

THE Boilerplate

FALL 2006

Marriott Foundation gives \$4 million

Purdue University announced Friday, October 27 a gift that will lead the way to build a new \$12 million building to house its top-ranked Department of Hospitality and Tourism Management.

The J. Willard and Alice S. Marriott Foundation has made the \$4 million lead gift to construct a state-of-the-art facility, to be named Marriott Hall, for teaching, research, and additional dining options for the campus and community. The gift was announced during the annual President's Council dinner in the Purdue Memorial Union Ballrooms.



Ray Kavanaugh, HTM professor and head, shakes hands with JW Marriott Jr. while Dean Dennis Savaiano of the College of Consumer and Family Sciences looks on.

The new building, to be located at the northwest corner of State and University streets, will upgrade all areas of Purdue's hospitality programs, including its undergraduate offerings that are already ranked No. 1 in the nation by the two most recent ranking surveys of programs of their kind.

Purdue President Martin C. Jischke said the quality of the department's programs, as well as student demand, make a new home for the department a strategic priority for the University. "We equip Purdue students with a wide range of skills that the industry values very highly," Jischke said. "Graduates of the program go to work in Indiana and all over the world. This new facility can only make Purdue's outstanding program even stronger, and we are very grateful to the Marriott Foundation for its vision and support."

Ray Kavanaugh, the head of the department, said the support of the Marriott Foundation will provide much more than a new facility. "This \$4 million gift provides the base that ultimately will give our department a home on campus that will improve the learning environment for our students and upgrade research facilities for our faculty," Kavanaugh said. "It also will give us a better front door to the world for recruiters, the local community, and visiting clientele of our teaching restaurants."

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We need your input!



HTM is seeking alumni input for a curriculum review. Please go to our Web site, www.cfs.purdue.edu/htm, and click on "HTM Alumni Survey." Complete the survey by January 1, and you'll be eligible to win a \$100 gift card! Read more on page 9.



Ray Kavanaugh

Confucius said that if you have a job you truly enjoy, you will never work a day in your life. The ancient Chinese philosopher was a wise man in many ways. His words occurred to me a few weeks ago as I was reflecting back on my time at Purdue.

A number of things have happened over the past 18 months that have caused me to reflect on my life and career. One of these factors was the realization that I am now in my tenth year at Purdue University. My time here has gone by quickly, and it has been the most positive time of my career because of many great people. The faculty

and staff are exemplary. The alumni I have had contact with have an everlasting sense of pride in their alma mater. Our industry friends encourage and support our program in many generous ways. The students are passionate about careers in our industry and actively work to improve our program through student organizations. They continue to come to us better prepared than ever. For example, SAT scores of incoming HTM freshmen have risen from an average 962 in 1997 to 1120 most recently.

The HTM program has built a solid reputation over the past years through the efforts of all our constituencies. We retain our No. 1 ranking through the word of all associated with Purdue HTM past and present. However, rather than focus on accomplishments to date, let's take a look at what lies ahead.

The hospitality and tourism industry is predicting continued growth. This trend offers exciting career opportunities for our students. At the same time, we face challenges in offering our students a cutting-edge educational experience.

Our No. 1 priority right now is to provide state-of-the-art educational facilities and equipment. We are launching a campaign to fund the construction of a top-quality educational facility to house the program. The funding for this new building will require the support of each one of you. We look forward to your assistance as the building fund moves forward.

Another top priority is the hiring and retention of high-quality faculty and staff. Our current personnel are the strength of today's program. It is increasingly difficult to hire and keep the best as the number of programs in our field increases. As it has in the past, attrition through retirement will continue to reshape our staffing. The keys to winning these battles are research funding, competitive salaries, and endowed chairs and professorships.

Keeping our curriculum in focus with industry needs and expectations is an ever-present challenge. We are beginning a thorough analysis of our curriculum this year. See page 9 for details about our survey. Please thoughtfully respond to it. Your guidance is important to us.

Finally, the quality of our students has always been the key component to the success of HTM and its reputation throughout the industry. We are only as good as the graduates we place into our discipline. Our alumni have contributed greatly to our reputation. Our future alumni will continue this proud tradition.

Thank you to all who have contributed to our success. We look forward to your continued support.

HTM mission statement

The Department of Hospitality and Tourism Management at Purdue University is to be a leading provider of superior education and quality service while serving as a foremost proponent of research and technological advancement in the hospitality and tourism industry. The HTM department will:

- emphasize classroom theory blended with experiential learning at the undergraduate and graduate levels;
- integrate future technologies into the curriculum to prepare our students for their roles as leaders;
- conduct basic and applied research relating to the domestic and international hospitality and tourism industry; and
- provide direct support to the industry through the highest quality educational programs and consulting services.

calendar of events

November 11-14: International Hotel/Motel Show, Jacob Javits Convention Center, New York

November 13: HTM Alumni and Industry Reception, Rainbow Room, Rockefeller Plaza, New York, 5:30 to 7:30 p.m.

March 23, 2007: Black Tie Dinner, Purdue Memorial Union

May 19-22, 2007: National Restaurant Association Show, McCormick Place, Chicago

May 20, 2007: HTM Alumni and Industry Reception, The Signature Room at the 95th, John Hancock Building, Chicago, 6 to 8 p.m.

Cohen award will help professor design finance curriculum

Richard Ghiselli is this year's recipient of the Arnold I. Cohen Faculty Development Award. He was honored in September at Career Day events.



Rich Ghiselli (third from left) accepts a faculty development award from Linda Cohen. Also pictured are Brad Cohen, Ann Cohen, Jessica Cohen, and Kurt Cohen, along with Ray Kavanaugh, HTM professor and head.

This is the second time Dr. Ghiselli has received the award, which supports HTM professors in advancing their industry knowledge and expertise. He will use the funds to help develop curricular modules on revenue management. Dr. Ghiselli teaches several hospitality finance courses, including HTM 241 (Managerial Accounting and Financial Management in Hospitality Operations) and HTM 541 (Advanced Hospitality Accounting & Finance Systems).

The Arnold I. Cohen Faculty Development

Award is 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,



Arni Cohen

based on applications submitted by faculty.

