6 hours of approved Continuing Legal Education (CLE) per year and at least 36 hours of approved CLE per three-year cycle. Also, attorneys and judges are required to take at least 3 hours of ethics credit anytime within the three-year cycle."

There are numerous opportunities for hospitality professionals to participate in professional development activities. Besides taking a class at a local community college, or finding one online, professional organizations offer lifelong learning opportunities. For example, the National Restaurant Association Educational Foundation (NRAEF) has career development programs. The certified Foodservice Management Professional (FMP) is one.

This designation is a measure of professional achievement for food service managers; it recognizes those who have achieved a high level of knowledge, experience and professionalism. It may also be used as a tool to help the industry recruit, retain and reward qualified employees.

On the hotel side is the Certified Hotel Administrator (CHA). This designation is available to hotel general managers and hospitality executives through the American Hotel & Lodging Educational Institute (AHLEI); it recognizes a high level of expertise via education and experience.

At what point is an individual ready to manage?

"Stay the course, Light a star, Change the world Where'er you are."

Your time will come. Your time will come.
Study on management strategy named best paper

Dr. Kwangmin Park and Dr. SooCheong (Shawn) Jang (associate professor) received one of three Best Paper Awards at the Asia Pacific CHRIE Conference held in Hong Kong, June 2-5, 2011. The paper titled "Capital structure, free cash flow, diversification and firm performance" was selected from among more than 380 papers submitted from 26 countries.

This study jointly investigated the inter-relationships among key management strategy variables such as capital structure, free cash flow, diversification and firm performance.

The findings indicate that unrelated diversification discount is not caused by free cash flow but from diversification performance itself.

Free cash flow increases both related and unrelated diversification entropy, which contradicts the hypothesis that the diversification discount is caused by an over-investment of free cash flow.

The study also found that debt leverage is an efficient way to reduce free cash flow and enhance firm performance.

In particular, in firms with unrelated diversification debt, leverage directly alleviates the negative effects of unrelated diversification on firm performance. It indirectly counterbalances the level of unrelated diversification via free cash flow.

Leisure trip research receives ISTT best-paper award

Dr. Xinran Lehto, HTM associate professor, and Song Ee Kim, doctoral student, received a Best Paper Award at the 2011 annual conference of International Society of Travel and Tourism Educators in Miami, Florida.


The sample size was 161 families. Seven activity factors including sports, nature appreciation, socializing/special events, active outdoor activities, entertainment, sedative outdoor activities, and wellness activities were identified as integral parts of leisure travel experiences for families with disabled children.

Nature appreciation and sedative outdoor activities appear to be the most popular types of activities. Also worth noting is that these families favor socializing activities and special events. In addition, the results show that the types of activities that families choose are dependent on disabled children's gender, age, and severity of disability.

As the authors wrote in their abstract, "This study is theoretically and managerially meaningful to the hospitality and tourism industry, since this study serves as an exploratory step to understand the quality of service provided for individuals with disabilities. Insights related to travel services and products for the disabled will enable industry practitioners to cater to the needs and desires of this market segment, thus linking industry practices with disabled travelers' preferences and resulting in higher satisfaction and retention."

They recommend that service providers offer and promote a variety of family leisure tourism products that include a number of activity options, ensuring that services are designed to accommodate a wide range of families that include members of different ages, skill levels and interests, and providing staff that are trained and prepared to assist families with varying support needs.

Dr. Lehto received her Ph.D. from Purdue University in the Department of Forestry. She also holds an M.S. from Purdue in hospitality and tourism management.

Before joining the Purdue faculty, Dr. Lehto was an assistant professor in the Department of Natural Resource Recreation and Tourism at Colorado State University.

Dr. Lehto also had seven years of professional experience as a marketing executive with the China National Tourism Administration and as a senior planning executive with Chan Brother Travel Inc. in Singapore.
Arthur Avery Foodservice Research Laboratory

With Dr. Barbara Almanza on sabbatical and Drs. Doug Nelson and Carl Behnke heavily involved in preparing Marriott Hall to open, research activity has slowed a little. However, there were several studies of note started and one completed.

Marie Brown has completed analyzing the results of his study on cooling pans of hot food in a reach-in refrigerator. He used pans of hot mashed potatoes covered in foil to check cooling rates and the impact of adding hot food on air temperature in the refrigerator. The number of vents he opened (corners folded back) significantly impacted cooling times. One of the more interesting findings was that if the foil was not vented, then the food took more than six hours to cool as required by the FDA Food Code.

Also, aside from the temperature change due to opening the door to place the food in the refrigerator, the hot food did not have a significant impact on the refrigerator air temperature. Future studies are planned in this area to determine more exact venting requirement for different types of foods and the impact of the location of the hot food on other food already in the refrigerator.

In another study, Jin-Kyung Choi has collected data on the cleanliness of menus in restaurants in an attempt to determine optimal cleaning procedures for laminated reusable restaurant menus.

She began by determining the most frequently touched areas on various types of menus. Her next step was to coordinate with a local restaurant to swab their menus and use an ATP meter to determine cleanliness. Ms. Choi has collected the data and is in the process of analyzing her results.

Another study is just beginning. Yizhe Xu is replicating a study previously conducted by Drs. Nelson and Almanza more than 15 years ago. That study looked at the impact of labeling a product as low fat on its perceived taste and consumers' willingness to purchase.

In that study, only the female participants were affected by product labels, and the impact was negative. They viewed a product labeled as low fat as less desirable. With today's increased emphasis on eating healthier, it is important to know how product labels affect consumers in this area.

Purdue Tourism and Hospitality Research Center

As our society becomes more diverse and our businesses operate in a more open and complex global environment, global competence development has been regarded as vital for success for higher education. Xirran Lehto (PI), Liping A. Cai (co-PI), and their graduate students Yi Chen and Xiaoxiao Fu are conducting a series of studies that are concerned with understanding leisure as a context for intercultural exchange among undergraduate students.

One of the research objectives is to tap into "imported" international resources, such as the increasing number of international undergraduate students on U.S. campuses for development of student intercultural competence. Preliminary results of one study show that domestic students established their social circle mainly through fraternities, sororities, residential houses, high school friends or orientation events when they first arrived at Purdue.

International students tended to join campus organizations identified with a particular country to make friends. Both groups formed social networks through classes they attended often. International students appeared to be much less engaged or interested in activities that were designed to introduce campus life to new students. Evidence indicates a very apparent separation between international and domestic students outside the classroom setting, especially when there are a sufficient number of students from a particular country, such as China. Both domestic and international students indicated that their interactions and connections with the other party stayed at very basic and superficial level, such as exchanging pleasantries. After that, interaction tended to become toiling and as a result tended to cease.

The study has also identified some barriers to student interactions, their perceived needs for cultural exchange and their perceptions of intercultural interaction in relation to campus life satisfaction and well-being.

Managing energy, its use and conservation is one of the world's grand challenges and a significant issue for the tourism and hospitality industry, according to a paper by Drs. Jonathon Day and Liping Cai.

