

# THE Boilerplate

SPRING 2006

## Sports buff banks on TVs, wings

**F**orty-six televisions broadcasting all major professional and NCAA games, 34 beers on tap, and chicken wings served in 14 different signature sauces ... Sound like a haven for a sports nut? It's also a formula that HTM alumnus Jon Hodge hopes will bring him continued hospitality success.

Co-owner of the new Buffalo Wild Wings Grill & Bar on South Creasy Lane in Lafayette, Mr. Hodge is capitalizing on the already stellar performance of the West Lafayette BW3. Situated on the Levee Plaza, that venue exceeds \$2.5 million in annual sales and consistently ranks in the top 20 among all the company's 350-plus franchises.



Jon Hodge hopes that his new restaurant, located on Creasy Lane next to the Ivy Tech Lafayette campus, will become a neighborhood gathering place like his highly successful West Lafayette venue.

The new Creasy Lane facility replaces a former BW3 located in a leased building at the congested Teal Road-US 52 intersection. While the 6,900-foot sports bar is slightly smaller than its predecessor, Mr. Hodge expects the amenities will more than make up for that. "We want to become the neighborhood gathering place, with a local restaurant atmosphere and world-renowned wings and service," he says. In fact, he and fellow franchisee Pete Watson (also a Purdue graduate) expect they'll double staff at the new location.

Mr. Hodge's expectations come from a lifelong love of sports and 14 years in the sports-bar business. After graduating from the then-named RHI department in 1988, he spent four years working long hours in Hyatt Hotels Food Service in Chicago. He then designed, opened, and managed a sports bar in an upscale Chicago neighborhood, then managed his first BW3.

The Lafayette native returned to Indiana 10 years ago to run the original BW3 on Teal Road. In 2001, he and Mr. Watson partnered to develop the BW3 in West Lafayette. When Mr. Watson decided to close the Teal Road venue, Mr. Hodge convinced him to open a new one. "I still feel this is a viable two-store market," he says.

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Oo la la! HTM student Eric Weston creates Bananas Foster tableside during the French-themed lunch March 10 in the John Purdue Room. Read more about the international lunch series on page 7.



Ray Kavanaugh

The hospitality and tourism industry continues to show consistent growth year after year. The future of each segment looks bright. As a result, management positions will continue to be available to our graduating seniors. Continued industry growth also creates more mid-level and senior leadership opportunities. Career advancement abounds for our graduates at all levels.

While the future looks very good for our industry, it is equally promising for our program. We have a plentiful stream of high-quality students entering HTM. They are drawn to us by the program's No. 1 ranking and Purdue University's reputation as a top-quality institution. Our graduates enter the industry well prepared for successful careers.

Support from our industry friends continues to be strong. This was recently demonstrated by securing leadership support for the new facility totaling \$4 million. A new, state-of-the-art facility will guarantee an even brighter future for our program, our students, and our graduates. We expect the building to cost around \$10 million. To reach this goal, we need the continued support and generosity of our industry friends and alumni.

Finally, the success of our program rests in the very capable hands of our faculty and staff. We are fortunate to have a dedicated faculty well positioned to educate our students. Our associate and assistant professors are excellent teachers and well respected researchers. Our senior faculty continue to serve as excellent mentors for our younger members. The HTM staff is very dedicated, and many of them have years of service to the department.

The foundation of a high-quality academic program is a faculty and staff that effectively deliver knowledge and skills to students who are committed to career success. A state-of-the-art facility would support and enhance that world-class education. HTM is poised for continued great accomplishments. We will only be able to reach our goals with the full participation of you, our alumni, as we build for the future.

As we prepare for the future, we are also examining the ways in which we communicate with you. If you'll be in town for Homecoming this fall, please consider joining us for a focus group exploring the content of *The Boilerplate*. In November, look for a readership survey in the fall issue; we eagerly anticipate your feedback.

## 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

**May 20-23:** National Restaurant Association Show, McCormick's Place, Chicago

**May 21:** HTM Alumni and Industry Reception, The Signature Room at the 95th, John Hancock Building, Chicago, 6 to 8 p.m.

**September 25-26:** HTM Career Day events

**November 12-14:** International Hotel/Motel Show, Jacob Javits Convention Center, New York

**November 13:** HTM Alumni and Industry Reception (location TBD)

### Susan Walters celebrates 20 years

Susan Walters knows all about building services from the ground up. Sixteen years ago, when she was hired as the then-named RHI department's coordinator of student services, she had just a few meager resources at her disposal.

"I started only with a desk, chair, and some writing materials," she recalls. Since a faculty member had only worked part-time in the capacity before, she did not even have a computer or a detailed job analysis to guide her.



Since she began working in Stone Hall 16 years ago, Susan Walters has built the student services division into a departmental strength.

A graduate of Purdue's master's program in counseling and personnel services, Mrs. Walters had spent four years in the School of Management learning how to navigate the Purdue system, recruit students and survive in the academic world. She drew upon this wisdom in her new position. Among her many accomplishments, she coordinated production of *The Boilerplate* for many years and also created the HTM 101 class to familiarize undergraduates with the department and the University.