Faculty, former grad student win award for best paper in D.C.

Several faculty and a former graduate student were honored at the Annual CHRIE (Council on Hotel, Restaurant, and Institutional Education) Conference in Washington, D.C. Doug Nelson, Barbara Almanza, Rich Ghiselli, and Mag Binkley (PhD '05), now an assistant professor at Texas Tech, received a best-paper award for "Impact of Manager Food Handling Certification on Food Safety."

The article was based on research funded by the Cooperative State Research, Education, and Extension Service, U.S. Department of Agriculture. The study focused on how certifying foodservice managers affects restaurant food safety as measured by health inspection results.

The researchers found that while knowledge increases, inspection scores do not significantly increase after certification. "This does not mean certification is not important, rather that it is but the first step to safe food," wrote the authors. "The challenge is to convert the increased knowledge gained through certification into better inspection scores."

HTM representatives present in Taiwan

Four HTM representatives attended the 12th Asia Pacific Tourism Association (APTA) and the 4th Asia Pacific CHRIE (Council on Hotel, Restaurant, and Institutional Education)

Joint Conference held last June in Hualien, an eastern coastal city of Taiwan. Dr. SooCheong (Shawn) Jang, HTM assistant professor, accompanied doctoral students Hugo Tang, Young Namkung, and Yi-Chin Lin. They were among more than 300 attendees from 18 countries.

Dr. Jang and Mr. Tang co-presented a paper, "Cross-Balance Sheet Interdependencies: A Longitudinal Study of Hotel Companies." The study, which examined the unique financing behaviors of hotel companies as related to assets structures from 1990 to 2004, discovered maturity mismatching between property, plant, and equipment (PPE) and corresponding long-term liabilities, and high dependency of operating assets on stockholders' equity.

Dr. Jang also presented a paper with Ms. Namkung, "Perceived Quality, Emotions, and Behavioral Intentions in Restaurants: An Extended Mehrabian-Russell



Shawn Jang

Model." Using structural equation modeling, the study showed atmospherics and service function in restaurants as stimuli to enhancing positive emotions, while food attributes act to relieve negative emotional responses. Findings suggest that atmospherics and service level significantly influence diners' behavioral intentions.

Dr. Lin (PhD '06) presented her paper, "A Comparison Between Media-projected Food Images and Destination Stakeholders' Intended Food Image," co-authored with Dr. Thomas Pearson and Dr. Liping Cai. Dr. Lin now holds a faculty position at a university in Taiwan.

HTM junior honored with Statler scholarship

Robyn Kriek has received a Statler Foundation Scholarship of Excellence for the academic year 2006-07 as a result of her academic merit and extracurricular involvement. The scholarship, which is awarded to outstanding undergraduate students studying hotel management, provides up to \$20,000 per academic year to cover tuition, fees, and books.



Robyn Kriek

Ms. Kriek is a junior HTM major with an emphasis in tourism and a minor in Spanish. The Pittsburgh, Pennsylvania native was officially honored by the foundation at a luncheon at Niagara University in September.

The Statler Foundation was established in 1934 under the will of hotelier Ellsworth M. Statler. The purpose of the foundation is to support industry research and to improve the proficiency of its workers for the benefit of the profession.

Professor named to Teaching for Tomorrow program

Chris Ladisch, vice president of academic affairs, has named Professor Mick LaLopa as senior faculty member for the Teaching for Tomorrow program. Dr. LaLopa was awarded a grant to use for professional development or teaching-related activities.

As a senior mentor, along with Jay Akridge (Department of Agricultural Economics) and David Rollock (Department of Psychological Sciences), they will work with the seven faculty members chosen as Teaching for Tomorrow fellows.



Mick LaLopa

Teaching for Tomorrow fosters continued excellence for teaching and learning at Purdue and helps develop the teaching potential of faculty chosen as fellows. The program is funded through an endowment established by Chuck and Esther Boonstra, who were Purdue class presidents in 1944 and 1945. Senior faculty work with fellows on teaching-related issues such as adjusting methods based on class size, student readiness and learning styles, subject matter, cultural diversity, course objectives, course goals, and experiential and student-centered learning.

Tourism executive speaks at market research seminar

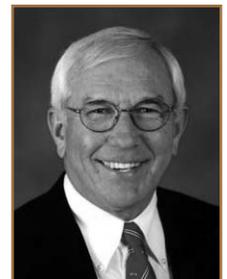
Jim Epperson, executive director of Harrison County Convention and Visitors Bureau, was a guest speaker last spring at a seminar hosted by Purdue Tourism and Hospitality Research Center (PTHRC). More than 30 HTM graduate students and faculty attended. Mr. Epperson demonstrated how the findings of an image study conducted by PTHRC are used in branding his communities as a travel destination, and emphasized the importance of research and community involvement in destination marketing.

James Dora receives honorary degree

James. E. Dora, founder and owner of General Hotels Corporation, received an honorary doctor of hospitality and tourism management degree during May commencement. Mr. Dora owns and operates 10 successful hotel properties and a conference center in central Indiana.

“Throughout his career, he has distinguished himself with his vision and leadership in developing the hotel industry and in supporting the development of future industry leaders,” said Ray Kavanaugh, HTM professor and head.

Mr. Dora received a bachelor of science degree from Purdue in 1958, is a member of Sigma Chi fraternity, and is an active co-chair of its steering committee. “He is an accomplished hotelier of international renown and has demonstrated lifelong leadership in the hospitality industry. Strong leadership has been a critical component of Mr. Dora’s success,” said Dr. Kavanaugh.



James Dora

Mr. Dora served on the International Association of Holiday Inns Worldwide, the leadership group of Holiday Inn owners for nine years, including two years as its president. He is a two-time recipient of the Sagamore of the Wabash, the top honor given by an Indiana governor recognizing accomplishments and citizenship. He is a past chair of the Purdue President’s Council and was vice chair of Purdue’s Vision 21 campaign in the early 1990s.

Center for the Study of Lodging Operations

This year the Lodging Research Center has focused on labor issues, e-learning, and revenue management in the hotel industry, and crisis preparedness in the meeting planning industry. This article centers on research by Stephen Leitch (MS '06).



