By Rich Ghiselli

O wonder!
How many godly creatures are there here! 
How beauteous mankind is! O brave new world,
That has such people in't.
_The Tempest_, William Shakespeare

The "best years of their lives" are ending as the Next Greatest Generation finishes college and enters the workforce. Born between 1979 and 1995 the Millennials are 19 to 35 years old; with the tail-end of this cohort being of college age. 84 million strong, their sheer size has earned them the nickname the Next Greatest Generation. Larger than the Boomers this cohort has grown up connected. They have come to expect instantaneity of service and information in real-time. Twitter and Facebook have been integral parts of their lives - to the extent that one study found that over half of them would rather give up their sense of smell than give up their technology!

They have been the primary occupant of the college classroom for the last 17 years, and are poised to become the "largest consumer buying group" according to Paige Francis, vice president of global brand management for Aloft. Because of their size and spending potential, much has been written about the Millennials. But they are moving on – and post-secondary institutions are preparing for Gen Z.

Generation Z is comprised of those born after 1995; 2012 might be the end date – but that is not official. Various labels have been applied to this cohort including the New Silent Generation, the Homeland Generation, Gen 9/11, the Zoog generation, and Generation Alpha. Size wise they are on a par with Gen Y. It is likely that this group will be the most diverse ever, and will probably be the most technologically savvy group yet. In the same way that earlier generations grew up with stuffed animals/dolls, blankets, and board games, they have grown up with technology. On a typical day in 2005 – when the leading edge of this generation was 10 years old - approximately 20% of 3-4 year olds, and 27% of 5-6 year olds spent 50 minutes per day at a keyboard. More recently a study found that Gen Zers spend 41% of their time outside the classroom on the computer or a mobile device ([http://www.businessinsider.com/generation-z-spending-habits-2014-60](http://www.businessinsider.com/generation-z-spending-habits-2014-60)). Another report indicates that Gen Z is the second-largest demographic owning iPhones at 24 percent (ranking a few points below Millennials at 29 percent). According to a Pew Research study in 2012, middle and high school teachers indicate that students were very likely to use Google (or other online search engines) when conducting research; after Google were Wikipedia and YouTube.

More than likely their reliance on technology will have a number of implications – both presumed and real. Among the advantages often cited are: easy access to information, improved communication, efficiency and productivity. For sure information is readily available - at their fingertips no less! Presumably videoconferencing, text messaging, and social networking have fostered communication. While it is sometimes debated whether increased technology simplifies life, it is hard for them to imagine what it was like before the digital era – a case in point is the typewriter.

A number of disadvantages have also been supposed. For example some suggest that Gen Z prefers digital entertainment to social interaction and that a significant amount of socializing is done online. This situation could lead to increased loneliness. Among the

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other disadvantages sometimes cited are decreased competency, decreased creativity, and a dependency on technology. They have come to depend on technology for many daily activities and may feel jittery when "offline." Another plausible disadvantage is job loss. An example in the hospitality industry is the use of self-service check-in kiosks in hotels. The workplace they will be entering is diverse in many ways. It includes three-possibly four - other generations. Some of those in the Silent Generation continue to work into their seventies (and beyond). Likewise many Boomers will stay in the workforce well beyond the traditional retirement age of 65. Gen Xers, the cohort immediately preceding Gen Y, are between 36 and 49 years of age at this point in time as well as the Millennials. To the extent that recruiting, training, motivating, communicating, managing, and retaining are more effective when they can be personalized to these cohorts; managing the hospitality workplace will be both exciting and challenging.

Managing the classroom environs will also be challenging. "Supervision" or "organization" of the learning may be more fitting ways to describe Our Brave New Classroom. Perhaps organizing the learning is more appropriate terminology as online instruction becomes integrated with traditional approaches. It seems likely that Gen Zers will be more tech savvy than their instructors - and the skills they will need may be different. Finding information quickly, judging the quality of information, and behaving responsibly online will be important (see Pew Research, Part IV: Teaching Research Skills in Today's Digital Environment). It doesn't seem far-fetched to suggest that this cohort will major in the internet rather than a traditional discipline like HTM!

The School of Hospitality and Tourism Management held its Second Annual Golf Tournament on September 22nd at Kampen Golf Course. The committee positioned the tournament to be a part of a much grander event - the School’s first HTM Week. The week started off with a student/faculty Pep Rally, followed by the Golf Tournament, and lastly the HTM Career Fair.

Donations and sponsorships were received from 28 companies, most of which were in the Greater Lafayette-West Lafayette area. Proceeds from the golf tournament will be used to supplement the cost of higher education and enhance the education of HTM students.

There were 3-4 players on each team comprised of HTM alumni, current HTM students, and HTM Career Fair recruiters. Each player received a gift bag and an HTM polo. 86th Street Pub sponsored the beverage cart. HTM Catering provided a wonderful spread complete with a roasted pig during the Awards Reception where the winners of the sponsored holes and silent auctions were announced.

The first-place finisher (low score) was Team Kohler. Team Kohler was represented by HTM students and alum: Hanna Buckles, Kelsey St. John, Eric Newton, and Brandon Weaver. Triple XXX Restaurants, represented by Greg and Carrie Ehresman, Julie Burton, and John Langenkamp finished with the high score for the day.
School of Hospitality and Tourism to Induct Four

At last year’s Black Tie Dinner the first inductees into the HTM Hall of Fame were introduced. The School of HTM has a long list of individuals to consider according to Department Head, Richard Ghiselli. We are proud to be able to include individuals of the caliber of Bill Marriott, Dan Finn, Bruce White and Bill Edmundson in the HTM Hall of Fame. This year another outstanding class will be inducted. The first two individuals have indeed left their mark on the School of HTM through their industry achievements and dedication to Purdue University: while the last two, Lee Kruel and Ray Kavanaugh, are owed a debt of gratitude for leading the Department and raising HTM to the next level.

This year’s inductees are:

**Sarah Palisi Chapin** is a 1984 graduate of the RHI Department. Currently, she is the chief executive officer and serves on the board of Hail Merry Snack Foods, a gluten-free, vegan, non-GMO snack and refrigerated dessert company and manufacturer. She has more than three decades of experience in the food service industry, including a comprehensive understanding of strategy, development, private equity enterprise growth, and strategy. Chapin began her career at Pizza Hut and later served as a vice president of worldwide business strategy with Burger King. She then served as CEO of Enersyst Development Center, an intellectual property, development and licensing company touching restaurant, vending, and food production industries. She is also a former officer of GrandMet and PepsiCo, and has served on the boards of companies such as Jersey Mike’s, Lakeside Manufacturing, and Caribou Coffee.

Chapin is committed to influencing how America eats by helping to make all natural products available on a broad scale. She is currently on her own organic and natural journey in a quest for improved health and wellness. Chapin, along with her partner and Hail Merry’s founder, Susan O’Brien, won the Ernest & Young “Entrepreneur of the Year” award in the consumer product category for the Southwest region.

Sarah began her career in food retailing on the boardwalk of the Jersey Shore and fine dining restaurants, beachside. A graduate of Purdue, she managed restaurants while putting herself through school, interning as a designate for Disney EPCOT and American Airlines, after serving as the GM for a campus Noble Roman’s. Her career hallmark has been innovation and pioneering the creation of the food industry’s first miniature express cooking kiosks to retail in airports, stadiums, offices and universities. In her years of public and private food company board of director work, she has focused on accelerating new product expansion and commercialization, as well as capital sourcing for growth. Sarah was also previously head of food and packaging globally for a $6 billion fast food restaurant chain. She truly understands the food supply chain.

**James Dora Sr.** is currently Chairman of the Board of General Hotels. He is a 1958 graduate of Purdue University and received an honorary degree from HTM in 2006. James Dora was instrumental in setting up the first endowed professorship in the School of Hospitality and Tourism Management, the CB Smith Professorship, which was named after one of Mr. Dora’s mentors. In addition, Mr. Dora contributed to the construction of Marriott Hall and the large demonstration classroom is named after him: The Dora Auditorium.

Mr. Dora, along with his late brother Robert, opened the Holiday Inn in Terre Haute, Indiana in 1962 as the first of many Holiday Inns (and other hotels). One of their properties, the Crown Plaza at Union Station, Indianapolis has received numerous awards. Mr. Dora has also been involved in the development and operation of numerous properties under the InterContinental Hotels & Resorts Group, Hilton and Marriott Brands. His properties have consistently garnered top awards for design and/or service excellence. Dora was a past president of the International Association of Holiday Inns Worldwide, and a past member of the Capital Improvement Board of Managers, serving as president from 1985 to 1993. Mr. Dora remains actively involved in the Indianapolis community and continues to serve on business and civic boards. He was a board member of the Indianapolis Chamber of Commerce, American United Life Insurance Co. and Educational Choice Charitable Trust. Mr. Dora has volunteered for a variety of organizations over the years and was vice chairman of Vision 21, Purdue University’s $325 million fund-raising campaign, and he is a past chairman of the university’s President Council. He has also been involved
New Members to the Hall of Fame in 2015

with the Greater Indianapolis Progress Committee, Indiana State Chamber of Commerce, and the 500 Festival board.