The tourism system, which generates more than a trillion dollars in revenue, uses significant energy and contributes more than 5 percent of global carbon emissions. Understanding the complex ways in which tourism impacts energy issues—from government policy, to hotel energy efficiency to traveler's use of energy on vacation—is important for the tourism industry in both China and the United States.

In addition to technical issues, the research highlights behavioral and cultural influences that impact environmental and energy management. The paper includes a review of more than 90 articles addressing energy and tourism. "Environmental and Energy Related Challenges to Sustainable Tourism in the US and China" will be included in the proceedings of the China-US 2011 Joint Symposium on Global Sustainability Issues in Energy, Climate, Water and Environment.
Assessing the safety of food prepared at farmers’ markets
By Carl Behnke

U.S. farmers' markets are increasingly popular, growing from 1,755 markets in 1994 to 5,274 in 2009. Total U.S. market sales were estimated to exceed $1 billion in 2005. Growth is expected to continue at 8.6% per year; however, the rules governing these foodservice vendors tend to be inconsistent in comparison with permanent establishments.

For example, retailers categorized as "Home-based Vendors" under the Indiana Code are exempt from many food establishment regulations, such as facility inspections. Additionally, vendors often prepare and sell their products outdoors, exposed to contaminants such as dirt, insects and pollution, while often located in sites that don't have much access to potable water for hand washing or electricity for refrigeration. On top of these challenging circumstances is the seasonal nature of farmers' markets. Since most markets operate from spring through early fall, their products are exposed to unsafe holding temperatures. Given the increasing market popularity, and unique foodservice production challenges, we examined the safety of food prepared on the market premises, with the goal of eventually developing guidelines for foodservice vendors.

We narrowed our study to focus on several key points. First, we only observed employees of vendors who were preparing food, such as burgers or sandwiches, at the market stall. Second, we concentrated on observing hand washing behaviors. Research has shown that from 1988 to 2007, almost 4,000 people became ill from food prepared or served at fairs, festivals and markets. The majority of these illnesses were linked with bacteria or viruses that are generally controllable by proper hand washing. Indiana Code requires that vendors have a hand washing station at their site if they are preparing food for immediate consumption; however, our preliminary observations indicated that these stations were not always in place or properly used.

To study this issue, we took an observational approach. The goal was to observe and document employee work activities. However, one of the challenges associated with observational studies is that people who know they are under observation tend to change their behaviors. For example, a cook who sees a researcher in a lab coat with a clipboard is likely to be very conscious of his or her actions. This is known as the Hawthorne Effect, and it is a key issue for observational studies that are trying to document authentic behaviors.

To get around this obstacle, we chose to use smartphones in place of clipboards. The idea behind this was that tapping on a smartphone looks just like texting, which is extremely commonplace today. We set up a survey instrument that was hosted on the internet. Then, working as a team, two graduate researchers began conducting their observations. This approach seemed to work very well, as none of the employees seemed to suspect that they were under observation.

Over the course of several months, we visited several markets from Lafayette to Indianapolis. Our student researchers worked as a team conducting parallel observations to ensure reliability. Some observations had to be discarded since they were incomplete; for example, the employee might have left before the observers completed a set of observations, or the smartphone might have lost its signal connection. Still, we were able to observe 18 employees, six male and twelve female. Half of the employees had singular work roles (server, cook cashier) and the other half held multiple work roles (server and cook, server and cashier, and cook and cashier).

Each observation consisted of a series of sequential actions that were considered a "transaction." For example, the first transaction was indicative of an action, such as "handle," "touch," or "eat/drink." Next, observers would identify the object of the prior action, such as "RTE Food," "Waste Container," or "Cooking Utensil" as well as specific qualifying details, such as "Wrapped" or "Exposed." Lastly, the instrument provided an opportunity to record specific hand sanitation practices, such as "Washing Hands Under Water With Soap," "With Gloves, Prior Attempted Hand Wash" or "No Hand Washing Behavior Observed." Eventually, 50 actions, objects and sanitation practices were recorded for each observed employee. With 18 employees, this yielded a total of 900 observed transactions.

We used the Indiana Code to determine when hand washing should occur. Since the code has certain stipulations that are subject to interpretation, we also consulted the Tippecanoe County Health Department to find out how they would code specific actions. Between these two sources, we developed a rubric that identified the points at which the employee should wash his or her hands. This rubric was used to determine the frequency of violations, in other words, the number of times that employees should wash their hands as compared to the number of times they were actually observed washing their hands.

Our findings were problematic since only half of the vendors actually had hand washing stations. This means that for the other half, they never had an opportunity to wash their hands even if they had wanted to. Using the rubric to score the transactions, we determined that hand washing should have occurred around 400 times out of the 900 total transactions; unfortunately, with only two observed attempts at hand washing, the compliance rate was non-existent. We also found that employees engaged in multiple simultaneous work roles had a higher potential for violation than employees who had singular work roles. This signifies the importance of having clearly segregated work duties among employees preparing food at farmers' markets.

This was a pilot study that explored the safety of food prepared and served in farmers' markets, while testing a novel, technology-based approach to observational studies. As such, it was limited by the total number of observations. In the future, we expect to conduct another study with a much larger sample spread across a much larger geographic area in order to determine whether or not our initial findings are accurate. Results of this study seem to indicate that safe food handling behaviors for food produced on-site at farmers' markets are lacking, therefore, providing guidance to operators in the fundamentals of foodservice sanitation, employee work roles and task segregation, as well as efficiently designing facilities so that hand washing becomes a priority.

2012
Getting guests to buy into green practices

Sustainable hotel operations are gaining more strategic importance as consumer preferences and governmental policies increasingly favor a balanced approach by business to the environment. While environmental stewardship is gaining momentum among hotel firms, consumers' participation in environmental practices appears relatively passive in hospitality settings.

By Dr. Li Miao and Wei Wei (doctoral student)

According to a consumer survey conducted by the U.S. Travel Association (2009), 78 percent of American travelers reported that they were concerned about the environment, but only 9 percent were willing to pay higher fares for environmentally sound services, and only 3 percent selected a "carbon offset" in their travel reservations. One can't help but wonder if consumers are willing to display the same type of pro-environmental behavior in hospitality settings as they do in everyday household activities.

Results from the study showed that people consistently displayed higher levels of pro-environmental behavior in household settings compared to hotel settings. Furthermore, results indicate that the dominant determinant of pro-environmental behavior in the two settings also is different. In a household setting, normative motives, such as whether an individual feels morally obliged to act environmentally, are the dominant determinant of pro-environmental behavior. In contrast, the likelihood for an individual behaving environmentally in hotel settings is largely a function of selective motives — the competing non-environmental motives such as personal comfort and enjoyment.

The implications to hospitality practitioners are important. The results of the study question the effectiveness of communication strategies many hotels use to convey environmental messages to their guests. Most hotels today design their communication campaigns and strategies based on the assumption that more environmental knowledge leads to more pro-environmental behavior.

While operators strive to motivate hotel customers to participate in environmentally friendly programs, they tend to overemphasize the environmental protection aspect of the programs. As a result, consumers are often informed of their social responsibility to save the environment rather than their own personal needs and wants.