Sheryl Kline

Mr. Leitch has worked with several lodging center research fellows, including Sheryl Kline, Howard Adler, and Carl Braunlich, on the issue of aesthetics and labor. His research question asked: How important is it to be aesthetically pleasing in order to gain employment in a customer service position in the hospitality industry? The findings are surprising and relevant to both applicants and recruiters.

Mr. Leitch surveyed HTM alumni, asking them to rate 16 potential employees for a "customer-facing job." Each applicant's description included a brief resume and a photo. The study concluded that respondents favored a person's looks over technical skills. This is poignant because previous research found that technical and social skills are most important.

Based on the demographics of respondents, the research also concluded that the recruiter's age and gender is relevant in the hiring decision. Females and younger respondents were less critical in their ratings of potential employees. On average, females rated potential employees higher than male respondents. Females paid less attention to applicants' age, gender, aesthetic level, and past experience. Males and older respondents

avored better-looking applicants. Findings imply that being interviewed by a female and/or younger person improves the chance of being hired.

Arthur Avery Foodservice Research Center

The Avery Foodservice Research Laboratory remained active despite the loss of its director, Doug

Nelson, for most of the summer as he prepared for his military deployment.

Barbara Almanza, the laboratory's original director, has assumed the position until Dr. Nelson's return.



Barbara Almanza

The most notable accomplishment has been the completion of the second USDA grant on the impact of manager certification on food safety. Researchers have already presented at three conventions and submitted papers to two journals, and plan to submit four more.

Another achievement was the completion of an article on silicon bake ware by Nelson Barber (graduate student), Joe Scarcelli (graduate student), Jim Daniel (foods and nutrition faculty member), Dr. Almanza, and Dr. Nelson. Results indicated that silicon bake ware has several problems with crust and color development, and does not appear to be as non-stick as some of the advertisements claim. On the plus side, cakes baked in the silicon pan rose slightly higher than those baked in standard aluminum pans.

Avery researchers also presented three papers at the International Hospitality and Tourism Virtual Conference:

■ "Relationship Between the Traditional 2100-Point Restaurant Inspection Rating System and the Current Inspection System of Critical and Non-critical Violations" by Ji Eun Lee (graduate student), Dr. Almanza, and Dr. Nelson, which received a best-paper award;

■ "Wine Packaging: Does It Influence Consumers' Decision to Purchase?" by Mr. Barber and Dr. Almanza; and

■ "Silicone Bake Ware: Is There a Difference in the Final Product?" by Mr. Barber, Dr. Almanza, Dr. Daniel, and Joe Scarcelli.

Purdue Tourism and Hospitality Research Center

Last July, 10 executives and managers from Nanjing Jinling Holdings, China, kicked off their one-month professional development program in the Department of Hospitality and Tourism Management. The program was developed by Dr. Liping Cai, director of the Purdue Tourism and Hospitality Research Center. Eight HTM professors participated as seminar speakers.

Ray Kavanaugh, HTM professor and head, complimented delegates at the welcome session:

"We take great pride to have a strategic partnership with Jinling Hotels because we recognize it as the No. 1 hotel company in China, if not all of Asia."



Liping Cai

Indiana certification mirrors Serv-Safe curriculum

In May 2005, the Indiana State Legislature passed two historic bills, subsequently signed by Governor Mitch Daniels. While everyone knows about the bill mandating Daylight Savings Time for Hoosiers, few know of the other important bill – SB 382.

When passed by the House and Senate, the bill required all Indiana liquor license holders to be certified in Responsible Alcohol Service. Much of the hard work behind the legislation lies with several Lafayette-area individuals, including Senator Ron Alting, former Lafayette Mayor Dave Heath, Purdue Health Advocacy Coordinator Tammy Loew, and HTM's own William Jaffé.



Bill Jaffé worked behind the scenes to get a responsible alcohol service bill passed last year.

The law requires all 100,000-plus licensees to complete a certification program in responsible alcohol service. Enactment of the training is expected to begin in early 2007.

As Dr. Jaffé explains, HTM has been providing this type of training to students for 10 years. "Beginning with the National Restaurant Association's Bar Code Program and continuing with the NRA Educational Foundation's Serv-Safe, Purdue has been on the forefront in

training students through HTM 491 (Beverage Management)," he says.

The Serv-Safe program presents real-life scenarios, culminating in a written certification exam that all students must pass before receiving their course grade. The Indiana state certification program mirrors the Serv-Safe information and will be offered through the Ivy Tech Community College system.

Virtual conference wins for innovation

S heryl Kline and J. Stephen Taylor of the University of Strathclyde, co-chairs of the International Hospitality and Tourism Virtual Conference (IHTVC), received the McCool Breakthrough Award in 2006 from I-CHRIE (International Council of Hotel, Restaurant, and Institutional Education). The annual award recognizes the innovative use of technology and the Internet in hospitality and tourism education.

IHTVC began in 2004 to bring hospitality and tourism graduate students and faculty together in a virtual refereed research forum. HTM and Strathclyde's Scottish Hotel School developed the event, the first virtual conference of its kind.

"Although the award was presented to the co-chairs of this conference, it belongs to the many individuals whose work made the IHTVC a successful conference and technological event," Dr. Kline says. She cites Web masters Doug Couch and Stephen Leitch; graphic artist James Zou; conference editor Christine Latour; and Purdue Instructional Development Center staff members Bart Collins, Sangeetha Khichadia, and Sinem Senol.

Honors students examine culinary program

The 2005-2006 sophomore honors class, taught by Mick LaLopa, conducted the second annual survey of culinary programs. Their findings were published in the fall issue of *Chef Educator Today* and will be reported in *Nation's Restaurant News*.