Raphael Kavanaugh was professor and head of the department of Hospitality and Tourism at Purdue University for 11 years. During his time at Purdue, Ray was instrumental in securing the funding which led to the building of the new home for HTM, Marriott Hall. Also, he was head when the department received its first #1 ranking in hospitality programs in the United States. Professor Kavanaugh received a doctorate of educational psychology from Temple Univ., a master’s degree from Ball State Univ. and a bachelor’s degree from Coe College in Iowa, where he was named an Alumni of Merit.

Before his tenure at Purdue, Dr. Kavanaugh also held academic positions at the Univ. of Central Florida, Florida State and Oklahoma State. He also served as director of human resources for Red Lobster Restaurants Inc. and was the vice president of product development with the Educational Institute of American Hotel and Lodging Assoc. He was a Conti Distinguished Professor at Penn State University and a founding fellow of the American Hotel and Lodging Educational Foundation. Dr. Kavanaugh was named by the National Restaurant Association to be on the Hospitality Educators Advisory Council. He served as President of CHRIE in 1999. He was awarded the Michael E. Hurst Lifetime Achievement in Education Award, the Anthony G. Marshall Lifetime Achievement Award and multiple other awards for educational contributions. Dr. Kavanaugh was the author of more than 90 publications in the industry. He was a member of Lafayette Rotary Club and was a Captain in the United States Air Force, serving from 1968 to 1972. He is survived by his wife, Judy Rechberger and their two sons, Ryan and Quinn, who followed in their father’s footsteps and have careers in restaurant management.

Lee M. Kreul joined the Purdue faculty as an Assistant Professor in RHI in 1975, was promoted to Associate Professor in 1979 and Professor in 1984. Lee served as Department Head of RHI from 1987-1997. During that time RHI became RHIT. In total, he served on the faculty from 1975-2002. In 2005 he retired as Professor Emeritus. Lee and his wife, Carol, now reside on Lake Freeman in Monticello, IN.

At Purdue, Lee taught financial management and accounting. He is the author of five books, three book chapters, seventeen professional articles, and many research publications on hospitality and tourism management. His research was quoted or featured in such popular media as the Wall Street Journal, National Public Radio (NPR), and the Chicago Tribune. His tenure at Purdue also included yearlong service as a visiting professor at colleges in Malaysia and New Zealand. He served on advisory and examining boards for HTM programs in Hong Kong, Shanghai, Nepal and India. During his time as Head of the Department, RHI gained national prominence and moved into the ranks of one of the most highly respected hospitality programs in the country.

Prior to coming to Purdue University, Professor Kreul was the General Manager at a resort in West Virginia, a controller with Hilton Hotels, worked for Merrill Lynch for five years and was in the US Navy for four years. Professor Kreul received his MBA from Michigan State University in Hospitality and Tourism Management, and his Bachelor’s degree in Liberal Arts from Wayne State University. During his tenure at Purdue, Professor Kreul instigated the implementation of a new Ph.D. program. Professor Kreul served as a consultant for major hospitality industry companies such as Sea World, Kentucky Fried Chicken, and the American Hotel & Motel Association. Professor Kreul was also a major proponent of internationalizing the department through development of the department’s Study Abroad program and Exchange programs with schools in Malaysia.

He is presently serving as a Board member and Immediate Past President of the Rotary Club of Monticello. He is also currently Public Relations Director and Past President of the non-profit Shafer and Freeman Lakes Environmental Conservation Corporation (SFLECC). His past community service experience also includes serving as West Lafayette Community Development Committee Chairman, and Redevelopment Commissioner.

Lee currently enjoys serving his community, golfing, boating, traveling internationally, and visiting his family. Lee and Carol have three grandchildren. His daughter Stacey Rowland and son Jason Kreul both graduated from Purdue in HTM and are successful hospitality industry executives in Las Vegas (Mandalay Bay) and Cincinnati (Winegardner and Hammons Inc.) respectively.

Thanks to Dr. Howard Adler, Associate Professor in HTM and Chair of the HTM Hall of Fame Committee.
The Restaurant As Winery

Suburban Chicago isn’t exactly a notable winery destination. Yet in the little town of Countryside, Illinois, Tim McEnery is receiving tons of grapes from around the United States and vinifying them into dozens of blends to support the wine list for one of the fastest-growing casual dining restaurant chains in the country. McEnery is the founder and CEO of Cooper’s Hawk Winery & Restaurants, which is currently in the process of throwing off its Midwest regionalism and going national.

The company opened its first eatery in suburban Chicago in 2005 and has grown to a total of 15 units since then, each grossing an average $9 million in annual sales at full maturity. In recent years, the company has expanded into Wisconsin, Indiana, Missouri, Ohio, Virginia and Florida. A branch in Miami will likely open sometime soon, and McEnery is looking at Iowa, Arizona and even California for further expansion.

While food—ranging from chicken pot stickers to soy ginger salmon—comprises 65 percent of its revenue, what sets Cooper’s Hawk apart in the crowded restaurant landscape is its own bespoke wine list. The menu features some 60 labels, and 225,000 cases of wine were produced at the 55,000-square-foot winery in Countryside in 2013. Volume is projected to hit 275,000 cases this year. The simple, surprisingly quaffable wines are inexpensive—typically retailing for less than $20 a 750-ml. bottle and marked up a modest $8 a bottle in the restaurants. “Our wines are well-structured and well-made,” McEnery says. “They’re made to appeal to a wide audience. They aren’t made to compete against $300 Cabernets from Napa.”

The restaurants typically encompass 10,000 square feet in size and hold 300 seats, with parking for 175 cars.

Offering both lunch and dinner, Cooper’s Hawk can easily serve a thousand covers on a busy Friday or Saturday. The average check is around $30, with beverage alcohol often accounting for at least one-third of the total. Large tasting rooms in the front of the restaurants offer bottles of wine for retail sale, along with wines by the glass and an impressive array of gourmet goodies. Items include Lucaris Champagne flutes ($10.50), Rabbit corkscrews ($44) and crystal decanters ($36), as well as house-made pastas, seasonings and chocolate. In addition to wine, the restaurants serve a limited array of beer and spirits.

McEnery, who is 38 years old, grew up in a small suburb south of Chicago and got a degree in restaurant and hotel management from Purdue University in 1998. A decade ago he spent a couple of years learning the grape business from Fred Koehler, the longtime owner of nearby Lynfred Winery and the man commonly referred to as the godfather of Illinois winemaking. It was there that McEnery, working the tasting bar, learned what consumers outside the rarified air of Napa and Sonoma liked in their wines. He also made connections with grape growers and brokers in California, New York, Michigan and other regions who would ship raw product to Chicago.
Investing In Infrastructure

The first restaurant went up in 2005 in Orland Park, Illinois, and McEnery didn’t cut any corners. The exteriors of his buildings are clad in stone and brick, while the interiors feature wide oak flooring, long bars and deep booths, with American and French oak barrels containing wine. A typical Cooper’s Hawk unit costs more than $5 million to build from scratch, real estate included. There is no franchise program because McEnery figures the business is too complicated and expensive for outside investors to easily duplicate on their own. That same assumption, he hopes, will help discourage copycat competitors in the future.

About 60 percent of the grapes for Cooper’s Hawk wine comes from California, primarily the Central Coast. The rest of the sourcing is spread among Washington, Oregon, Michigan, New York’s Finger Lakes region and even some vineyards in Illinois. The wine arrives in bulk both as grapes and as juice that’s already been pressed close to the vineyards. Occasionally, the company will import a varietal like Tempranillo from Spain. Head winemaker Rob Warren earned his spurs learning to make wine in California and Washington has become his chief source region and even some vineyards in Illinois. Cooper’s Hawk has a lot of moving parts. Beers on draft ($6), the beverage menu at Cooper’s Hawk is the wine list is marked by a bin number, and head chef Matthew McMillin has tagged each item on the food menu with his choice for a matching wine. The suggested pairing for the short rib risotto is Shiraz ($7.50 a glass), while Chardonnay ($9.50) is recommended for the pistachio-crusted grouper with mustard sauce. Some pairings are straightforward, such as the filet mignon accompanied by Cabernet Sauvignon ($11 a glass), and others aren’t, like the chimichurri-rubbed skirt steak served with Syrah ($7.50). And the blackened ahi tuna with wasabi sauce and cilantro-citrus rice is matched with Riesling ($7.50).

The food menus at all the restaurants are identical, but the company aims for diners to have unique experiences. McMillin has worked hard to incorporate all sides of the operation. “A year ago the wine people did their own thing, and the food people did their own thing,” McMillin says. “Now we’re working together in a more strategic way.” That approach includes collaborating with the tasting room supervisors—McMillin’s newest rubs and sauces are now bottled and sold at retail.

No Vintage Dating

Curiously, none of the wines are vintage dated. “We’ll blend from one vintage to another to get the taste we want,” McEnery explains. “These days, the appellation of the wine tells the story more than the year does. Vintage variability in California and Washington has become totally overblown, in my view.” He places more emphasis on the freshness of his wines. Bartenders say that their by-the-glass bottles rarely last more than a day or two. Retail inventories go fast, too.