For example, the tent cards often used in hotel bathrooms inform guests about the impact of the daily change of towels and linens on the environment.

The results of the study however, show that the dominant determinant of pro-environmental behavior in a hotel setting is not the environmentally related primary motives such as concern for the environment or altruism.

In most cases, increases in knowledge and awareness do not necessarily lead to greater display of pro-environmental behavior. Therefore, hotel managers should not entirely rely on consumers' altruism and expect consumers' voluntary efforts.

In order to effectively communicate environmental messages, hotels should align environmental messages with other competing motives of guests during their
hotel stay, such as personal comfort and enjoyment. For example, instead of emphasizing impact on the environment, messages also can focus on how pro-environmental behavior can contribute to the comfort and enjoyment of their hotel stay.

Results call for a mindset shift among hospitality managers. The green initiatives are largely perceived by hotel managers and guests alike as cost-saving efforts on the part of management. The present study calls for a shift from the bottom-line mindset to the sustainable-loop mindset. The sustainable loop has two implications: first, environmental initiatives need to be tied to the core business drivers of a hotel business.

For example, savings in utility costs due to reduced laundering of linens can be reallocated to offer environmentally friendly linen products for guests. When a hotel firm uses environmental initiatives to enhance the holistic customer experience, such initiatives are tied to the core business driver of the company.

From the perspective of customers, when guests can see how their behavior will ultimately benefit their own hotel stay and the environment at large, their primary motives for pro-environmental behavior and competing motives for personal comfort are aligned.

Second, hotel companies need to take a balanced scorecard approach to pro-environmental initiatives. Hotel companies perceived as socially responsible provide added value to customer experiences. The link between sustainability and core business drivers of a hotel company can ultimately contribute to a company’s long-term bottom line.

This research also offers some specific messages for hotels to promote greater customer participation in pro-environmental initiatives. First, hotels must make it effortless for guests to participate. Competing motives such as convenience play an important role in pro-environmental behavior during a hotel stay. To make it effortless for guests, hotels can set default behavioral modes for guests.

For example, opt-out is preferred over opt-in. Instead of asking guests to choose whether they want bathroom towels changed daily, towels can be changed on an as-needed basis unless guests request a daily change.

Also, guests need to be helped to see how pro-environmental behavior benefits their own hotel stay. In practice and in communication campaigns, the benefits of pro-environmental initiatives should be properly aligned with guests’ hedonic motives such as personal comfort and enjoyment. To that end, a “think globally and act locally” approach is strongly recommended.

To think globally, hotel managers need to consider the overall impact of the initiatives on the environment. To act locally, hotel managers need to choose causes whose outcomes are tangible to hotel guests; ideally such outcomes should directly benefit hotel guests.

Guests find it easier to see how cleaning up a local river near the hotel benefits their hotel stays rather than saving the rainforest on another continent.

According to a consumer survey conducted by the U.S. Travel Association (2009), 78% of American travelers reported that they were concerned about the environment, only 9% were willing to pay higher fares for environmentally sound services, and only 3% selected a “carbon offset” in their travel reservations.

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. His family presents the award each fall based on applications submitted by faculty.
The Shangri-La experience: HTM interns seek,

By Grace O'Rourke and Jessica Vogt

In 1933, James Hilton published the Lost Horizon. In this book he describes a legendary paradise located in the Himalayan Mountains named Shangri-La — a place with the promise of eternal youth, peace and happiness.

This fictional paradise inspired the name of a unique hotel company — the Hong Kong-based Shangri-La Hotel & Resorts, considered one of the world’s finest hotel management companies. There are currently 72 hotels and resorts throughout Asia, North America, the Middle East and Europe. In each hotel, East and West blend with the local culture and flavor of the specific location.

In May 2010, four HTM students were chosen to intern with the Shangri-La Hotel and Resorts in China as part of a Chinese internship program launched in 2000 by Dr. Liping Cai, the associate dean of diversity and international programs in the College of Health and Human Sciences. The program included a six-month Shangri-La sponsored internship with 12 university credits, including 2 internship credits, 6 foreign language credits of Mandarin Chinese, and 4 independent study credits that could be applied toward an international business emphasis.

The application process began at the beginning of the school year with intensive interviews. Once chosen, some of the students prepared by taking a Chinese culture class, and all of us had to research individual business projects. Then we headed to Dalian, China, for the Shangri-La property.

As interns, we rotated throughout the hotel’s different departments, learning the entire spectrum of operations. We worked 40 hours plus each week on a variety of shifts. Being exposed to many areas allowed us to not only learn about the departments, but also experience opportunities working with many different people. We also had some flexibility to identify goals in each department and stretch our abilities.

By interacting with customers, business professionals and coworkers through our job duties as well as employee socials, we developed our communication skills and gained valuable advice for future endeavors.

Understanding the culture and business practices of China is critical for greater awareness in the hospitality industry, especially for the future.

Traveling to various cities on cultural excursions, we practiced our Mandarin and immersed ourselves in Chinese life. The work ethic we learned from the Chinese was beneficial and we are forever grateful for the experience.

All of us agreed that we developed patience, problem solving and communication skills while working in a different culture. In addition, we experienced significant personal growth by learning more about ourselves and what we are capable of achieving.

Each of us developed long lasting friendships with our co-workers and roommates, as well as individuals from all over the world. Here are some of our individual recollections:
find job paradise in luxurious Chinese resort

In the grand lobby of Shangri-La Dalian, guests enjoy traditional Chinese tea and other treats.

Sam Brodsky, December '11
Graduate

"Through this program with Shangri-La Hotels & Resorts I have obtained many memories that will last a lifetime and skills I can carry on with me for the rest of my career. I have not only grown professionally but also personally and feel very prepared to start my career in the hospitality industry. I encourage all students to apply for the benefit of their personal and career growth."

Nils Lindokken, May '12
Graduation

"Going to China to work for Shangri-La Hotels & Resorts could easily be the best decision I've ever made. The hospitality we received as guests in China was nothing less than five-star which in turn, helped us give five-star service to any and all guests. The Shangri-La Hotel in Dalian made my experience in China unforgettable and gave me a strong passion to do my hardest to return after I graduate in December."

Grace O'Rourke, December '12
Graduation

"My time abroad working and living with Shangri-La brought about some of my favorite memories and taught me lessons about life and hospitality on a global level. The care and comfort I felt when we lived in Dalian, China, was warm and I always felt comfortable and at home. I look forward to any future experiences with Shangri-La."

Jessica Vogt, December '11
Graduate

"Purdue University offers many international programs to students. This unique China internship/study abroad program has proven to be successful. Since 2010, the program has expanded to 18 students and five locations. The four students who began this program have come back with experiences that could not be accomplished on Purdue's campus in West Lafayette. Completing an international internship has allowed them to overcome obstacles that are not seen as such in a domestic internship. These new understandings, knowledge, and skills will be carried with them for the rest of their lives."
Oman students study tourism, economics at Purdue

Five students from the Oman College of Applied Sciences, accompanied by instructor Hafidh Al Riyami, were on campus from June 12 to July 8 to participate in a program coordinated by the College of Health and Human Sciences' Office of International Programs and the School of Hospitality and Tourism Management.