Using an online survey, students collected data from 73 post-secondary culinary program directors. Here are some results:

- The mean number of students enrolled in post-secondary culinary programs was 188; they were being taught by eight full-time and five part-time faculty members, making for a student-teacher ratio of 24:1 (when only considering full-time faculty members).
- The mean enrollment of males was 50% and the minority enrollment was 33%. Retention rates were 75% for programs that calculate that statistic. The mean tuition was just over \$10,000. The mean placement rate was 92%, with starting salaries at nearly \$24,000.
- Only 44% of the culinary programs responding were accredited by the American Culinary Federation.
- Culinary students struggle most with courses that involve math.
- Programs spend significant amounts of money to teach cooking and to stock their single foodservice outlets.

Students who planned and completed the survey included Kelli Crubaugh, Rachel Johnson, Jonathan Kallini, Robyn Kriek, Eujin Park, Nicole Sheldon, Anna Stevenson, Mary Strub, Sarah Tillery, and Emma Wascher.

HTM professor receives NSF and diversity grant awards

Juline Mills received two grants this summer. The first award, for \$300,000, comes from the National Science Foundation Cybertrust directorate. The project is examining improved methodologies and software protocols for Web survey data collection. This is a continuing grant that has been approved on scientific and technical merit for approximately three years. Dr. Mills is co-principal investigator with Mikhail Atallah, Distinguished Professor of Computer Science.

Dr. Mills also received a diversity fellowship of \$2,000 from the Purdue University Office of Diversity Resources. She was honored for integrating a diversity component into her HTM 351 (Hospitality E-business) course. Students will examine how to improve diversity in the hospitality workplace through information technology resources and will develop technology business plans that reflect an understanding of diversity.



Juline Mills

Graduate and faculty win in Beijing

Purdue researchers were honored in August at the international conference "Tourism and the New Asia: Implications for Research, Policy, and Practice," in Beijing, China. Soojin

Choi (PhD '06); Xinran Lehto, assistant professor; and Alastair Morrison, distinguished professor; won the best-paper award for their research, "Segmenting Chinese Tourists by Information Sourcing Variables: Focusing on the First-Time Visitors to Macau."



Alastair Morrison

The study examined Mainland Chinese tourists' patterns and characteristics of information use, and segmented the outbound Chinese tourist market with information sourcing variables.



Xinran Lehto

"These findings provide updated and practical implications for Macau tourism marketers to build efficient communication strategies to appeal to Mainland Chinese tourists," Dr. Lehto said. "The research also yields broader insights for other destinations eyeing the Chinese outbound travel market."

NRAEF names three new officers to board

The National Restaurant Association Educational Foundation (NRAEF) has elected three new officers to the NRAEF's Board of Trustees for the 2006-2007 term. At the board meeting held during the 87th Annual National Restaurant Association Restaurant, Hotel-Motel Show last spring in Chicago, Ray Kavanaugh became the board's new chairman, Ruben Villavicencio assumed the post of vice

chairman, and Linda Bacin was elected to the position of treasurer.

"These three individuals continue to make invaluable contributions to the growth and direction of the NRAEF, further enhancing the state of education in the foodservice industry, and further establishing the industry as the cornerstone of career and employment opportunities," said Mary M. Adolf, NRAEF president and COO. "Under their experienced leadership, the NRAEF will continue to further its mission of delivering effective resources, materials, and programs, consistent with the National Restaurant Association's mission and policies, which educate and build a qualified workforce that adds value to the foodservice industry and ultimately to the consumers the industry serves."

Dr. Kavanaugh, professor and head of HTM, advances to chairman after serving as vice chairman for the 2005-2006 term. An NRAEF trustee since 1997, he most recently served four years as chairman of the certification governing board.

Wear your Black and Gold on Fridays

Here's a new twist on Casual Fridays — Black and Gold attire! Purdue is inviting alumni, students, and friends to participate in Boilermaker Fridays year-round, particularly during football and basketball seasons.

The promotion kicked off this fall in conjunction with College Colors Day, a national event to increase awareness of higher education.



HTM head receives Champion of Education award

In August, Ray Kavanaugh, HTM professor and head, received the Champion of Education Award from I-CHRIE (International Council of Hotel Restaurant and Institutional Education).



Ray Kavanaugh accepts his I-CHRIE Champion of Education Award from Mike Zema, outgoing president of I-CHRIE.

The award is given upon special occasion by I-CHRIE's board of directors to honor a corporation or individual who has demonstrated a longstanding commitment to special initiatives that advance the mission of I-CHRIE. Dr. Kavanaugh is in unique company – past winners include Gilles Honegger, J.W. Marriott Jr., William P. Fisher, E. Ray Swan, Gilbert Valterio, and Hank Cockerill.

The author of more than 80 publications, including co-author of the textbook *Supervision in the Hospitality Industry* (available five languages), Dr. Kavanaugh is one of the most prolific writers in his field. He has assisted Poland, Belize, China, Japan, Indonesia, and Thailand in implementing educational programs. His industry experience includes director of human resources with Red Lobster Restaurants, Inc. and vice president of product development with the Educational Institute of the American Hotel and Lodging Association (AH&LA).

Dr. Kavanaugh holds numerous certifications and distinctions, including Certified Hotel Administrator (CHA), Certified Human Resources Executive (CHRE), and Conti Distinguished Professor at the Pennsylvania State University's School of Hotel, Restaurant, and Recreation Management. In 2004, he received I-CHRIE's Howard B. Meek Award for lifetime contribution and outstanding service to hospitality education and I-CHRIE.

Career Day 2006 continues tradition

By Doug Nelson

The 2006 HTM Career Day board continued the tradition of excellence that has become the standard for HTM Career Day events. This year, 47 companies sponsored booths and more than 400 students attended.

The event began with a reception for recruiters, seniors, and graduate students. For the first time, the event was so well-attended that it was moved to the Purdue Memorial Union. Keynote speaker Deborah Sexton, president and CEO of the Professional Convention Management Association, provided keen insights into the meeting and convention industry. Students from all stages of their education benefited greatly from interaction with company representatives throughout the event.

This year's success was due to the hard work of Lindsay Vaughn and fellow board members Katie Giannini, Stephanie Correll, Abbey Cenovich, Krishna Chauhan, Brianna Daugherty, Lori Wandzilak, Chrissy Wilinski, Jennie Dallas, Rebecca Pfeifer, Elsie Bates, Rebecah Ray, and Hope Marschke.