With the wide wine selection, a dozen martinis ($9.25 to $12) and a half-dozen beers on draft ($6), the beverage menu at Cooper’s Hawk has a lot of moving parts. But within the 2,100-member workforce, there are no designated sommeliers. Instead, the servers are all encouraged to taste the company’s wines daily, and McEnery will pick up the cost of Master Sommelier or Master of Wine studies that his employees pursue. Each year, he sends his managers to places like Napa, Sonoma, Oregon and Washington for three to four days of wine education. “Even if we have no sommeliers, we’re willing to invest in an immense wine training program,” he says.

In addition, he’s invested in an impressive bottle-recycling program. A $300,000 bottle-washing line takes used bottles, strips off old labels and then cleans the bottles and readies them for reuse. McEnery believes his is the only winery in the nation with such a thorough recycling effort. He hopes to become even more environmentally friendly by expanding the use of wine kegs—substituting for bottles—to support his by-the-glass program. So far, he’s concentrated the initiative in certain white-grape varietals.

Cooper’s Hawk also boasts one of the most extensive wine clubs anywhere. There are currently 100,000 members, each paying around $19 a month to receive a bottle of the wine of the month, and most members elect to pick up the wines in person at the restaurants to save on shipping costs. Members also qualify for tasting discounts and advance invitations to special tasting events headlined by celebrity chefs like Rick Bayless, David Burke, Gale Gand and Fabio Viviani. Most such events sell out quickly.

McEnery projects that his wine club could double in membership in the next year, and he’s planning to open three to five new restaurants a year for the next five years, with the possibility of reaching 50 restaurants by 2020. McEnery estimates that the company has enough wine-making capacity at headquarters to get through the next 18 months. After that period, he might consider starting up a second winery in California that’s close to his chief source of grapes.

The restaurateur has other ambitions as well. Until now, Cooper’s Hawk has been mostly a suburban concept aimed at a less-sophisticated audience still learning about wine. But McEnery believes he could take Cooper’s Hawk into trendier urban neighborhoods, and he’s currently looking for a site in downtown Chicago. “The real estate is a lot more expensive—that’s the challenge,” he says. Could Cooper’s Hawk expand to New York or San Francisco? “You never say never,” McEnery says. “We’re aimed at regular people, and there are a lot of regular people in those cities.”

Special Thanks to Market Watch Magazine for reprint permission of this article, authored by H. Lee Murphy.
“Get Involved!” that’s the advice to HTM students from Mitchell Prentkowski, HTM’s Outstanding Senior 2015. Mitchell has certainly “walked his talk” since coming to Purdue. In addition to working his way through the ranks to be president of this year’s Black Tie Dinner organizing committee, Mitch has been active with Career Day Fair and the Purdue Student Chapter of the American Hotel and Lodging Association. Mitch has also served on the Griffin Corp and mentored new students entering HTM by working as a teaching assistant for HTM 101. As Mitchell prepares to graduate we asked him to share his thoughts on his Purdue experience and how students can get the most from their time in HTM.

What would you describe as the highlights of your time in the HTM program?

The one thing I am most grateful for in my career at Purdue has been the HTM Learning Community. Since freshman year, I have been best friends with my peers from the learning community and I would have not been where I am today without them.

Even now, being the President of Black Tie Dinner, one of my favorite memories of my time with the dinner is back freshman year when I was the first server to come out into the ballroom and to see all of the guest’s reactions; that is something I will never forget.

Lastly, I will always be grateful for the relationships I have made with my peers and with the faculty and staff of HTM.

How would you describe your approach to student life?

I would describe my approach to student life as open-minded. From the beginning, I have had an open mind when it comes to my life at Purdue. I was open to try new things in order to make the most of my time here. I can say this positive mindset has definitely paid off. I have been able to do so many things, including traveling around the world with study abroad, being involved in different student organizations, and personal travel. I don’t think any of it would have happened without having a diverse mindset.

It is clear that you took responsibility in a variety of roles while you were in the program. How do you juggle academic activity with other commitments?

My main way of staying organized is making lists and prioritizing. I am making new to-do lists and revising old to-do lists almost daily. You have to make sure you are getting things done and on time. To be able to balance academics, extra-curricular, and social life, you have to prioritize.

As you prepare to start the next stage in your career, what tips would you give students to get the best results from their time in the HTM?

Being involved is one of the most important things you can do for yourself in order to be successful in HTM. There are so many opportunities at Purdue to be involved and you have to go out and seek those opportunities. I have been involved and held many leadership positions in different extra curricula’s inside and outside of HTM, and my career at Purdue would have not been the same without them.

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

I think the one most important thing I have learned over my years at Purdue is the power of networking. Not just networking with industry professionals, but with your peers, your professors, the wonderful HTM faculty and staff and anyone you come in contact with. The amount of people you can meet and get to know the better.

The Outstanding Senior Award is presented each year to a student that has distinguished themselves in scholarship, leadership, professionalism and service to others.
In her own words…

Rebecca was awarded the prestigious, Statler Foundation Scholarship for Excellence in 2014. This scholarship, awarded to a student preparing for a career in the hospitality and lodging industry, was established by E.M. Statler, the “Father of the American Hotel” who founded one of the first hotel chains in the United States. Starting as a bellboy at age 13, E.M. built the chain with hotels in place like Buffalo, Detroit, Cleveland, St Louis, New York, Buffalo and Los Angeles, to name a few. A true innovator, E.M. was the first to build a hotel with a bathroom in every room. He established his foundation to support training for “more proficient workers” to benefit the “the hotel industry as a whole”. I asked Becca to share some information about herself, her time at Purdue and what the Statler Foundation Scholarship means to her.

hospitality. Once I explained to my parents why I chose to switch majors so soon, they were incredibly supportive of that decision and I have never doubted that Hospitality & Tourism Management is what I should be studying. I was immediately intrigued studying the effects of tourism on different regions and the economic benefits as well as the implications on the environment. Those are both areas I am deeply interested in studying further throughout my time at Purdue.

What is your favorite HTM experience?

I love my classes, I truly do, but I must say that my all-time favorite HTM experience occurred on a day I skipped class. Maybe if the HTM Alumni Golf Outing hadn’t been on such a beautiful fall day, it wouldn’t have tempted me so. This year at the HTM golf outing, I had the great honor of playing with Dr. Ghiselli, Mr. Jim Dora, and also Mr. Liam Brown, the President of North American Select & Extended Stay Lodging & Owner Franchise Services with Marriott International. It was truly a delight learning from his broad experiences working up through the various levels of the lodging industry and hearing about how taking risks can be most beneficial to a career, especially in an ever-changing and adapting industry.

What advice do you give to people looking for scholarships?

For students seeking scholarships, the most beneficial advice I can give is to invest in the people around you. Whether those are professors, graduate students, or your fellow peers, learn to listen and show a genuine interest in classes, meetings, extracurricular activities, and every other encounter: be present. Put the phone down, answer that text later. Get to know those around you, and you may unexpectedly learn something or hear of an opportunity you could otherwise have missed.

What does the Statler Foundation Scholarship of Excellence mean to you?

When I received the news that I had received the Statler Foundation Scholarship of Excellence, I was instantly humbled. This scholarship has provided me the opportunity to avoid expenses as an undergraduate, which will further allow me to attend graduate school without incurring so much debt.

After announcing to family that I had won this award, my uncle, Russ Bond, who is a graduate of RHI at Purdue, informed me that he also received a similar award from the Statler Foundation in his day. To me this makes the Statler Award even more meaningful and an even greater honor to follow my uncle’s example through Purdue’s hospitality program and hopefully into similar career success doing something I love within this industry.

For more information on Scholarships available to HTM students go to our webpage at http://www.purdue.edu/hhs/htm/undergraduate/scholarships/index.php
**Finding Her Path: Chelsea Gathers Whole New World**

Born in Florida, Chelsea Gathers, a 2015 Spring HTM grad and her parents, have lived in metropolitan areas around the U.S. Her final precollege destination was Chicago, Illinois. A fairly shy high school student, Chelsea, and her parents found their way to Purdue University’s Destination Purdue in February of her senior year. Destination Purdue is an on-campus visit program for minority high school seniors. Potential high-performance students are able to meet with faculty and current students, tour campus, and learn more about the University overall. Upon Chelsea’s completion of Destination Purdue, she committed to Purdue and has never looked back.

If anyone had said to Chelsea that by the time that she had graduated from college, she would have made friends with tons of students inside her major, across campus, and throughout the world, she might have had her doubts. “I’m an introvert by nature, not the first person, to raise my hand in class, or volunteer for outside activities. There’s a lot going on inside of my head, I’m always engaged…I just don’t say it out loud.”

Wanting to involve herself quickly, as a way to meet others with similar interests, she joined the women’s rugby team her freshman year. In her sophomore year, as a self-identified minority woman, Chelsea became interested in and joined the National Society of Minorities in Hospitality (NSMH), a national, student-run organization that began 26 years ago at Cornell University. NSMH’s mission is to educate, aid and support the advancement of minority students in the hospitality industry.

NSMH caught Chelsea’s attention because “I’m a minority student and passionate about helping other people”. While the university’s African American population is admittedly small, Chelsea commented, “Purdue is not as diverse as I thought it was going to be, but I definitely think taking the initiative to meet new people and taking that first step…not just waiting for people to come to you…that makes all the difference. Be in an organization that isn’t even in your major, so you’re really diversifying your own network. Our major isn’t that diverse but I’m glad to know people outside our major.”