Now in its second year, the Oman Tourism Program includes an intensive program of study in tourism management and economics at the undergraduate level as well as trips to Chicago and Indianapolis to observe those cities' infrastructure, capital investments, political and environmental development, and tourist attractions.

This year's program was led by Joe Ismail, associate professor of hospitality and tourism management, and Jonathon Day, assistant professor of hospitality and tourism management, in collaboration with the Oman and Dubai Winter Study Abroad Program offered to Purdue students in HTM and in the Department of Consumer Sciences and Retailing.

Oman and Purdue students are pictured with Professors Joe Ismail and Jonathon Day.

HTM plans study-abroad ventures to Peru, Ecuador and France

The School of HTM continues its tradition of offering students opportunities to study abroad while earning their degrees. For 2012 we are offering two different study abroad programs.

During Maymester, students will spend one month in Peru and Ecuador. Students will visit the capital city of Quito, Ecuador, and then head north to many small cities to study the indigenous cultures.

The next stop will be the world famous Galapagos Islands, where students will learn about ecotourism in a place that is one of the most environmentally sensitive locations in the world. After that, the class will head to Lima, the capital of Peru and then to Cusco, the ancient capital of the Incas before heading to the lost city of Machu Picchu. From a tourism standpoint, this is an ideal location and includes world-class sites and warm hospitable people.

In June and July, students will have the opportunity to visit France. This program will be led by Dr. Bill Jaffe. The class will start in Paris and the students will spend one week there as well as the northern part of France exploring World War II sites. One month of the trip will be spent in Lyon, which is in the middle of the French wine region so that students can study firsthand one of the world's most important wine regions. On free weekends students will have an opportunity to travel to Italy and the surrounding area.

In addition to these organized study abroad programs, more than 20 HTM students participate each year in exchange programs that Purdue and HTM have with schools in Spain, Australia, England and other countries.

"We believe that it is increasingly important for all students to have some form of international exposure either through Purdue or on their own. We try to make these kinds of opportunities available and easy to take advantage," says Dr. Adler, coordinator of international programs in HTM and leader of the Peru and Ecuador trip.

The school is currently planning programs for 2013 and 2014 so that students can plan their classes accordingly.
Rhonda Hostetter

"There's never a dull moment in the School of Hospitality and Tourism Management. It's busy, bustling and overwhelmingly awesome," says Rhonda Hostetter. "You have to be ready to be pulled in many directions in this office and be prepared for interruptions all day!"

Mrs. Hostetter became administrative assistant with HTM in June 2011. Her responsibilities are various, especially since the move to Marriott Hall. While she supports the department head, Dr. Ghiselli, she has various other responsibilities, including building deputy and supervisor of the support staff. Everyone knows when you're in a new building there are many issues to take care of. Right now this is a daily task and her goal is to get everything done and working properly by the end of the spring semester.

Her responsibilities vary from scheduling meetings to picking up gifts for visitors. Every day is different, which is why she likes it so much! Hostetter says some days are overwhelming, but the faculty and staff are wonderful to work with.

Coming from the northwest region in 1995, Mrs. Hostetter and her husband Steve settled down in Delphi with their two kids and have been there since. She studied business administration at Ivy Tech, Valparaiso.

Before working at Purdue, Mrs. Hostetter was the administrative assistant at Delphi Middle School as well as a part-time fitness instructor. "I've always had a passion for people and fitness," she says. In the early 90s she became a certified fitness instructor and taught many different types of fitness classes.

Her passion for education came in 1996 when she volunteered at Camden Elementary School in the library and kitchen. In 1997 she became an at-risk aid at Delphi Middle School, helping students who struggled with math, science and English. "I remember the principal telling me, 'If you can get people to work out, maybe you can get these kids to do their homework,'" she recalls. Mrs. Hostetter later took the position as administrative assistant in the office and stayed until coming to Purdue.

Carl Conway

Chef Carl G. Conway joined HTM in fall 2011 as a clinical professional instructor. In this role, he instructs and advises students in the program's capstone course, HTM 49200. Before coming to Purdue, Chef Conway served as director of training for Second Helpings, Inc., a nonprofit food rescue, job training, and hunger relief organization in Indianapolis, Indiana.

The chef's food odyssey began in his home town of Jackson, Mississippi, when he started cooking along with Julia Child's PBS program every Sunday afternoon at the tender age of 5. From that early age, he has always been drawn to the sights, sounds, and smells of the kitchen.

Chef Conway spent 22 years in the United States Army, culminating in his serving as the Command Sergeant Major of the 106th Transportation Battalion at Ft. Campbell, Kentucky. After retirement, Chef Conway began his formal culinary training as an apprentice at the prestigious Gaylord Opryland Hotel Culinary Institute in Nashville, Tennessee.

Chef Conway is experienced in all phases of foodservice operations, including owning and operating an award-winning catering company, winning the People's Choice Award as Best New Restaurant for the Cumberland Grille, to managing large institutional foodservice outlets, and working with celebrity chefs as the culinary supervisor for the E.W. Scripps Corporation's Shop-At-Home Television Network.

In 2005, Chef Conway was named Chef of the Year by the Clarksville Chapter of the American Culinary Federation, where he served two terms as chapter president.

Lisa Jackman

Lisa Jackman joined the School of Hospitality and Tourism Management in November as a new academic advisor. She has a long-standing history with the School of Health and Human Sciences.

Mrs. Jackman earned her bachelor of science from Purdue in dietetics and in movement and sport science. She also has a master's degree in human nutrition from the Department of Nutrition Science at Purdue, where she began her career in teaching and academic advising.

While there, Mrs. Jackman designed a nutrition, fitness and health practicum in which she taught students how to perform dietary and fitness assessments with adult clients. She also served as the sports nutritionist for the Department of Intercollegiate Athletics.

In 2000, Mrs. Jackman and her husband, Chris, had triplet children — Sam, Mary, and Matthew. She worked part time as a nutrition consultant for both the Nutrition Science Department at Purdue and the Hendricks County Women, Infant, and Children (WIC) Program until 2008, when she returned to work full time in the Department of Nutrition Science as a research dietitian. "I love working with numbers and details, so research dietetics was interesting to me," she says. "But I am going to enjoy returning to academics at Purdue and working more closely with students."

In her new position, Mrs. Jackman is advising freshman and sophomore HTM students, coordinating the HTM CODO (Change of Degree) process, and meeting with HTM prospective students and their families. "I am looking forward to assisting students and promoting the HTM major. There are many similarities between dietetics and HTM, and I feel very comfortable with the move."
Retired Marriott executive takes ‘give-back’ job

Dan Finn, a Purdue graduate, retired from Marriott International after 26 years of service and dedication. He has long had a desire to pursue a “give-back career” where he can apply the skills and knowledge gained while at Marriott to a charitable, non-profit organization of the Roman Catholic Church, where he was ordained a deacon in 2010. He was recently appointed director of human resources for the Archdiocese of Washington, D.C.