Professor deployed to Kyrgyzstan air base

Prof. Doug Nelson has temporarily traded his coat and tie for a desert camouflage uniform. Major Nelson, a US Air Force Reserve officer, is serving the United States in support of Operation Enduring Freedom. In early September, he assumed the position of deputy service commander, 376 Expeditionary Services Squadron, Manas Air Base, Kyrgyz Republic (Kyrgyzstan). He is expected back at Purdue for the spring semester.

"The men and women of the 376 Expeditionary Services Squadron are responsible for feeding and housing all airmen stationed at Manas AB, as well as those passing through on their way to and from other bases in the area," explains Major Nelson, who assists the commander. "In addition, they also operate a fitness center as well as several recreational facilities for the airmen to relax after long hours on the job." Major Nelson also ensures that the remains of fallen warriors being transported through Manas AB are properly cared for and treated with honor and respect.



Doug Nelson is serving in Operation Enduring Freedom at an air base in Kyrgyzstan.

HTM faculty and staff wish the major well as he serves the United States, and eagerly anticipate his safe return.

Account clerk gets students up and running each morning

Bev Jones's official title in HTM is account clerk. Unofficially, she's "Mom." Calling on students who've slept in late, passing out razors and nail polish remover, and issuing hats and aprons, she ensures that her charges show up on time and ready to work each morning in Stone Hall's foodservice operations.



Besides balancing the books for the John Purdue Room and HTM Café, Bev Jones helps ensure that each operation is fully-staffed each morning.

"When I applied for the job, I thought it was more for accounting," says Mrs. Jones, who also balances the books for the HTM Café and John Purdue Room. "I have experience with that, but I also have 30 years of experience as a mom." The maternal skills have served her well since she joined the department in 2003.

"Bev followed Nancy Clerget, who held the position for 39 years. But she made it a seamless transition," says Keith Molter, foodservice director and graduate instructor. "She does a lot for the students and a lot for us. Whatever needs to be done, she does it."

A native of Naperville, Illinois, Mrs. Jones worked as a lighting sales consultant until her husband, Patrick, retired and they moved to Indiana. (He

now directs the forensic science lab in the Department of Entomology.) Each weekday, she heads from her home in West Lafayette to Stone Hall, where she picks up the phone and begins dialing.

"My wake-up calls begin at 7:30 a.m.," she explains. "With other classes, if the students are absent, they say, 'Oh well.' But we are a restaurant, this is a working operation, and we want to give them every opportunity to succeed."

HTM needs you for curriculum review

HTM has begun reviewing its curriculum. The goal is to enhance coursework to prepare students for success in the hospitality and tourism industries as well as in life. Although the entire faculty will be involved, a committee comprised of Rich Ghiselli, Joe Ismail, Sheryl Kline, Mick LaLopa, and John Rousselle (chairperson), with the help of Purdue curriculum experts, will lead the effort.

Since the semester began, the committee has been reviewing material from professional associations. "This information, along with input from alumni and industry friends and the curriculum of other leading hospitality programs, will be used to develop learning objectives and course content for each emphasis area – lodging, foodservice, and tourism – as well as the whole department," says Prof. Rousselle.

A key component of the process is alumni input. "We are appealing to all alumni to give us the benefit of their



John Rousselle

experience," Prof. Rousselle says. "Your input will impact our decisions."

Please go to the HTM Web site, www.cfs.purdue.edu/HTM, and click on "HTM Alumni Survey." Everyone who responds by January 1, 2007 will be eligible to win a \$100 gift card.

Boilermaker Black Tie Dinner scheduled for March 23, 2007

Mark your calendars for Friday, March 23, 2007 for the 9th annual Purdue Boilermaker Black Tie Dinner. Culminating an entire year of planning, the event will feature an elegant dinner and entertainment, along with special appearances from the culinary world.



Culinary artistry and expert customer service are hallmarks of the Boilermaker Black Tie Dinner.

Working alongside some of the world's best chefs, student planners gain valuable real-world experience. Funds raised support student attendance at significant hospitality education events nationwide.

For reservations, contact Nona Schaler, 765-494-2756. More information is available at www.purdueblacktie.com.

ARAMARK: A day in the life of two hospitals At the University of Pennsylvania

By Ay-Chyi Angie Chang

Every morning I woke up in the apartment provided by ARAMARK and went to work with individuals that were so kind to share their lives with me for 10 weeks. Before embarking on my journey, I had preconceptions about the internship, but my experiences were quite different.

I had the opportunity to go through a series similar to “Pathways to Leadership,” a program that newly hired managers would go through. This program allowed me to rotate through various areas including residential dining, catering, retail in both union and non-union components, human resources, meal plan coordinating, and accounting and finance. Each module was equally important and allowed me to use the internship as a learning experience, rather than simply being another helping hand.

In fact, not long after I arrived in Philadelphia, I realized the internship was exactly what I was looking for: an opportunity with a prestigious industry leader. The internship was outlined carefully at our opening event, and representatives from ARAMARK headquarters made sure that we received the most out of the internship experience. They made all of us feel comfortable, were receptive to any questions, and provided all the interns with contact information.

My first module was in residential dining. This experience was completely different from what I expected because it was a union property. Working at this location made me realize the advantages and



During her ARAMARK internship, Angie Chang interacted with such staff as Chef Leon.

disadvantages of a union. It was extremely hard for me to get used to the work environment of union workers. It made me realize it is not always easy to motivate employees when they have been doing the same job for over 40 years. I gained the respect from more seasoned employees by getting to know each one of them on a personal level.

Within this module, I performed duties in both the front and back of the house. Because of the union, I was not allowed to touch anything in the back. Scheduling workers was difficult and confusing; certain union rankings had to work certain hours. In the front of the house, I learned some dos and don'ts of management.

The second module; catering, showed me how much planning goes into just one event. I came in around 7 a.m. to make

sure things were ready for the first events of the day. I shadowed the whole catering process – from the time the client called to the last part of the process, billing. Many events took place during my time there, including a simple breakfast and an entire wedding ceremony and reception.