On remarking why NSMH occupies a central theme in her life to date, Chelsea responded “NSMH is important for me because I came here and I didn’t have that many friends. I was able to meet people that I’m going to be friends with for life and even though we’ll be across the country, I’ll be able to talk to them, pick up the phone, and meet them. From an out-of-state student’s perspective, being able to meet a bunch of people and make friendships is a big deal. And, I’ll always be grateful for the scholarships I’ve received - they helped a lot!”

Chelsea’s advice to all students, especially freshman and sophomores, is to “get involved in NSMH early” (the organization is open to all students, regardless of ethnicity or race). “The scholarships and networking opportunities are so important, so try and find a way to get yourself to the conferences” she added. In her third year, Chelsea served as NSMH’s chapter president, received the “President of the Year” award at last year’s national conference, and received a Walt Disney company scholarship. Her third year culminated with running for, and winning, the position as secretary for NSMH’s national board.

Come May, Chelsea will graduate from HTM with a concentration in layout and design. She has recently accepted an offer for Aramark’s Accelerate to Leadership Program (A2L) in facilities management and will be relocating to Chattanooga, TN after graduation!

**HTM’s Outstanding Master’s Student 2014: Eugene Jun He**

Eugene Jun He was the recipient of HTM’s Outstanding Master’s Student Award in 2014 in recognition of her academic achievements, work ethic and spirit of service. Eugene also received the prestigious Rosfeld Scholarship in 2014. As the first teaching assistant for the hotel lab in HTM 181 Lodging Management, Eugene was instrumental in creating the structure and coordinating lab activities among students, hotel supervisors and the course instructor. The lab’s success can be largely attributed to her dedication. Eugene also has a strong sense of service to people she works with, those around her, and members of the community. With her hectic schedule, she still managed to find time to volunteer in the Lafayette community through organizations such as the United Way and American Red Cross. Eugene graduated in May 2014 and is now a Revenue Management Trainee at the W Hotel South Beach in Miami, Florida.
Best Paper Award at the APTA Annual Conference

EunHa Jeong (HTM PhD candidate) and Dr. SooCheong (Shawn) Jang received a Best Paper Award at the Asia Pacific Tourism Association (APTA) annual conference held in Ho Chi Minh City, Vietnam, from July 1-4, 2014. The title of the paper was “Effects of Psychological Benefits of Travel and Life Satisfaction on Travel Intention.” The key psychological benefits that influence traveler’s perception of increased life satisfaction and travel intention were identified. The study also examined whether there are any differences in the types of psychological benefits which influenced life satisfaction and travel intention across age groups, e.g., younger travelers versus senior travelers. For younger travelers, the psychological benefit of autonomy was the most important factor influencing their life satisfaction and travel intention. For older travelers, however, the psychological benefit of competence was the most important factor to elicit their life satisfaction and travel intention. The understanding of travelers’ perceived psychological benefits can help industry professionals develop effective marketing tools to advertise travel products by highlighting the key benefits of the trip.

Foodservice Best Paper Award

This past summer Drs. Carl Behnke and Barbara Almanza along with HTM doctoral student, Chris Gaulke, received a conference Best Paper Award at the 2014 International Conference of the Council on Hotel, Restaurant and Institutional Education, held in San Diego, California. The study focused on the safety of ready-to-eat (RTE) and temperature controlled for safety (TCS) foods prepared and served in farmers’ markets. Farmers’ markets are growing in popularity and traditionally have been perceived as a source of nutritious and safe food. However, regulations governing the preparation of food in temporary foodservice establishments tend to be inconsistent across states. Farmers’ markets are often located in sites with little access to water for handwashing or food preparation, and no electricity for refrigeration or keeping food hot. Also, these markets are typically outdoors, which means that the food is exposed to temperature extremes and environmental contaminants, such as insects and dirt. At the same time, the lack of food safety knowledge on the part of farmers’ market vendors and employees has been clearly documented. Because of this, it was decided to survey U.S. state health department directors on common licensing and inspection practices, as well as determine the availability of enforcement resources for food prepared and sold in farmers’ markets.

The results of the study suggest that state inspection resources (funding for employees and equipment) for farmers’ markets have declined by an average of 2.46% over the past five years, while the total number of farmers’ markets requiring inspection has increased by an average of 34.6% across (the respondents’) states. The greatest concerns expressed by state health department directors pertained to vendors buying ingredients from unapproved sources, poor food-handling behaviors and issues related to employee hygiene in temporary foodservice establishments.

The study clearly points to a growing gap between supply (available inspection resources) and demand (increasing market venues and sales), increasing the possibility of consumers contracting foodborne illnesses. The key study recommendations were that states (1) provide additional resources for farmers’ market health inspections, (2) develop low-cost means of training vendors and employees in fundamental food safety behaviors specific to farmers’ markets, and (3) establish a means of communicating food safety basics to consumers at the point of purchase. The combination of these options could contribute significantly to reducing the foodborne illness risk while preserving and encouraging the sustainability of farmers’ markets.

Dr. Nelson receives Lazarus Teaching Award

Undergraduate Hospitality and Tourism Management students recognized Associate Professor Doug Nelson’s continuing commitment to undergraduate education by selecting him to receive the 2014 Bruce I. Lazarus Teaching Award. Professor Nelson currently teaches courses in hospitality facilities management and hospitality law. He believes in challenging students to go beyond what is simply written in the textbook. In the facilities management course, he provides students with a series of realistic problems designed to help them better understand the material and to develop problem solving skills. In the law course the students gain valuable insight into the legal issues confronting hospitality and tourism managers by reading and analyzing actual cases.

Congratulations Doug on a job well done!
Faculty Promotions

**Dr. Li Miao** has been promoted to the rank of Associate Professor effective July 1, 2014. Dr. Miao’s research focuses on consumer behavior in service consumption. Her work in this area is well recognized and led to her appointment in May, 2014 as an Associate Editor for the Journal of Hospitality and Tourism Research, one of the leading hospitality management journals. She teaches lodging management courses at the undergraduate level and strategic management at the graduate level.

**Dr. Jonathon Day**’s journey from assistant to associate professor has been one of the most fulfilling – and challenging - periods of his life. During these last few years he has been able to work with energetic and enthusiastic students preparing for exciting careers that will advance the tourism industry into the 21st Century. It has been a time when he has been able to begin to deeply explore issues associated with tourism and its impact on people and communities – a task he plans to continue in the years to come. “In moving through the ranks I have come to more fully appreciate the special place that is Purdue and in particular HTM. As I celebrate this milestone, my thanks go out to the whole HTM team, and especially, the faculty, for their guidance and encouragement over these last few years - Hail Purdue!”

**Dr. Shawn Jang** would like to express his gratitude to colleagues at the School of Hospitality and Tourism Management, especially to senior colleagues for their support. “The promotion to Full Professor really makes me feel happy and burdened at the same time. It does not mean the end of my research journey, but a huge encouragement to me for greater contribution to the HTM academy in the future. I would like to be more actively involved in national and international research societies and to share my research experiences with those in need.”

**Dr. Xinran Lehto** has been promoted to the rank of Full Professor, effective July 1, 2014. Dr. Lehto has established a global reputation in her expertise area of destination marketing and tourist behavior. Her research has contributed significantly to how tourism destinations can effectively market experience-based vacation products to various consumer segments. Dr. Lehto has published extensively in refereed academic journals and is the recipient of six best paper awards from various international conferences. She disseminates her research in a wide variety of forums including international conferences and colloquia, refereed journals, technical reports, and public presentations. She has worked closely with community agencies to evaluate and develop programs and strategies related to tourism and leisure services. Dr. Lehto has led or participated in numerous industry-based marketing projects. She will continue to be a valued member of the HTM faculty.

**SAVE THE DATE!**

**HTM ALUMNI RECEPTION**

**MAY 17TH  6-8 pm**

**THE SIGNATURE ROOM AT THE 95TH CHICAGO, IL**
HTM Career Day 2014

The HTM Career Day Board hosted two fairs in 2014, one in February and one in September. The big news this year was that the events were held in conjunction with the Department of Consumer Science (CSR) career fairs. This new partnership allowed HTM to continue its spring fair, strengthen the fall fair, and pool resources involved in coordinating the events between two boards. The CSR Career Day Board had primary responsibility for the spring fair while our board focused on the HTM portion of the event. In the spring, the 37 HTM companies were housed in the North Ballroom and the 48 CSR companies were housed in the South Ballroom. The roles and ballrooms were reversed for the fall fair with the HTM Board assuming the lead for the event, and the HTM companies moving to the South Ballroom and the CSR companies to the North Ballroom. The success of the fall fair greatly exceeded our expectations. Responses from companies wishing to participate were filled to capacity and registration had to be closed early. A total of 108 companies registered for the fairs: 55 HTM companies and 53 CSR companies.

Even though the fairs were combined, they were purposely housed in separate but adjoining ballrooms. In order to reduce confusion and make it easier for students to locate companies in which they were interested. The combined events received high praise from companies and students alike. There is overlap in the type of students the companies are looking for, and the combined fairs provide increased traffic for the companies, but the students also were able to receive the benefit of the combined fairs. The presence of companies that HTM students might not normally consider opened their eyes, and many found that their skill sets were highly desirable by companies in the CSR area. Even though many students might not seek out companies in this area, the HTM students found that their skill sets were highly desired by some of those CSR companies.