Mr. Finn has given a great deal of time to HTM, including guest lecturers in many classes over the last 26 years. Dr. Howard Adler sat down with him to reflect upon his career at Marriott, his Purdue and HTM involvement and the next stage of his life.

Dan, would you please tell us a little about how you came to work for Marriott and the many different roles that you have had over the years?

After 13 years of working in trade associations in the Washington, D.C. area, I began my career at Marriott in the information technology division supporting small projects. My first project was the implementation of word processors in the architecture and construction division. Things have come a long way since then. I subsequently supported the In-Flight Services Division (now LSG Sky Chefs) including the development of a kitchen automation system. My next step was supporting technical training for the information technology division and ultimately all training at Marriott headquarters as well. The next step in my career was Marriott Management Services (now Sodexo) where I was responsible for managing the hourly and management training development. This was followed by seven years with Marriott Senior Living Services (now Sunrise Assisted Living) where I was Director of Training and Development. The division grew from 15 to almost 200 properties while I supported the division. I was then given the assignment of supporting Project Mercury, which implemented PeopleSoft HRIS, People Soft Financials, and a Time Management system for all Marriott domestic locations. My focus during the project was change management. After the project was completed, I became director for electronic learning for Marriott. My final role was as director and then vice president of business process management for Marriott human resources worldwide.

What would you say are some of the biggest changes that you have seen in the hospitality industry during the last 26 years?

There is great competition in the hospitality industry to seek and retain customers and provide them great customer service. The bar keeps getting raised on the level of service expected of the hotels and their amenities, and the technology supporting the hotel. Years ago, the Marriott Reservation Centers took thousands of calls; now many customers go online to make their reservations. Through systems, we know so much more about the customer before and during their stay, and this can help the hotel adjust its service to meet the customers’ needs and expectations. There is competition for great talent to serve the customers and to manage that talent and the company culture is key. It is comparably easy to build a better hotel or offer different amenities, but more difficult to have associates who live out service.

You are obviously a very dedicated Marriott person, so what would you say has been the most impressive thing about being able to work for Marriott for the past 26 years?

I would focus on three areas: The people, the company culture and career opportunities.

I have had some great managers and some great employees. I think Marriott hires people who are attracted to an organization with a strong work ethic. Marriott puts a lot of effort into selecting the right people for the organization and then growing them based on the individual’s contribution to the organization. I have watched people whom I have hired or managed soar in their careers to be become vice president, and I have had great mentors in the organization that helped me grow and develop my career from a manager in information technology to a vice president.

The company lives and breathes its culture with such philosophies as “Take care of the hourly employee and they will take care of the customer,” “Success is never final” and “Spirit to serve the customer and the community.” And, these are not just words but the way the company operates. I had a Purdue grad once tell me that they had gone to work at one of Marriott’s competitors and then come to work for Marriott. The difference was that the other company said the words, Marriott actually lived them. The Marriott family continues to be leaders in the organization to make sure this culture is a living, breathing part of what Marriott is today. If you don’t want to work hard, don’t come to Marriott. It is a work ethic organization that rewards those who work hard and achieve their goals.

Over the 26 years I held about 10 jobs at Marriott, which means I changed jobs about every 2 ½ years. All but one was a promotion. The one that wasn’t allowed me to move into a new area and grow a whole new set of skills which has been extremely valuable and allowed me to eventually become a vice president. To me, the key was successfully managing the work and trying to exceed expectations. I was fortunate to have several great mentors along the way who really helped move my career forward. If there is one piece of advice I would give to graduating seniors in addition to dedicating themselves to any job they take on, it would be to find great mentors.

What initiatives or projects are you most proud of during your time with Marriott?

One was the implementation of a structured on boarding program for hourly and management associates in Marriott Senior Living Services using CD Rom training along with self-paced manuals. We could show that in communities where this was used, there were lower turnover rates, higher customer satisfaction rates, and higher profits than those communities where it was not fully implemented. It was state of the art at the time and we implemented it in under a year.

Another was the collaboration with Hewitt Associates to implement new Human Resource technologies in the areas of Talent Acquisition and Selection, Compensation, Associate Engagement, Benefits,
with Archdiocese of Washington, D.C.

I think Marriott and Purdue have a lot in common. In fact, one of the proudest moments of my life was the kick-off for Marriott Hall which I had strongly supported. To walk up to the tent with the Purdue and Marriott logos brought tears to my eyes as both organizations have been integral to the success in my life and the lives of my wife and family. Purdue has always had high standards and runs its academics and athletics the right way. Marriott has a similar approach to being an ethically run business. I love Purdue. I love Marriott. They will always be part of who I am. I look forward to continuing to return to campus, and, who knows, some day I might move back to West Lafayette.

Alumna enjoys three-decade career in Virginia

Dee Hardy, is the associate vice president for campus services at the University of Richmond. She joined the university as a member of the dining operations staff in 1978. With her recent promotion, Mrs. Hardy maintains a very strong presence in dining operations as it comprises one of her major areas of responsibility.

Currently, she is responsible for all foodservice and related auxiliary services, including dining facilities, nutrition education, campus identification cards, budgeting, vending, service contracts, systems management, planning, maintenance, equipment, renovations, student relations, concessions, catering and retail operations. With a keen understanding of her customers and their lifestyles, Mrs. Hardy implements creative and diverse marketing, merchandising and promotional programs. She is also responsible for employee training and interaction with other departments in the university system.

Additionally, she is responsible for a conference center, post office, bookstore, printing services, financials for collegiate licensing, events, conferences and support services.

Her performance and service to the university and the food service industry have resulted in numerous promotions and awards. She assumed the dining services' director's position in 1997 and was voted president-elect of the National Association of College and University Food Services (NACUFS) in 2000, where she served as president from July 2001 to 2002 and as past national president from 2002 to 2003.

The Iowa native began her career as district supervisor for Aramark's business division in Minneapolis in 1976 after earning a B.S. in restaurant, hotel and institutional management at Purdue University. She returned to Purdue for graduate study in hospitality administration before being recruited to Richmond. Mrs. Hardy is a graduate of NACUFS's Leadership Institute and holds certification as a food service management professional (FMP) by the National Restaurant Association and in sanitation (NEFSC) by the National Education Foundation.

Mrs. Hardy has held numerous leadership positions with NACUFS, including chair of the national education and professional standards committees. She was honored as the 2005 recipient of the NACUFS Theodore W. Minah Distinguished Service Award in recognition of exemplary and enduring contributions to the food service industry and to the association. Twice, she has won the prestigious Richard Lichtenfelt Award for outstanding service to NACUFS on the national level.

During her service at the University of Richmond, the dining services team was awarded the prestigious Ivy Award by Restaurants and Institutions magazine. In 2005, she was promoted to the position of director of food and auxiliary services for the University of Richmond with responsibility for the University Bookstore Operations, The Jepson Alumni Center, One Card Operations, University Food Services and residence hall financial operations.

Mrs. Hardy is a member of Omicron Delta Kappa honor society and a past president of Chapter AS, PEO, an educational organization that provides financial assistance to women internationally, and owns and supports Cotey College in Nevada, Mo. Through the University of Richmond, she is also committed to the support of the local Virginia Food Bank.