The third module was in a non-union retail location. I enjoyed the different management styles there; everyone shared different insights with me that increased my knowledge of the industry. I learned how to perform payroll and inventory tasks, post bills, and work with 8-Steps, the program that most ARAMARK operations use.

I started the business services side with human resources, meal plan coordinating, accounting, and finance. Human resources was an area I thought I would want to do, but after seeing exactly what the job entails, I am not sure I would like to be in this field. Dealing with employee satisfaction issues was something I knew I would have to do, but managing the employees that were let go turned out to be harder than I had expected.

Next, I moved on to meal plan coordinating. The function is not typically at every higher education location; it is something special at the University of Pennsylvania campus. A lot of work goes into coordinating meal plans, and I learned how much it takes to bring conferences and other groups to campus. Communication with individuals is a large component of meal coordinating.

My time with ARAMARK was a phenomenal learning experience and will bring me closer to my goals.

hospitality and tourism management interns At Baylor University

By Lori Brown

My internship with ARAMARK and Baylor University Dining Services was one of the most valuable experiences I have had. Previously, I had three years of experience with Purdue dining services. At Baylor, I gained the perspective of various dining service management areas.

Over ten weeks, I rotated through production, residential, retail, accounting, marketing, and catering modules. Each rotation allowed me to work with a different manager with unique talents and approaches to each situation. My favorite rotations were marketing and catering. In marketing, I traveled with the program



Lori Brown interned in Texas for ARAMARK.

manager to several account locations. As we helped create market plans, I realized how important it was to visit each school and understand each client's specific needs.

In the catering rotation, I performed some of a catering manager's daily tasks, which allowed me to see all that is involved in

event planning and execution. The more memorable events I experienced were with the Board of Regents, the university's governing body.

I also trained in QuickHire. As a dining hall coordinator, I learned how to question applicants and how to choose the right person for the right job. I also screened candidates for positions.

Throughout the 10 weeks, I achieved all the goals I'd set out for myself. Like me, most of the ARAMARK interns have been performing daily floor tasks such as bussing lines, prepping food, and door checking. Learning RFOC (Real Food on Campus) and QuickHire are experiences from which we all could benefit.

Scottish Hotel School hosts HTM in Glasgow

In summer 2006, Sheryl Kline and John Rousselle led the largest contingent of HTM students ever in a single study-abroad program. Fifteen HTM students, along with two foods and nutrition students and one consumer sciences and retailing student, spent five weeks in Glasgow, Scotland. Course offerings included international franchising, international resort management, and independent studies.

"We spent every Monday through Thursday taking classes," explains Jon Morris, HTM major. "We learned how these topics applied specifically to Scottish culture. We traveled to St. Andrews, Glenn Eagles, and some of Scotland's top resorts. Students cannot get these hands-on learning experiences from sitting in a classroom."

The Scottish Hotel School was the group's academic home. Students and faculty lived in housing at the University of Strathclyde, located in the center of the city. Along with enjoying the town's Victorian architecture, students ventured on several side trips outside the city; one of them was a four-day excursion to the Isle of Orkney, a historically significant island with ruins older than Stonehenge.

All these experiences, of course, led to a number of insights. "I learned to accept cultural differences," says Christine Santo. "I am a better-rounded person because of this experience."

Adds Travis Stegemoller, "Scottish culture is so relaxed compared to the American culture. They were great people to be around because they took time out



Outdoor experiences were an essential part of HTM students' Scottish education last summer.

of each day to enjoy life."

And Stephanie Etters says, "It is easy to travel to other countries within the UK once you are there. That makes the people there more culturally aware."

'39

Melba Tooker Murphy is retired and lives in Texas. She has spent time in Michigan, South America, and Arkansas, where she volunteered to establish a recycling center in Newton County. E-mail: curlytop@APEX2000.net

'83

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James "Roscoe" Townsend is owner of Roscoe's Tacos in Greenwood, Indiana. He lives in Bargersville with his wife and children. He is selling Roscoe's franchises in the Indianapolis area while operating a restaurant and a franchisee food processing plant. E-mail: roscoe@roscoestacos.com

'85

Brian Tam lives in Georgia, where he owns and manages Tam's Backstage restaurant. He also is a county commissioner. He and his wife, Kelly, have children ages 8, 6, and 5. E-mail: briantam@bellsouth.net

'88

Anthony Nichols is a partner in Accenture in Atlanta, Georgia. E-mail: anthony.b.nichols@accenture.com

'89

Angela (Phillips) Hawkins works for American Home Mortgage in Charlottesville, Virginia. She lives in Ruckersville and has two daughters.

'90

Jill Sayers Goldsberry is director of national sales for Carey Chicago-Worldwide Chauffeured Services in Elk Grove Village, Illinois. E-mail: justjilly@aol.com

'91

Amy (Griffin) Lorentz is a clinical technician for Theda Clark Hospital in Neenah, Wisconsin and is pursuing an associate degree in nursing. She lives in nearby Appleton with her husband and three sons. E-mail: rznboyz@yahoo.com

'93

Susie Glennon Coxen is chief financial officer with MSD Development - Thousand Oaks Golf Club, Grand Rapids, Michigan. She is married with a 7-year-old son. She and her husband hope to adopt a little girl soon. They live in Hudsonville. E-mail: susan@togc.net

'94

Kevin Clark is service director for Skyline Club in Indianapolis, Indiana. He and his wife, Kim, live in nearby Fishers with their 3-year-old daughter. Their second child was due in October. E-mail: kevin.clark@ourclub.com

'95

Kenson Dhanie is a realtor in Fort Wayne, Indiana. He owns Worthington Mansion bed and breakfast.

Chad Krockover is territory manager for U.S. Foodservice and lives in West Lafayette, Indiana. He is a board member for Big Brothers/Big Sisters of Wabash Valley. He will receive his MBA from Krannert in December.

'96

Melissa (Rhoton) Harlan lives in Danville, Indiana and works in nearby Indianapolis as a reimbursement analyst. She and her husband, James, have a son, born in March 2006.