Hats off to the 2014 HTM Career Day Board for organizing the joint fairs and establishing what is sure to become a highly successful tradition on which to build. The HTM Board was led by President Tripper Carter and Vice President Kayan Olinger. Supporting them was an energized group of directors that included Claire Vachon, Catering; Ashley Zentz, Decorations; Leslie Hardesty, Publicity; Josh Birkey, Recruiter Relations; Ben Worland, Student Relations; and Carolyn Griffith, Executive Assistant.

The directors were backed up with an able group of assistants that included Ryan Saylor, Catering; Robin Schafer, Publicity; Morgan Allen, Recruiter Relations; and Taylor Fulk, Student Relations.

The 2015 HTM Board has been formed and will be led by President Kayan Olinger and Vice President Josh Birkey. Kayan and her board are already hard at work on the 2015 Fairs. Mark your calendars for February 10, 2015, and September 22, 2015. The HTM 2015 Career Days are events that you simply cannot afford to miss.

Boiler Up!
Beautiful, Timeless, Divine: The Black Tie Dinner

We did it again! For the second year in a row, Purdue’s HTM Society welcomed a record number of guests to the Annual Black Tie Dinner. A total of 228 attendees filled the elegantly decorated Purdue Memorial Union Ballrooms. Tables draped in black and white conveyed a simple - yet sophisticated - atmosphere. A string quartet and sparkling cocktail started the evening off right.

A new addition to the dinner was the introduction of four leading hospitality professionals into the HTM Hall of Fame. Those recognized included: Mr. Bill Marriott, Mr. Bill Edmundson, Mr. Dan Finn, and Mr. Bruce White. Proud to host them, we were inspired by their remarks and the impact they have had on the hospitality industry.

The 2014 Black Tie Dinner Live Auction featured two items: An Indianapolis Package that included one night at the JW Marriott Indianapolis with breakfast and a gift certificate to St. Elmo’s Steakhouse; the second item was a three night, all-inclusive stay for four at the Brush Creek Ranch Resort.

Hoping to begin developing an endowment fund for present and future HTM students, the crowd was thrilled when Mr. Bruce White bid $30,000 for the Brush Creek package. The endowment was established overnight! The endowment will be used primarily to provide annual student volunteer awards; one for the service team, one for the wine service team, and one for the culinary team. Recipients of the 2014 Volunteer Awards were Kyle Boland, Nate Denton, and Sarah Eldert.

We invite you to join us for Black Tie Dinner XVII on March 28, 2015. An evolving tradition, this year’s slogan is “Beautiful. Timeless. Divine.” Committed to achieving excellence, we hope to exceed your expectations. Once again, we will be welcoming HTM Hall of Fame inductees and hosting an auction. More information can be found at www.purdueblackti.dinner.com

HTM Welcomes New Academic Advisor

Kristin Della Sala is a Michigan native who has spent the last four years living in South Carolina and now has made the move back to the Midwest to work at Purdue University. She received her Bachelor of Applied Arts in Broadcasting with a minor in Theatre from Central Michigan University. After her undergraduate, Kristin moved to South Carolina to attend Clemson University to receive her Masters of Education in Counselor Education/Student Affairs. While at Clemson, Kristin worked in Residential Life, overseeing freshman residence halls. After her husband accepted a position in the College of Education at Purdue, Kristin began looking for advising positions because she felt it would be a great fit for her with her background in Residential Life and advising student groups on campus. Kristin started as an academic advisor for HTM in June 2014 and has since been advising students about their coursework and improving their college experiences. Additionally, she helps recruit prospective students and makes it a priority to support students who drop by her office informally. We welcome Kristin to the HTM family!
This year saw the completion of one experimental study and the start of two others. Xiaodi Sun (Ivy), a Master’s student, completed a study on different methods of cleaning chef knives in a kitchen. She used adenosine triphosphate (ATP) bioluminescence to evaluate the effectiveness of two cleaning methods: three-compartment manual dishwashing and sanitizer wiping. The study raised some serious questions about the appropriateness of using sanitizer wiping to keep kitchen knives clean. The results of the study have been submitted to the Journal of Food Protection Trends (FPT) for publication.

Zhongyu Chen, an undergraduate student, is in the data collection stage of a reach-in refrigerator efficiency study. In particular, he is evaluating the effect of the volume of food and the length of time the door is open on temperature and energy use. Conventional wisdom says that both variables will impact temperature and energy use; the goal of this study is to quantify that impact and to recommend ways to keep food safer and reduce energy consumption. Zhongyu expects to complete this study before the end of February, 2015. Another study, which is just beginning, is being conducted by Megan Rogers, undergraduate student. She is looking at the impact of vents on “to go” containers. Her goal is to determine the optimum vent size that will maintain food temperature during transport, and yet allow it to cool at an acceptable rate once it is placed in a refrigerator. Megan has developed her methodology and expects to begin data collection in early February, 2015 and to complete the study by the end of the semester.

The tourism colloquium series, sponsored by the Purdue Tourism and Hospitality Research Center, continues through 2014/2015. In these informal meetings, participants discuss thought-provoking theories and ideas to ignite scholarly curiosity, stimulate intellectual exchange, and to identify future research directions. Some of the colloquium topics in Fall 2014 included:

**Culture dissemination and sustainable cultural identity:**

The dangers of tourism to local cultures are well known and widely discussed. Assumptions such as vulnerability of a local culture to outside influences and negative changes associated with tourism generally underlie academic discussions on cultural sustainability. In this colloquium, we discussed the case when a culture itself becomes an outside influence and pondered whether a sustainable cultural identity is possible was considered.

**Creative resilience:**

Although sustainability is a widely accepted and interpreted construct in tourism studies, the many different lenses by which sustainability manifests may eventually dilute its power as an agent of behavioral change. Resilience, or the ability to absorb and respond to perennial external shocks, is a related concept. We discussed how creative resilience may represent an option to enact long-term sustainability.

**Tourism as a social force:**

The industry discourse currently dominates scholarly conversations in tourism. We discussed whether there is a value for us as scholars to think of tourism as encompassing more than just an industry to include social issues of a broader scope.

**Academic myths of tourism:**

Tourism is often thought as a young discipline that studies “the world’s largest industry” yet lacks its own conceptual foundation. We challenged these and other long-standing beliefs about tourism research and attempt to re-define tourism as a field (or discipline?) of study.

**Can tourism be sustainable?**

Sustainability is an often quoted but poorly understood topic in academia and in the community at large. In this discussion, we explored the meanings of sustainability and the challenges it presents to tourism researchers.

The tourism colloquium series attracts Purdue HTM graduate students, faculty, and visiting scholars. The series, which launched in 2012, is an initiative of Graduate Student, Ksenia Kirillova. “It has been exciting to see the colloquium grow more popular throughout the semesters and nurture greater discussion between grad students and faculty. I really think we all benefit from this friendly and informal exchange of ideas when we can challenge and learn from one another” said Ksenia. In Spring 2015, the series will explore the intersections among different sectors of hospitality and tourism industries and research topics that are of translational value to the industry practices, according to Professor Liping Cai, director of the research center.
Small Business Resilience and Natural Disasters

By Sandra Sydnor and Linda Niehm (Iowa State University)

INTRODUCTION

Small businesses are the lifeblood of American enterprise. They represent over 95% of all businesses and create 66% of all new jobs. A small business, as defined by the Small Business Administration (SBA), is any business independently owned and operated, organized for profit, and not dominant in its field. Depending on the industry, small (size) is based on the average number of employees for the preceding twelve months or on sales volume averaged over a three-year period.

Given the frequency and severity of natural disasters recently, the detrimental effect they have on families and communities should not be a surprise. This includes water and wind damage, reduced travel alternatives, and downed utility lines. Small businesses too, experience the effects of natural disasters, and are sometimes forced to suspend and/or close permanently, unable to sustain business losses associated with the disaster. Small businesses may not only suffer direct losses such as physical damage to buildings, equipment, and inventory, but also indirect losses. These losses include lifeline and infrastructure damage, lost sales due to disaster impacts on customers, and difficulty of receiving inventory because of disaster impacts on suppliers.

Business closures, sometimes called business demise are distressing because of the economic and behavioral tolls they have. When businesses close prematurely, the communities in which they reside may lose: jobs, job promotions, and wages; collect less sales taxes because of decreased spending; lose educational funding bases; experience increased mortgage failures; and experience increased out-migration.

Not surprisingly, involuntary business closings are emotionally draining for owners, employees, and other stakeholders. Additionally, because businesses are so intricately entwined, business closures in one area might create a domino effect and cause related businesses to fail as well. The Small Business Administration estimates the annual rate of small business demise to be 50%.

LESSONS LEARNED FROM CLOSED BUSINESSES, POST-DISASTER

Few studies have focused on businesses that have closed post-disaster - so factors that lead to a businesses’ closing post-disaster are not well understood. Studies estimate 25-40% of businesses that experience a natural disaster do not survive. Notably, no prior empirical studies on small business and disaster resilience or survival have been able to study closed small businesses. This study’s uniqueness stems from the unusual circumstance of
RESEARCH

interviewing small businesses that closed after hurricane Katrina.