She and husband Robert have a daughter, Cameron, and a son, Will.

Although she takes pride in her professional honors and awards, Hardy says her proudest accomplishment is her work on the team that created the university's dining services operation in 1978 and helped it grow to five times its sales volume in the ensuing years. Several student organizations on campus have presented Dining Services with awards during this period, and the campus remains one where students regularly praise the food. She credits the university for encouraging a philosophy of service and support by Dining Services to education and student life.

"We are here for campus service — we are a supporting base for the educational mission of the university," she says. "Our job is to take good care of everyone, from the student facing a calculus midterm exam to the president of the university entertaining an international leader. Quality food and service enables everyone to do their work well."
Graduate student profile: Seoul Ki Lee

Seul Ki Lee is a doctoral candidate and graduate instructor in HTM. Seoul Ki has been teaching HTM 241: Managerial Accounting and Financial Management in Hospitality Operations, since fall 2010 and has worked in various teaching and research assistant positions within the school. Under the supervision of his advisor, Dr. SooCheong (Shawn) Jong, Mr. Lee has devoted a considerable amount of time to research during his graduate studies, as demonstrated by his articles already published or accepted for publication in top-tier refereed journals such as the Journal of Travel Research, Tourism Management, International Journal of Hospitality Management, and Cornell Hospitality Quarterly. His research area is threefold: spatial economics, accounting/finance and behavioral economics.

Whereas Mr. Lee is active in conducting conventional finance research using asset-pricing theories and cash-flow models, he also envisions a new area of research for hotels and other hospitality firms by integrating urban economic theories and spatial econometric methods into hospitality research.

He believes that there is much to gain by drawing on the implications of location for any type of hospitality business, and that such effort would complement the current research streams in hospitality operation and revenue management.

Mr. Lee first came to Purdue in 2008 as a master's degree student after working in the industry in South Korea. Pertinent to his interest in accounting and finance, he quickly started to develop research ideas in financial management of hospitality firms.

One unique aspect of hospitality business that he perceived as important was that any hospitality firm can be an 'international' business, regardless of its manifest business objective.

For example, a hotel located in downtown Chicago may have a defined target market of domestic guests. However, if a neighboring hotel services both domestic and international travelers, exchange rate changes will directly influence the room demand of the international hotel and at the same time indirectly the domestic hotel. Such effect may occur due to the strategic operation of the hotels. When the dollar appreciates, the international hotels can discount room rates in hopes of compensating for reduced international demand by gaining in domestic demand.

As a master's student, Mr. Lee received the Beaulah Gillespie Outstanding Student Award. Upon graduation, he was admitted into the doctoral program and received the Frederick N. Andrews Fellowship.

Although Mr. Lee was still active in doing financial studies on hospitality firms, as a Ph.D. student he wanted to bring in a new perspective into hospitality finance research by incorporating other schools of thought. As he was particularly interested in urban and regional economics, he began contemplating the application of economic theories and the use of spatial data analysis methods to hospitality research.

One outcome of such effort was a study done on the Atlantic City casino market, which is currently under threat from online gaming and the Macau market. Based on the suspicion that players typically visit multiple casinos when they visit a destination, Mr. Lee analyzed the demand spillover in the Atlantic City casino market using a spatial panel method and found that during the past several years, the casinos in Atlantic City have been locked into a competition that involves over-spending of marketing expenses on compliments such as rooms, food, and beverages.

Although the rooms, food and beverages generally attract guests to a hotel, it was revealed that these guests are simply pulled away from neighboring casinos and do not account for a significant increase in the revenue of Atlantic City casinos. As a result, Atlantic City casinos should allocate more promotional expenses in travel reimbursements, buses and free parking and reduce the expenditure on rooms, food and beverage giveaways.

Mr. Lee continues to work on his teaching and research skills. He hopes to follow the long standing standard of excellence that the scholars who graduated from the school's doctoral program have set. He believes that by investigating deeper into the meaning of location, he can contribute to a better understanding of the nature of hospitality business.

What I learned in HTM: reflections of outstanding students

The HTM program includes both high quality classroom instruction and a variety of learning opportunities outside the classroom. For this edition of The Boilerplate we asked students that have been recognized for their outstanding contributions to our program to share what they learned during their time in HTM.

"I have learned to make myself as uncomfortable as possible in any situation. I have looked back and realized that I have learned the most being in uncomfortable situations. I have also learned that for every action you take, you must have a justification for your reasoning. Finally, it is important to stay networked. Networking in this industry is everything and can help you out in the long term." — Chris Pappas

"Some of the most important things I learned from my time in the HTM department did not come out of a classroom or a textbook. My time here with HTM has taught me that sometimes the right answer is not always popular but you have to trust yourself and your education. Through my experiences here, I have learned confidence in myself and feel great knowing that when I graduate in a few months, I am leaving with a full faculty and student body behind me ready to assist in whatever my future may hold. Boiler Up!" — Vicki Crawford

"I learned that college is the most fantastic, emotional, challenging, rewarding and hectic time of my life. I learned that good friends will get you through the hard times and others will just fall away. Make your academic advisor your best friend. In the politics that is college an advisor who likes you, can and will move heaven and earth. It is up to us to find which ones are worth their salt and learn from them." — Kyle Claiborne
Julia Branstrator, HTM’s Outstanding Student 2012

Outstanding Senior, has really made the most of the many opportunities offered by Purdue HTM program since joining the program in 2008.

As a student leader, Ms. Branstrator reinvigorated the Purdue Tourism Association, remains active in that organization since completing her presidency during her Junior year. She has also traveled widely during her studies. She participated in study abroad programs in Portugal and Australia, and was a member of Purdue’s Solar Decathlon team that traveled to Washington D.C.

Throughout her time at Purdue, Ms. Branstrator has maintained high grades and a commitment to her studies. Julia credits her involvement in the Global Learning Community she joined in Shreve Residence Hall in her freshman year as an important contributor to her academic success. She is the president and social chair of the Honor School Fraternity and a member of Gamma Sigma Delta, the honor society for students in Consumer and Family Sciences.

Ms. Branstrator completed her honors research study on the impacts of time on the consumer's image of the Gulf Coast in the year following the Gulf Oil Spill.

Dr. Jonathon Day, chair of the Awards and Scholarship Committee recently asked Ms. Branstrator to share her thoughts on her time in the School of Hospitality and Tourism Management.

How would you describe your approach to student life?

I approach my student life with balance and purpose. To me, being a student means staying active academically, socially and physically. Everything I take part in has a purpose. I take part in things that are supportive of who I am and where I want to go with a career. When I commit to an organization I tend to really engage!

How do you juggle academic activity with other commitments?

Knowing when to say “no” is really important. Every commitment I make a part of my week is something I believe develops me as a person. Between family, my job, school work and organizations I weigh the choices I have and choose which is most important in the long run. I have joined different groups, taken different jobs and even rushed a cooperative house over the years, but only those that feel conducive to my development successfully stay a part of my schedule. Anything that does not fit me or my goals, or that I feel I can’t give enough attention, doesn’t stay in my schedule.