'97

Kristal (Palmer) Heffley is an administrative assistant for Verizon in Fort Wayne, Indiana, where she lives. She has a daughter, 12, and a son, 4. Mrs. Heffley is in Toastmasters and is vice president of Women's Association Verizon. E-mail: kristal.heffley@verizon.net

Geoffrey Hume lives in West Palm Beach, Florida and is general manager for St. Andrews Club in Delray Beach. E-mail: geofhume@yahoo.com

Jeromy Warriner is director of operations for Walden Inn in Greencastle, Indiana. He lives in nearby Indianapolis.

'98

Will and Sara '99 (Ausec) Glass live in New Orleans, Louisiana. Mr. Glass is director of sales for Hilton New Orleans. Mrs. Glass is a health educator/dietitian at Tulane University, where she is developing a wellness program for Louisiana elementary school teachers. E-mails: will_glass@hilton.com and sglass@tulane.edu

Shannon Christie Schiner is an account executive with Cheryl Andrews Marketing Communications in South Gables, Florida. She lives in nearby Coral Gables.

Nathan Weis lives in Cocoa Beach, Florida and works in nearby Tampa as a district manager-sales for Southern Wine and Spirits.

'00

Mallory (Muinzer) Foerg lives in Lafayette, Indiana. Her daughter, Anna Jayne, was born in January.

'01

Holly (Buol) Singleton is sales manager for Cooper Guest Lodge Hotel, Spa, and Conference Center in Dallas, Texas. She lives in a Dallas suburb. Mrs. Singleton has two stepchildren, Brittani, 10, and Brandon, 8. E-mail: hrbuol@yahoo.com

'02

Jennifer (Watterson) Hon is a manager for St. Elmo Steak House in Indianapolis, Indiana. She married Steve Hon last December. E-mail: sjhon@comcast.net

Ryan Kavanaugh has moved from New York to Chicago, where he is general manager for Bella Bacinos Restaurant. E-mail: pkavanaugh@yahoo.com

'03

Jocelyn (Johnson) McLeish is property manager/real estate/construction manager for Austin Building Services, Inc. in Tarpon Spring, Florida. She is a licensed realtor and is working on a contractor's license. She lives in Clearwater. E-mail: JocelynMcLeish@tampabay.vv.com

Jim Reder is kitchen manager/floor supervisor for Maggino's Little Italy in Cincinnati, Ohio.

'04

John Hostetler, Jr. lives in Elmhurst, Illinois and works in nearby Chicago. He is front office manager for Marcus Hotels/Four Points by Sheraton Chicago Downtown.

Lora Mankey is a food service director for HDS Services. She and her husband, Andrew Morgan, live in Toledo, Ohio.

'05

Leslie Knox lives in Phoenix, Arizona, where she manages the Bistro & Bar.

Justin A. Stewart is assistant general manager for Panera Bread in Lafayette, Indiana.

Amber Tully lives in Bluffton, South Carolina and works in Hilton Head Island as director of recreation for Marriott's Barony Beach Club.

Marriott gift for HTM building, continued

The department and its restaurants currently are located in Stone Hall.

Plans for the new facility include a restaurant demonstration classroom that will seat more than 100 students, several new classrooms and laboratories, a career center, a student services area, and reception space. In addition, there will be larger venues, as well as a central campus location, more parking and expanded areas for quantity food production to service the John Purdue Room and HTM Café.

"These department-run restaurants serve as training facilities for students and eating and gathering places for Purdue faculty, staff, students, and community members," said Dennis Savaiano, dean of the College of Consumer and Family Sciences, in which the department is located.

The \$4 million gift will benefit the entire hospitality industry by enhancing the education Purdue students receive.

"The hospitality field needs well-trained and dedicated professionals in order to manage the growth that is forecast for the industry," said J.W. Marriott Jr., a trustee

of the J. Willard and Alice S. Marriott Foundation.

"Purdue has a well-known and respected hospitality and tourism management program, and this new facility will benefit the students of that program, as well as the business, for years to come."

J.W. Marriott Jr. is also chairman of the board and CEO of Marriott International, headquartered in Washington, D.C. The company employs 143,000 people and operates and franchises nearly 2,800 lodging properties in 67 countries under a number of brands, some of which are Marriott Hotels and Resorts, Renaissance Hotels and Resorts, Courtyard, Residence Inn, TownePlace Suites, SpringHill Suites, and Fairfield Inn.

Steve Bauman, Marriott International vice president of talent acquisition and human resources research, said Purdue graduates have contributed to Marriott International's business success in many capacities.

"Purdue University is a role model in educating young people for future leadership in our industry," he said. "Over the years, Marriott has enjoyed

hundreds of quality student interns and hired numerous graduates who started as property assistant managers and progressed to general managers and senior leaders on the corporate staff."

The hospitality and tourism management department has an enrollment of 620 undergraduates, 48 master's degree students and 14 doctoral students. The department offers management education across the whole range of the hospitality industry, including tourism, restaurant, hotel, club, resort, and travel.

The *Journal of Hospitality & Tourism Education* ranked the department's undergraduate program No. 1 nationally twice. One study surveyed 121 four-year hospitality institutions in order to rank programs quantitatively based on five criteria: curriculum, faculty, student body, resources, and fund-raising. The second study was from survey data collected from corporate recruiters for major hotel and restaurant companies.

The gifts are part of the Campaign for Purdue, which seeks to raise \$1.5 billion. To date, \$1.433 billion has been raised.

HTM alumni-entrepreneurs share Indiana

Los Angeles, Covington, St. Petersburg – hospitality and tourism management entrepreneurs find their niches in various places on the map. And yet, when we interviewed three alumni for this issue of *The Boilerplate*, we discovered common threads – Indiana roots, strong family ties, and the satisfaction that comes from following their own paths in competitive fields. Read on to discover what’s made these grads from the 60s, 80s, and 90s successful.

Kerry Flowers (BS '83)
Kerry Hotels
Los Angeles, California
www.kerryhotels.net



Kerry Flowers' distinctive line of boutique hotels exudes glamour and hip sophistication.