A random sample of businesses (5,500), as diverse as tourism to agriculture and forestry, was drawn from 17,060 small businesses (200 employees or less) in ten, southeastern counties in Mississippi. Of the businesses eligible to participate in telephone interviews (2,610), 499 resulted in usable interviews of open and closed businesses. Interview topics included business characteristics and owner characteristics, including questions regarding the owners’ perceived financial successes and level of resilience.

The sampling methodology afforded a rare opportunity to speak not only with open businesses but with closed (demised) businesses. Locating demised businesses required patience, innovative measures including snowballing, physically visiting closed businesses to locate forwarding addresses, and inquiries of nearby businesses about a closed businesses’ possible whereabouts, and multiple attempts to contact by phone. Data collection procedures alone required about 13 months of diligence.

The reward for such dogged resolve is the ability to hear, from the perspective of the owners of closed businesses, whether a business felt financially successful and resilient prior to hurricane Katrina, and how they actually fared. Our research mirrors previous findings in that a business’ size, age, ownership status, legal status, industry, and prior disaster experience do impact resilience; on a more personal level so do gender, age, and education. But this study is among the first to empirically validate factors of resilience between open and closed businesses.

How then, do we make sense of the findings that owners who indicated they were extremely successful prior to hurricane Katrina were more likely to be closed than open, and owners of closed businesses were least likely to feel resilient? Broadly defined, resilience represents an ability to recover from or bounce back easily from misfortune or catastrophe. Success could range from financial success to the successful creation of a business, to the sustained success that accompanies business longevity. This might also suggest that perceptions of success may not necessarily reflect reality or provide the resilience needed for the small business owner to persevere through disaster recovery. Perhaps prior success is only a piece of the business survival equation post-disaster. Findings of the study suggest that even less successful businesses who have developed a sense of resilience may be more likely to reopen post-disaster, and that a sense of optimism may trump prior performance and success when a small business’ survival is on the line. This interpretation is also supported by prior research (Frazier, Stoel, Niehm, & Eckerson, 2013), which found that optimism among small businesses in 32 rural communities influenced the community’s ability to attract and retain new businesses.

Ultimately, there may be countless reasons why some businesses remain open while others close as a result of having experienced a natural disaster. And perhaps some of the businesses that do close do so voluntarily. Whatever the case, two things are certain: businesses will continue to experience natural disasters; and industries, such as insurance and banking, as well as risk scholars will continue to try to minimize disasters’ effects.

References


Figure I: Owners Perceived Success Before Hurricane Katrina

Figure II: Owners Perceived Resilience Before Hurricane Katrina
Managing Commodity Price Risk Exposure in the Restaurant Industry

**INTRODUCTION**

Commodity prices are considered to be a major source of business risk (Bartram, 2005). This is especially true for the restaurant industry because on average food cost accounts for 33% of revenue (Food prices and small businesses, 2008). Considering that the revenue of the U.S. restaurant industry is estimated to be $683 billion in 2014 (National Restaurant Association, 2014), a one-percent increase in food commodity prices could lead to $2.25 billion or more in additional cost for the industry. Commodity prices are likely to continue to be a major issue for restaurateurs given that approximately one billion people are moving from poverty into the world of consumerism (Woolley, 2010).

The objectives of this study were (1) to assess the extent and level of commodity price risk exposure (the risk exposure hereafter) in the restaurant industry and (2), to develop and test a mathematical model that describes the effects of cost structure on risk exposure.

- In economics, a commodity is defined as a class of goods that has no qualitative differentiation across a market. In this study, the term "commodity" refers to agricultural commodities that are commonly used in restaurants.

- Risk exposure is "what one has at risk." Risk exposure is different than risk (Adler & Dumas, 1984, p. 42). In the commodity price context, risk is the volatility of commodity prices and risk exposure is a firm’s value sensitivity to price changes.

To manage risk exposure, a restaurant can resort to financial hedging or operational hedging. Financial hedging aims to mitigate the effect, not the source, of risk exposure. Starbucks’ use of coffee futures to lock in coffee prices (Jargon, 2011) is an example of financial hedging. In contrast, operational hedging addresses risk exposure directly. Modifying the menu to avoid expensive ingredients or promoting high margin items are examples of this. However, it is challenging to identify a strategy that works for all types of restaurants due to the inherently diverse nature of the industry. In searching for a strategy that works for all firms, this study focused on operating leverage and financial leverage. Operating leverage refers to the ratio of fixed costs (e.g. depreciation expense) to variable costs (e.g. food cost). Profits are more sensitive to changes in revenues for companies with high operating leverage (compared to those with low operating leverage). Financial leverage is the level of debt in the company. A company with a high level of debt enjoys the tax savings from interest expense, but bears a higher level of financial distress.

This study developed a mathematical model based on Tufano’s (1998) fixed production model. The resulting theoretical model indicates that commodity risk exposure is negatively correlated with operating leverage. A restaurant investor's exposure to commodity risk is not only affected by operating decisions (i.e. operating leverage) but also financial decisions. Sharpe’s (1964) Nobel Prize winning Capital Asset Pricing Model shows that financial leverage not only affects equity risk but also moderates the relationship between business risk and equity risk.

**EMPIRICAL ANALYSIS**

To verify the theoretical model, we collected a sample of data from publicly traded U.S. restaurant firms between 1990 and 2012. The analysis showed that risk exposure is dynamic. The percentage of firms with significant exposure fluctuated over time, peaking at 27.5% in 1994 and fading to zero after 2006. For restaurants with exposure, the level of exposure ranged from 0.24 to 1.68. An exposure of 1.68 means that for every 1% change in commodity prices, stock prices changed 1.68%. The level of exposure also peaked in the early 1990s and faded after 2006. Since 2006, the quick decline of risk exposure has coincided with the rise of commodity prices. This also suggests that restaurant managers might have actively managed risk exposure after 2006.

The results of empirical testing supported the theoretical model’s prediction that operating leverage and financial leverage can be used to control exposure to commodity price risk.
Moreover, the effects of operating and financial leverage are contingent on the trend of commodity prices. Below is a list of key findings:

- Operating leverage only works in slump periods (i.e. decreasing commodity prices). A 1% increase in fixed costs can lead to a 79.86% reduction in risk exposure.

- Financial leverage works in both boom and slump periods and its effect is stronger than that of operating leverage. A 1% increase in financial leverage will lead to an increase of 113.19% in equity risk exposure in slump periods, and 263.28% in boom periods.

- Considering that the equity risk exposure is positive, an average restaurant would benefit from increasing (decreasing) financial leverage in boom (slump) periods.

- Restaurant firms have to reach a certain size to be affected by risk exposure.

- Full-service restaurants experience a lower level of risk exposure than limited-service restaurants in slump periods.

- Investors of exposed firms are rewarded for bearing commodity price risk.

**MANAGERIAL IMPLICATIONS**

Considering that risk exposure is positive, restaurants are encouraged to increase their risk exposure during commodity price booms, and reduce their risk exposure during slumps periods.

- During commodity price slumps, restaurants are encouraged to reduce financial leverage to mitigate the effect of commodity price on shareholder value.

- During commodity price slumps, restaurants can also increase operating leverage to reduce shareholders’ risk exposure.

- One way to increase operating leverage is to invest in fixed assets, such as storage facilities and production equipment. These investments could reduce the loss and waste of food commodities and lead to decreased sensitivity to commodity prices.

- Another way to increase operating leverage is to invest in marketing programs to build customer loyalty. Loyal customers’ demand is relatively inelastic to prices so restaurants would have flexibility to adjust selling prices. This helps transfer the (commodity) risk to customers.

- During commodity price booms, restaurants are encouraged to increase financial leverage to increase exposure. With increased exposure, the stock price can benefit from the commodity price boom. However, restaurants might not be able to increase the level of debt at all times due to their credit rating and financing costs.

Although the proposed model provides insights into the effects of operating and financial leverage on commodity price risk exposure, the model may not reflect managerial flexibility and pricing decisions. Future studies that incorporate managerial pricing decisions and consumers’ price elasticity of demand would prove valuable to industries where consumer behavior plays a significant role in pricing and operating decisions.

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**Food Safety - Researching the Hazard in Hazardous Foods**

The book provides a thorough review of current food safety and sanitation information with practical applications of current research findings included. The book surveys and examines the prevailing research and applications and reviews specific operational issues such as power or water emergencies. It also covers food safety and sanitation in various environments, such as restaurants, schools, and fairs and festivals. It is multidisciplinary in that it comprises culinary, hospitality, microbiology, and operations analysis.