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

First, balance is everything. Doing well in school is important, but focusing on those aspects alone leaves you flat. I find the activities I balanced with schoolwork and groups are the things that define me best. Recruiters are always interested to hear about my trips studying abroad, my completion of the Tough Mudder, and how I came to be involved with the Solar House. I learned that having a support system within HTM is crucial and makes the years you spend with HTM a phenomenal time.

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

Take any opportunity that gives you the chance to learn something new. That is particularly true for HTM’s extracurricular activities. Different opportunities that came up over my four years have taken me to Australia and Portugal and really broadened my understanding of the world.

2011-12 HTM scholarship awards

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<th>CONTRIBUTOR</th>
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Purdue takes second place in Solar Decathlon event

"Breathtaking" is how Becca Price, one of four Hospitality and Tourism Management (HTM) students, described competing in the Solar Decathlon on the National Mall in Washington, D.C.: "It was amazing to look out on the back porch and see the monuments!"

Ms. Price, together with Kristyn Zollos, Julia Branstrator and Carly Rick, used the skills they learned in hospitality and tourism classes to support Purdue’s Solar Decathlon entry in Washington D.C. this year. The Solar Decathlon is an award-winning Department of Energy program that challenges collegiate teams from around the world to design, build and operate solar-powered houses. The Decathlon includes ten contests, including energy utilization and balance, architecture, engineering, market appeal, affordability, communications and home entertainment. Twenty teams, some from as far away as New Zealand and China, competed in this year’s competition. Purdue came in second overall.

"This was a great opportunity for our students to work on a major university project. Purdue’s team brought together students from colleges across campus, each contributing unique abilities. It was great to see HTM contributing to such an important project," said Dr. Jonathon Day, one of the HTM faculty advisors.

Welcoming 350,000 guests takes some planning. Kristyn Zollos took the lead in preparing for visitors and judges. Working with a team of students from engineering, business, design and technology, she helped plan traffic flow through the house and the key message points each guide needed to share to support the Purdue team message.

Hospitality was an important component of the competition, and each team had to host dinners and social events to prove their houses were both energy-efficient and functional. Ms. Price, working with the department chef, and the host team, was challenged to design a meal that said "Hoosier hospitality" to the judges. One of the featured meals included Midwest Stuffed Meatloaf with Beef au jus, Roasted Red Potatoes with Rosemary, and Lemon Rosemary Green Beans topped off with Grandma’s Apple Crisp for dessert.

The competition was intense and included long hours and hard work but it made a great impression on our team members. As Kristyn Zollos explained, "I have truly seen success is reached together as a group, not independently. I have worked on many group projects in classes and clubs, but never before have I worked with such a large group, all of whom are so passionate about the job they are doing. We are all dependent on one another, and with that I have learned the importance of communication and involvement, going beyond what I consider to be 'my job,' and allowing myself to learn by getting to know the house and the people involved."

"The Solar Decathlon is a great example of the significant learning experiences available to HTM students," said Dr. Mick LaLopa, who also advised the team. "Every student should get involved with student associations and take advantage of these opportunities."

The Solar Decathlon also provided an up-close view of organizing a major event for the team members, several of whom want to be event and meeting planners.

"This experience taught me how much work goes into an event like this," said Carly Rick. "The best thing was seeing everyone’s hard work pay off and seeing the reactions of visitors as they left the house," said Ms. Price.

Carly Rick captured the spirit of the competition: "It was really exciting to compete in the solar decathlon. It was great to meet people from around the world. And the best part was the adrenaline (of) the whole competition! I was so pumped when they were announcing the winners for each competition involved."
Marriott Hall Opens

Marriott Hall was turned over to Purdue at the end of July, and the migration began. Before the start of the fall semester, all faculty members and staff took up residence in the new building.

Joining the faculty was Lavazza Espresso, an innovative coffee shop featuring Italy’s best-known coffee, fine pastries and classic gelato.

Since that time, the finishing touches have been put on the remaining food outlets, the Boiler Bistro and John Purdue Room (JPR).

The Bistro is a quick service outlet featuring fresh salads, soups and sandwiches. The JPR continues its tradition as a fine dining restaurant. Both restaurants are operated by students, with the Bistro open only for lunch and the JPR open for lunch and dinner.

In addition to the enhanced learning opportunities offered to students by the new kitchens, Marriott Hall has enough space to house nearly all HTM classes. The demonstration classroom is tiered and seats 100 students. It is flexible enough to be used as a standard lecture hall and with the addition of the three cameras and a modular cooking station, it can be used to demonstrate cooking techniques before the students enter the labs.

There is also a 24-seat conference room that doubles as a classroom.

The new facility is still on track to qualify for a LEED Gold certification. Building tours are available on request, or join HTM faculty and staff for a grand opening the night before the Black Tie Dinner.

14th annual Black Tie Dinner: Inspire

By Dr. Bill Jaffe

It seems like yesterday that we were putting the finishing touches on the 2011 Black Tie Dinner, and now the board is already hard at work preparing for the 2012 dinner.

This year marks a milestone in the School of Hospitality and Tourism Management as we complete the move to Marriott Hall.

To highlight this accomplishment, the board will host a grand opening reception in Marriott Hall the night before the dinner. This will allow guests to see our new facility and the ever-changing world of the hospitality industry. More details about the reception will be available soon.

This year’s dinner will be held on March 31, 2012, and will highlight the many talents of the HTM students under the direction of Chef Mark Beaufre.

Mr. Beaufre is the food and beverage director of the Orlando World Center. He previously worked at the prestigious Blackhawk Country Club in northern California. He is a very distinguished chef, and we are very happy to have him help guide our student directors.

Inspiration takes place in many forms. This year’s theme will allow guests to see the passion and dedication of the students and what really inspires them. Inspire education. Inspire success. Inspire ___.

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 give is always greatly appreciated.

New this year, sponsors will be featured in our program as well as our website. If you or anyone you know is interested in helping, please contact Ben Hebbe at bhebbe@purdue.edu or Emily VanDyck at evandyck@purdue.edu.

If you would like to attend or need more information about the dinner, please visit www.purdueblacktie.com.

Reservations: (765) 494-2756; purdueblackties@gmail.com.

HTM Career Day 2012: Star Leaders for a 5-Star Industry

By Dr. Doug Nelson

The 2012 Career Day board led by Jen Coduto put on an outstanding event with 50 companies (over a 20 percent increase from 2010) and 423 students participating in the career fair. The success of the event is a testimony to the hard work of Jen’s outstanding student board: Ashley Aug, Linda Ding, Colleen Everett, Maira Gondim, Caitlin Gooding, Katie Groff, Nadine Hammoudi, Erin Meyer, Michael Nalenzy, Denise Rutherford, Jared Spencer, Brenna Stanton and Anna Zunbrun.

The 2012 board features a group of experienced director and energetic assistants. The board led by Katie Groff, president, and Nadine Hammoudi, vice president, includes Tripper Carter, Colleen Everett, Caitlin Gooding, Kristopher Ingram, Mitchel Koesel, Erin Meyer, Michael Nalenzy, Mitchell Prentkowski, Holly Schoeneck, Josiah Smith, Brenna Stanton, Karen Trinkle and Clare Vachon.