If you're searching for somewhere hip and glamorous to stay in LA, London, or San Juan, look no further than Kerry Flowers. As head of Kerry Hotels, a global representation company promoting independent hotels, he and his team promote upscale boutique facilities that pamper guests with leather club chairs, silk curtains, sculptured steel headboards, and other luxuries.

"Independent hotels don't have the financial resources to have their own PR

person, own marketing person, own technology person," says Mr. Flowers, speaking on the phone from a Los Angeles home-turned-office, where his three dogs roam in the back yard all day. "I've created a niche in the market that allows my company to fill in for those positions."

After graduating from Purdue, Mr. Flowers worked for Hyatt Hotels and Beverly Hills' L'Ermitage Hotels before heading on a European and African backpacking adventure with \$5,000 in his pocket. "I realized that if I could get around the world for 18 months and still have money left when I came back, I could work for myself," he says.

That was in the early 1990s, when Mr. Flowers began consulting with a single hotel in California. Today, with the help of vice president Jody Flowers (BS '88), his sister and business partner, the company has grown to 50 hotels worldwide in cities such as South Beach, Seattle, Mexico City, and Cape Town, South Africa.

"The word spreads and the business comes in," says Mr. Flowers, whose company's branding is linked to both his name and his personality. Posing on his Web site in well-appointed Kerry Hotels guest rooms and public spaces, he (along with his surroundings) exudes the distinctive style that guests, corporate partners, and travel agents expect from small chic hotels. "Independent properties have been a dream for me, because it's about who you are," he says. "It means something you can't get more than one of."

That's probably why American Airlines is currently featuring the one-of-a-kind

Kerry Hotels in its in-flight travel films. The videos, which include managers' interviews and clips of various properties, began airing in October.

"Our brand is getting stronger," Mr. Flowers says. "People ask me what my five-year plan is – it's to keep ahead of my company."

Bob Wright (BS '67)
The Beef House
Covington, Indiana
www.beefhouserolls.com



Three generations of Bob Wright's family have been operating the Beef House since 1964.

Did you know that the famous Beef House rolls were born in Stone Hall in the 1960s?

Sitting at his desk just outside the main dining room of his restaurant in Covington, Indiana, owner Bob Wright shares a little-known anecdote about Purdue University. "I was working at the home economics café," says Mr. Wright, recalling his days as a restaurant and hotel management student in the Department of Home Economics, before a hospitality and tourism department was created. "It wasn't so much the recipe, but the

roots, strong family ties, and satisfaction

technique that they taught me – how they made the dough, rolled it out, and let the rolls rise, then served them fresh.”

Now, three decades later, his bakers roll out about six batches daily on weekdays and double that on weekends, using 100 pounds of unbleached flour per batch. Once the rolls emerge from the oven, they’re served almost immediately. “When you eat a roll here, it’s probably been baked in the last five to ten minutes,” Mr. Wright explains. It’s one of the many ingredients to success of this family business, which grew from a 100-seat restaurant in the 1960s to a wood-and-glass complex serving up to 1,000 between its two-level dining room and adjacent banquet facility.

Mr. Wright’s father, a cattle farmer with a penchant for cooking, established the Beef House in 1964 after purchasing a sandwich shop just two miles away from the restaurant’s current location. When Mr. Wright graduated from Purdue, he took over the business and expanded it exponentially. Today, his wife, Bonnie, son Brad, and daughter Sarah Tanner all help operate the restaurant.

And today, as in decades past, reasonably priced high-quality ingredients – like aged beef and locally grown produce – keep the customers lining up outside the doors each night. Diners commute from up to 50 miles away for an evening’s outing, and it’s not unusual for travelers on Interstate 74 to schedule a Beef House feast en route from one part of the Midwest to another.

Given its popularity, it’s not surprising that the restaurant has earned top rankings from *Midwest Living*, the Indiana Beef Council, and the like. “That’s all fun and

good,” says Mr. Wright, “but the real vote tally is the cash register.” As long as he and his family keep serving up tender steaks and mouth-watering rolls, Mr. Wright has little to worry about.

Kevin Brown ('99)
NI'O Savage Brown Yachts
St. Petersburg, Florida
www.yachtworld.com/savageyachts



Kevin Brown brokers yachts, sells homes, and builds new houses for part-time Floridians.

Kevin Brown grew up in landlocked Indianapolis, but that didn’t keep him from earning his sea legs in the cool waters of Lake Michigan and the Ohio River. And when his father retired to St. Petersburg and purchased a yacht business, the peninsula beckoned him.

Last year, Mr. Brown bought NI'O Savage Brown Yachts from his father. Now, he’s expanded his dealings to include real estate brokering and general contracting — all to accommodate part-time Floridians searching for sunny places to live a few months each year.

Unlike the eastern coast of Florida, which boasts deep waters, direct access to the Bahamas, and a massive wealth

population, the western coast holds less appeal to brokers that specialize in mega yachts of 150 feet or more. Consequently, the western coast has fewer yacht competitors altogether, which has allowed NI'O Savage Brown Yachts to capture a large share of the 50- to 60-foot market.

And because Mr. Brown and his brokers serve as liaisons between buyers and sellers, he has no inventory to maintain. “It’s like when you’re selling or buying a house, and you’ve got a real estate agent to help you,” explains Mr. Brown, speaking from a mobile phone en route to a yachting excursion. “We are working private owner to private owner.”

For yacht enthusiasts, the firm offers outright ownership, charters, and time-share purchases. “In the last few years there’s been an increase in what they call yacht interval ownership,” he says. “There might be a \$10 million yacht, but there are 10 different yacht owners. It’s popular because it allows someone who can only afford a \$1 million yacht to purchase a \$10 million yacht.”

Of course, anyone who buys a seven-figure vessel also wants a substantial place to anchor it. That’s why Mr. Brown has obtained a realtor’s license and has created a general contracting firm. “It’s not uncommon for people to have primary homes in the Northeast, such as Connecticut or New York, and want a second home to keep the yacht behind,” he says.

Naturally, brokering yachts and coastal homes has given this water lover the perfect excuse for staking his own spot in the sand. “I own a small fishing boat. I live on the water,” Mr. Brown says. “I just can’t imagine not being by it.”

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