Topics include:
- the importance of food safety in restaurants
- the history of food safety regulation in restaurants
- microbiological issues
- what happens during a restaurant food safety inspection
- legislative process, regulatory trends, and associations
- legal issues for food safety
- differences in the food safety perception of consumers, regulatory officials, and employees
- what restaurants should do during power or water emergencies
- front of the house sanitation and consumers’ perceptions of food safety
- social media and food safety risk communication
- food safety in farmers’ markets
- food safety at fairs and festivals
Visitor Harassment Research Report Card

By Dr. Annmarie Nicely

Visitor harassment is a global problem, negatively impacting the reputation of over 58 tourist destinations worldwide (Travel Foundation, 2013). The problem has resulted in: visitors remaining within the confines of their hotels and not supporting local markets (Skipper, 2009); cruise lines pulling their vessels from various ports of call (Thompson, 2011); and even tensions between traders and other tourism stakeholders such as hotels (Travel Foundation, 2013). Billions have been spent by destinations in trying to cauterize the problem. Jamaica alone had over 50 major types of private and government-led initiatives targeting visitors, the wider Jamaican public, and the traders in particular (Nicely, Day, Sydnor, & Mohd Ghazali, 2015). Some studies have been conducted but-like most burgeoning fields-research work in the area has been scant and largely descriptive. There is also a virtual absence in the literature of studies focused on developing and testing solutions.

Visitor harassment is an aggressive trading behavior often displayed by small independent traders at tourist destinations. Between 2012 and 2014 graduate students and faculty from the School of Hospitality and Tourism Management at Purdue embarked on a series of research studies focused on finding a solution to the problem. The goal of the studies was two-fold: first, to understand the problem; but more importantly to begin the process of developing and testing models for effectively reversing the aggressive selling behaviors.

The objective of one of the earlier studies was to identify the types of harassment behaviors as well as visitors’ emotional responses to these behaviors. A phenomenological study was undertaken. Comments chronicling the visitors’ harassment experience and posted on the travel website, TripAdvisor, were analyzed. Twenty-six individual, group, contact, and non-contact aggressive selling behaviors were identified in this study. The study also found that harassment led to visitors feeling three of four negative consumer emotions; anger, fear, sadness, but not shame (Nicely & Mohd Ghazali, 2014).

In the second study Jamaica’s visitor harassment mitigation efforts from 1957 to 2013 were examined. The objective of this study was to apply a model for sustainably reducing small independent traders’ aggressive selling behaviors developed by the team to a destination grappling with the problem for decades. One hundred and eighty-one newspaper articles, 37 annual tourism reports, and 20 other government documents were subjected to rigorous thematic content analysis. The study found that while the island had initiatives focused on discouraging the traders engagement in harassment behaviors, it had much fewer initiatives focused on encouraging non-aggressive trading behaviors (Nicely, et al., 2015).

The third study that was undertaken looked at the use of local music in evoking emotions linked to good customer service and in feelings opposite to those linked to traders’ aggressive selling behaviors. A number of music experiments were conducted with traders from a single market at a tourist destination. The study revealed a number of interesting findings that could be used by destinations when selecting ambient music for local markets. For example, it was found that nostalgic local music had a positive effect on small independent traders’ customer-service related emotions, in particular on them feeling confident, encouraged, happy, forgiving, and calm. This study is currently under review by a hospitality journal.

At this time the effect of visitors’ cultural background on their emotional reaction, as well on their intention to return to, promote, and spend at a destination, when exposed to specific harassment behaviors are being examined.

References


Travel Foundation (2013). All inclusive approach to improving livelihoods and reducing tourist hassle.
Mark Twain famously said, “Twenty years from now you will be more disappointed by the things you didn’t do than by the ones you did do. So throw off the bowlines, sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover.”

Last summer, Maggy Leitch, Stephen Leitch and Nelly Brutsman led a ‘Maymester’ study team to Scotland. The students were enrolled in two courses for a total of 6 credit hours in an amazing 6 weeks! The base of operations was Glasgow, Scotland’s largest city. They were supported by some great colleges during their studies, e.g., Glasgow City College, a university that focuses on hospitality and culinary, and The University of the Highlands and Islands.

The focus was “What tourism means in Scotland.” To understand this, they travelled, toured, visited, experienced, and tasted everything that Scotland had to offer. The highlights were the hospitality experiences. They had rare back-of-the-house tours of all the top hotels in Scotland including Gleneagles, Turnberry (now owned by Trump), and St. Andrews. During these visits they were able to talk with Hotel Managers, Executive chefs, and the Director of Golf for St. Andrews.

Many students still talk about the food and beverage as being one of their favorite experiences. Several Whisky (yes, that is the correct spelling) distilleries were toured, and the students learned firsthand how Scotch is made. In addition, they were invited to a European wine tasting and had over 10 planned ‘up-scale multi-course meals.’ The menus included Scottish meats, locally grown fruits and vegetables, and some of the freshest seafood in the world.

With little down time, the students were able to pack in some great travel. They visited the Isle of Arran, and traveled to the very north of Scotland to experience the beautiful highlands. They climbed through historic castles, gardens and of course, looked for the Loch Ness Monster! In addition, the students played golf, took walking tours of historic St. Andrews and Inverness, visited Falkirk Wheel, the site of the Battle of Bannockburn, the Glasgow Science Center and took a historic cruise through the north of Scotland on the oldest working paddle steamer in Europe.

Guest lectures were provided by a number of hospitality and tourism specialists. These included a fascinating lecture about tourism destination management at the University of the Highlands and Islands, a wonderful culinary demonstration and discussion with top chefs at Glasgow City College, a session about event management with the general manager at the Glasgow Science Center, a presentation about Revenue Management and Resort Marketing from Executives at Turnberry Hotel, and a superb talk from the marketing bureau in the city of Glasgow.

The students also visited the Leitch Family home for a garden party; this allowed them to experience not only home-cooked food, but the real life people of Scotland.

During the trip, the students collected pictures and uploaded them to a dedicated Facebook group titled, “Scotland Purdue HTM 2014”, to share and encourage other students to study abroad.

In 2014, Purdue University provided scholarships to promote study abroad. This helped HTM support three department-led study abroad trips to three separate countries with approximately 50 students. Hail Purdue!
Culture and Cuisine of Germany Study Abroad 2014

Last Spring HTM students travelled to Germany for nine days to examine and experience the cuisine and culture of Bavaria. The trip was part of the HTM 398 Cuisine and Culture class. Starting out in the foothills of the Alps the students learned to make Appenzeller cheese from local experts. They then took a short day trip to Switzerland to learn the art of chocolates. This was followed by a trip to Mainau Island where they had lunch and a wine tasting seminar. The island has a microclimate that is conducive to growing grapes and is well-known for the unique varietal Miller Thurgau. Other visits included Andechs Monastery where they learned the religious significance of this 12th century landmark, and studied the centuries old art of beer-brewing. They also visited Neuschwanstein Castle in the picturesque town of Pussen and enjoyed a local Bavarian lunch. Leaving behind the country charm of the area the group traveled to the more urban setting of Munich. The activities there included visits to the BMW factory and museum, Erdinger brewery and the Hofbrauhaus. The highlight of the Munich trip was the walking tour of the Viktualienmarkt which included tasting famous street foods of Munich. The trip ended with a beautiful and elegant farewell dinner at the legendary Bayrischer Hof hotel. While there were many activities packed in, the trip gave the students an opportunity to take a big bite of the local cuisine and helped them understand the culture and habits of the locals.

Study Abroad in China

Dr. Lehto and 12 students traveled to China in May 2014 for 19 days of activities, experiences and classes. The group began their trip in Beijing learning about Chinese hotel and restaurant management practices. They then travel to Changsha City, Hunan Province to experience the Chinese leisure industry. The students visited Zhangjiajie National Park in Western Hunan. On site the campus of Hunan Normal University, the group participated in lectures, discussions, and expert demonstrations on topics related to Chinese cuisine, leisure and hospitality products and services. A strong experiential learning component was emphasized including field visits to restaurants, hotels and spas, product sampling and tastings, and a cooking competition. The journey continued in Shanghai, one of the largest cities in China. Students experienced five-star local hospitality and attend a seminar about international hotel brands in the Chinese market. The trip included a stop at Yantai city, where students interacted with Nanshan Management Group in Longkou, a business empire which has a portfolio that includes multiple golf courses, resorts, hotels, wineries and convention centers.

Thanks to its rapid economic ascent, China has become one of the top international tourism and hospitality markets. As destinations, hotel chains, restaurant groups and retailers around the globe increasingly attempt to tap into this market; it is becoming strategically important for hospitality and tourism programs in the United States to prepare their students with adequate knowledge of the Chinese consumer culture, and to cultivate the skills and competencies needed to effectively compete in a global market environment. This program represents one of HTM’s efforts to prepare future leaders of the hospitality and tourism industry in a globalized world.
Spain Maymester Program 2015

One of the amazing changes that has been seen over the years is the increased interest of Purdue students to become involved in study abroad programs. This May, 20 students are registered for a Maymester course that will take them to Spain. Demand was so great that the program was filled within the first 2 weeks of the fall semester, and there were 8 on the waiting list according to Dr. Howard Adler who, along with Dr. Sandra Sydnor, will lead the program.

The program is titled Tourism and Culture in Spain. To say the least, it is very difficult to cover a country with as rich a culture and history as Spain in 23 days. One of Dr. Adler’s goals is to have the students understand how important tourism is to the local economy. Spain has consistently been the number 1 (or 2) country in tourism arrivals in the world. The last few years have been very tough on their economy so tourism has become even more important.