The keynote speaker, Bruce White, chairman and CEO of White Lodging, is a perfect fit for this year’s theme: Star Leaders for a 5-Star Industry. Mr. White is widely recognized as one of the top industry leaders. Building on the success of past events, the board also hopes to expand the number of companies and continue the tradition of excellence.

In addition to the September 24-25, 2012 event, a mini spring fair has also been scheduled for February 9. It is free of charge to companies who participated in the 2011 fair and members of our Strategic Alliance Council. Planning and executing two fairs is sure to keep Katie and her board extremely busy, but it is clear after meeting with them, that they are up to the task.
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Thanks to our supporters who contributed from January 1, 2011 to December 31, 2011.

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

Email: kjohnson@isinglassinc.com

'77
Karen E. Johnson
Karen is the national account manager for Isinglass, Inc. in Carmel, Ind. Isinglass manufactures high-quality buffet, banquet and tabletop presentation ware for hotels and resorts worldwide.

Email: kjohnson@isinglassinc.com

'77
Una Kilberg
Una is an event planner for Carnegie Mellon University/Software Engineering Institute in Pittsburgh, Penn. Una received CEM (Certification in Exhibition Management) in June.

'85
Paige Showlin
Paige is the restaurant manager for Rip's Country Inn in Bowie, Md.

'86
Lee Ann Foresman
Lee Ann is a real estate broker for Century 21 Elaner Realty for Dekalb, Ill. In 2010, she received SFR (Short Sale and Foreclosure Resource Certification) and formed Partnership of Premier Gold Partners, focusing on real estate activities in Sycamore, Ill.

Email: lee4sman@yahoo.com

'86
Sandy Isho
Sandy is a national account manager for Premier Event Resources in Cave Creek, Ariz. Sandy and her husband have three children and are very busy taking care of their home. She has also volunteered as a PTO Board Member at both her children’s Elementary School and High School.

Email: cratay@stelmos.com

'88
Dawn Anne Bentsen
Dawn is the Regional Sales Manager (Florida) for Advance Pierre Foods in Oklahoma City, OK. In 2008 she became a certified Yoga Teacher and teaches Basic & Restorative Yoga on the weekends.

Email: gbentsen@bellsouth.net

'89
Patrick Smith
Patrick is the director of group sales, North America for Leading Hotels of the World Ltd in Chicago, Ill.

Email: patrick.smith@lnw-offices.com

'91
Steven Angel
Steven has launched Fulcrum Hospitality LLC in Westfield, NJ. Fulcrum Hospitality LLC, is a Hospitality Industry asset management and transaction advisory firm. Leveraging his past experiences in hotel and gaming consulting, operations, and private equity.

Email: sangel@fulcrumhospitality.com

'92
Nikki Holtsclaw
Nikki is the dining service director for Sunrise Senior Living in Carmel, Ind. Her daughter, Addison Nichole Holtsclaw, was born on June 26, 2010.

Email: mehmet.erdem@unlv.edu

'97
Maureen McMan
Email: Maureen.rochelle@alumni.purdue.edu

'00
Geoffrey F. Campbell, CEOE
Geoffrey is the corporate director of rooms for Greenleaf Hospitality Group in Kalama-zoo, Mich. Email: scampbell@ghgka.com

'01
Howard E. Johnston III
Howard is the assistant general manager/F&B director at Sunset Ridge Country Club in Northfield, Ill. He has obtained his Certified Club Manager designation with Club Managers Association of America.

Email: hjohnston@sunsetridgecc.org

'01
Becky Bultemeier
Becky welcomed the birth of her son, Drake Martin Bultemeier, on January 20, 2011.
ALUMNI UPDATES

'03
Christian Brown & Sonya Lehman (now Sonya Brown)
Christian married Sonya Lehman (also HTM alum of '03) in 2010. They now reside in Carmel, Ind. Christian is the GM/COO of Twin Lakes Gold Club located in Carmel, and he serves on the board of directors for the Ohio Valley Chapter of the Club Managers Association of America. Christian is also a principal partner in a consulting company, Brown Private Club Services. Sonya (Lehman) Brown has returned to Purdue and is getting a second bachelor’s degree in education. Christian’s business phone number is 317-872-3387.

'04
Jeremy G. Kinsler
Jeremy works in the Office of Human Resources for the University of Notre Dame South Bend, Ind.
Email: jkinsler@nd.edu

'05
Justin Stewart
Justin is the director of retail operations, UNC Greensboro for Compass Group Chartwells in Greensboro, N.C.
Email: justin.stewart@compass-usa.com

'06
Jason L. Pressler
Jason is an account executive for Mascari Sales & Marketing in Indianapolis, Ind. Jason and his wife, Lisa, welcomed a little girl on June 30.
Email: jasonpressler@gmail.com

'06
Kara Plummer
Kara is a manager of member experience for Ritz Carlton Destination Club/MVCL in Orlando, Fla.

'07
Ashley Piper
Ashley is the condo portfolio manager for The Building Group in Chicago, Ill. She has been awarded the CMCA in Property Management and was married on May 1, 2011.
Email: ashley@buildinggroup.com

'08
Sean Himes
Sean is the manager for Uncle Julio’s Rio Grande-Café in Gaithersburg, Md.

'09
Lindsay P. Snyder
Lindsay is the conference coordinator for Gaylord Opryland in Nashville, Tenn.
Email: lsnyder@gaylordhotels.com

Alumni profile: Lori Wandzilak
I began my career with MGM Resorts International at Mandalay Bay and THEhotel in 2007 as an intern with the Hospitality Internship Program (HIP). I graduated from Purdue University with a bachelor’s degree in hospitality and tourism management in 2008 and was accepted into the Management Associate Program (MAP) at The Mirage. Throughout the program I have rotated through all departments within the hotel to truly understand the operation as a whole.

Upon completion of the program, I was placed as an assistant hotel manager in June 2009 and was then promoted to assistant revenue manager in November 2009. In December 2010, I was promoted to the chef concierge at The Mirage, where I oversee the daily operations of the concierge department with a focus on enhancing the overall guest experience and driving revenue by educating our guests about Mirage venues and amenities.

While at Purdue there were many classes that were beneficial; however, I would say that the most valuable were my marketing, sales and law classes. I have applied knowledge of these areas to my everyday work.

Overall, I would say my involvement in the Black Tie Dinner has truly helped me get to where I am. It taught me how to work with many different people, ideas and talents to execute a common goal. It also taught me the importance of time management, which is a vital skill once in the work field.
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Co-editors: Rich Ghiselli  
Rhonda Hostetter  
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Calendar of events

March 31  Black Tie Dinner  
Purdue Memorial Union

May 5-8  National Restaurant Association Show, McCormick Place, Chicago

May 3  Purdue HTM Reception

Sept. 24  Career Day Senior Reception

Sept. 25  HTM Career Fair

Nov. 10-13  International Hotel, Motel & Restaurant Show  
Javits Center, NYC