The desire of this trip is for the students to have fun but at the same time learn about the unique aspects of Spanish culture like Flamenco (dancing and music), and tapas (food). Flamenco is a form of Spanish folk music and dancing which originated in southern Spain. To see the costumes of the dancers and listen to the passion in the music is something that most people will never forget. Tapas are basically a wide variety of appetizers which the Spanish often eat as a meal. They can be hot or cold and the Spanish often eat them standing up and socializing. The variety of food served in this way is amazing according to Dr. Adler. The students will also visit one of the most famous art museums in the entire world, El Prado. They will also see the work of many famous Spanish painters and sculptors such as Pablo Picasso, Salvador Dalí and some of the more classical painters like El Greco and Joan Miro. They will also look at the importance of wine and olive oil to the country according to Dr. Sandra Sydnor. The Spanish olive oil industry is the largest in the world and produces 38% of the world’s supply. The students will learn and understand the differences in olive oil which varies greatly depending on the region of the country in which the olives are grown.

In terms of wine, many people associate fine wine with Italy and France but many don’t realize the importance of Spanish wine. The most famous type of Spanish wine is Sherry, a fortified wine.

Students will spend five days in Barcelona, five days in Madrid and then travel south to tour some of the top tourist areas in the country such as Segovia, Toledo, Seville, Granada, Cordoba and the Costa del Sol. The southern part of Spain has a great deal of Moorish architecture and design which goes back to the 7-10th centuries.

There has been a tremendous demand for more study abroad programs to Spain; there is a hope to put this in a 3-year cycle. Recently, a tentative study abroad timetable for the School of Hospitality and Tourism Management has been for programs to Peru and Ecuador, Ireland, New Zealand, Australia, Greece and Turkey. There has not been a study abroad student that does not feel that traveling has changed his/her life, and that he/she would like more of it in the future. Discovering a new culture, seeing iconic places, and learning new things is eye opening for most, according to Dr. Adler.

HTM Welcomes Back Eight Students from China

HTM Welcomes Back Eight Students from China

After spending six months in China between May and November 2014, eight HTM students returned to campus to resume their classes in Spring 2015. During their stay in China, these eight students participated in HTM’s Sponsored Hotel Internship and Study Abroad in China. While interning at a Shangri-La Hotel, they studied for and earned 12 credit hours towards their Purdue degrees.

Shangri-La, Chengdu: Donnelly, Alleen
Shangri-La, Dalian: Lindsey Curry, Kayla Lee
Shangri-La, Guangzhou: Gabrielle Erftenbeck, Ivan Carlos, Thomas Zega
Shangri-La, Suzhou: Stephanie Dickerson, Lindsey Mason
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Mr. Mark J. Weidemeier
Ms. Kristine D. Yeager
### ALUMNI UPDATES

#### ‘77
**Denis F. Durahte**
Denis is owner of DTC’s – Director to Chef’s; they market Food Service products to Chef’s USA
E-mail: dduraht24@yahoo.com

#### ‘80
**Cynthia Rice (Maiden) Westcott**
Cynthia is a Judge for the 11th District Appeals in Warren, OH.

#### ‘88
**Tony Nichols**
Tony is the Vice President, Life Sciences for Capgemini in Mission Viejo, CA.
E-mail: tony.nichols@capgemini.com

#### ‘92
**Greg Wright**
Greg is the Service Manager for the Cintas Corporation Rental Division. He has been with the Cintas Corporation for 15 years.
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#### ‘96
**Eric Charlsan**
Eric is the Area Director of Human Resources for Hyatt Regency McCormick Place & Park Hyatt Chicago
E-mail: eric.charlson@hyatt.com

#### ‘97
**Jeremy Warriner**
Jeremy is a Motivational Speaker for the Freelance Company & Hospitality Consultant for Self-Employed Company in Indianapolis, IN. He is the winner of the 2007 Sushilla Sood Champion of Courage Award, the 2009 Assistive Technology Inspiration Award, and the 2010 Steven J. Sharp Public Service Award. Jeremy is currently serving as Immediate Past Chairperson for the Indianapolis Mayor’s Advisory Council on Disability.
E-mail: jkwarriner@comcast.net

#### ‘98
**Pritash Mathur**
Pritash works for Deutsche Bank Department Division as an Asset Wealth Manager in Mumbai, India
E-mail: pritash.mathur@db.com

#### ‘03
**M. Kier Crites-Scherger**
Kier is the Sr. Public Relations Coordinator for IU Health Arnett in Lafayette, IN.
E-mail: mcrites@iuhealth.org

#### ‘04
**Kellie Commons**
Kellie is the Administrative Manager for ETE Reman in Milwaukee, WI.

#### ‘05
**Amber (Ake) Buosh**
Amber is the Owner/Coach for My Life Compass in Chicago, IL.
E-mail: amber@mlcompass.com

**Justin Stewart**
Justin is the Director, CDM/CFPP for Culinary Services Group in Westminster, MD.
E-mail: jkwaristewart@csgfood.com

#### ‘07
**James Matthew Dinkel**
Hospitality Consultant for RevPar International in Fort Lauderdale, FL.
E-mail: m.dinkel@revparintl.com

**Ashley Piper**
Ashley is the Office Manager for PF Appraisals in Chicago, IL.

#### ‘09
**Allie George**
Allie is the Guest Experience Supervisor for Innkeeper Hospitality Services – Hotel Blackhawk in Davenport, IA.
E-mail: ambassador@hotelblackhawk.com

#### ‘10
**Jessica Kaser**
Jessica is the Owner of LA Café in Whitestown, IN.
E-mail: Jessica@lacafeindy.com

**Nick Kelley**
Nick is the General Manager at Hyatt House Colorado Springs for Sage Hospitality in Colorado Springs, CO.
E-mail: nick.kelley@hyatt.com

#### ‘11
**Patricia Gonzalez**
Patricia is a MBA Graduate Student at the University of New Haven

**Denae M. Skaar**
Denae is the Major Gift Officer for National FFA Foundation

#### ‘13
**Melissa Renee Miller**
Melissa is the Front Desk Manager for White Lodging Services-Aloft Chicago City Center in Chicago, IL.

**Andrew Savitsky**
Andrew is the Senior Consultant for LRA Worldwide in Philadelphia, PA.
E-mail: andrew.savitsky@raworldwide.com

#### ‘14
**Michael Nalezny**
Michael is the Food and Beverage Manager for Hyatt Hotels & Resorts Department Division in Austin, TX.
E-mail: michael.nalezny@hyatt.com
## 2014-15 HTM Scholarship Awards

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<th>CONTRIBUTOR</th>
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<td>AHLEF – Cecil B. Day</td>
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School of Hospitality and Tourism Management
Purdue University
Annual Golf Tournament

Support the HTM Scholarship Fund
Monday, September 21, 2015

Pete Dye Clubhouse
Award Winning Kampen Course

Shot Gun Scramble - 18 hole foursomes
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Registration date and more information coming soon:

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

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Fulcrum Hospitality LLC
New York, NY

Steve Bauman
Marriott International
Bethesda, MD

Roy Beaumont
Marriott International
Bethesda, MD

Steve Bauman
Fulcrum Hospitality LLC
New York, NY

Travis Carpenter
Jack Stack Barbeque
Overland Park, KS

Brad Cohen
Arni’s Inc.
Lafayette, IN

James Dora, Jr.
General Hotels Corporation
Indianapolis, IN

Bill Edmundson
Principal
Tenacity, Inc.
Park Ridge, IL

Richard (Dick) Eisenbarth
Cini-Little International, Inc.
Ft. Lauderdale, FL

Art Norins
Nor 1, Inc.
Santa Clara, CA

Bruce Grosbety
Managing Director
Enchantment Resort, Mii Amo Spa, & Seven Canyons Golf
Sedona, AZ

Bryan Hayes
Select Service Division
White Lodging
Merrillville, IN

William (Bill) Hombuckle
MGM Resorts International
Las Vegas, NV

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

Richard Kelleher
Principal
Pyramid Advisors LLC
Boston, MA

Zach Lockett
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JW Marriott International
Indianapolis, IN

Beth McCuskey
Associate Vice President
Housing and Food Service
Purdue University
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Jack Quinn
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Patrick Tamm
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Indianapolis, IN

Joann “Jo” L. Wade
President & CEO
Visit Lafayette-West
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Lori Wandszilak
Hotel Marketing Manager
Aria Resort & Casino
Las Vegas, NV

Frank Wen
Vice President/General Manager
Shangri-La Hotel
Nanjing, China

Scott Wise
President/CEO/Owner
A Pots & Pans Production/
Scotty’s Brewhouse
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Christine Ladisch
Dean
College of Health and Human Sciences
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West Lafayette, IN

Ex Officio
Richard Ghiselli
Professor and Head
School of Hospitality and Tourism Management
Purdue University
West Lafayette, IN

Calendar of events

Feb. 10 HTM Spring Career Fair
March 28 Black Tie Dinner
Purdue Memorial Union
May 16-19 National Restaurant Association Show, McCormick
Place, Chicago
May 17 Purdue HTM Reception
Sept. 21 Career Day Senior Reception
Sept. 21 HTM Annual Golf Tournament
Sept. 22 HTM Career Fair
Nov. 8-10 International Hotel, Motel & Restaurant Show
Javits Center, NYC