Her efforts have paid off. Twice over the last 14 years, the Accreditation Commission for Programs in Hospitality Administration has commended the student services area as a departmental

strength. On a more personal note, students see her as a valuable resource. Says HTM senior Molly Lintz, "I feel comfortable stopping by her office just for a quick visit or to ask questions. Whether it's my need for a reference letter or to change sections in a class, she is always on top of it."

Key to Mrs. Walters' success, of course, is HTM's team spirit. Within student services, she collaborates with an academic advisor and secretary. She also coordinates closely with faculty and staff who advise veteran students, help plan the master schedule, and oversee internships.

"As several leadership books state, extraordinary things can get done by ordinary people who work to bring out the best in themselves and others," she says. "Here in HTM, we consider the students, faculty and staff as family and team members. Sometimes we are required to be leaders and sometimes our job is to cooperate in getting things done." Over the last decade and a half, she has added value to the department through both her leadership and cooperative efforts.

### Professor reaps benefits of faculty development award

Many hospitality and tourism managers know the importance of training but don't know how to measure its worth. Sheryl Kline is trying to change that – and just received a big boost for her efforts through the Arnold I. Cohen Faculty Development Award.

Presented last fall to Dr. Kline during Career Day events, the award supports professors who want to advance their industry knowledge and expertise in order

to enhance their teaching and research skills. It's named in memory of Arni Cohen, the beloved local community leader who created and operated Arni's Restaurants.



Arnold I. Cohen

Dr. Kline used the award money last December to attend a seminar on return-on-investment for training. "I've been doing this research for several years," she explains. "But the conference enabled me to accelerate my research efforts."

Specifically, Dr. Kline says, she practiced ROI calculations using different case studies. She also learned from some of the public and private-sector executives in attendance how they planned to apply the strategies in their workplaces.

Right now, the professor is preparing her first few ROI studies for publication. She's also launching a case study of a large Texas hotel's management training program and is writing a grant to secure funding for an e-learning study.

"These new projects all stemmed out of the training program, and I'm very grateful for that," she says.



Four Cohen family members were on hand last fall when Sheryl Kline received the Arnold I. Cohen Faculty Development Award for 2005. Here, Dr. Kline (second from left) is pictured with \_\_\_\_\_ Cohen, Linda Cohen, \_\_\_\_\_ Cohen and Ray Kavanaugh, HTM professor and head.

## Arthur Avery Foodservice Research Center

As work on two USDA projects winds down, numerous smaller projects have taken their place in the Avery Laboratory.

Graduate students Nelson Barber and Joe Scarcelli are continuing to study the baking characteristics of silicon pans. They have completed preliminary work on temperature profiles of cake pans and laboratory testing of product quality. They are now moving on to sensory testing of cakes baked in silicon pans compared to cakes baked in more traditional pans.



Doug Nelson

The study that grad student Baekyoung (Baeky) Lim began is also moving to the next phase. Ms. Lim investigated how the concentration strength of different sanitizers changed over time just sitting in a bucket. She also looked at the effect of different towels and food crumbs on the concentration. Chris Dionne has picked up the study and will be conducting field trials by wiping tables, monitoring the change in sanitizer concentration, and evaluating the microbial count for the tables before and after wiping.

Mr. Dionne is a student in the NAFEM ESE@Purdue program (North American Association of Food Equipment Manufacturers Equipment and Supply Education at Purdue). Another NAFEM student, Kat Nottingham, has two projects running concurrently. She is researching the thermal protection characteristics of different carryout food containers and also preparing an industry survey on desirable characteristics of commercial

mixers. Clearly the lab will be busy for the remainder of this academic year. Look for the results of these and other studies in future issues of *The Boilerplate*.

## Center for the Study of Lodging Operations

The Center for the Study of Lodging Operations is finalizing studies on successful general managers in U.S. luxury and convention hotels. Detailed results will be published in academic journals; the following is a summary:

General managers in luxury and convention hotels take very similar career paths. The majority are males in their mid-40s. Over half have bachelor's degrees in either business or hospitality and tourism. They are very loyal and have generally worked for their current employer for the majority of their careers. GMs obtain experience from at least two departments before reaching general manager status, typically in operations, such as the front office and food and beverage departments. Very little time has been spent in staff departments such as human resources or accounting.

Managers work more than a 40-hour week, with typical GMs of five-star, five-diamond properties averaging about 64 hours weekly and convention hotel general managers averaging 58 hours weekly. On average, the luxury managers we studied earned more than \$169,000 per year with bonuses equal to 30% percent of their salary. Convention hotel GMs earned an average of \$152,000 with



Sheryl Kline

a slightly larger average bonus of 40%. These figures do not include fringe benefits such as health insurance and retirement plans, or complimentary items such as food and beverages, dry cleaning, or free hotel stays.

## Purdue Tourism and Hospitality Research Center

The Purdue Tourism and Hospitality Research Center was well-represented at the 11th Conference of Graduate Education and Graduate Student Research in Hospitality and Tourism in January, with center students and faculty presenting 21 papers. Student presenters were Eric Brey, Yi Chen, Yan Cheng, Alecia Douglas, Dae-Young Kim, Ye (Teresa) Jin, Mimi Li, Yi-Chin Lin, Jingron (Jack) Liu, Oun-Joung Park, Carol Kalkstein-Silkes, Liang Tang, and Jian (Jane) Zhang. Their faculty supervisors are Liping Cai, Joe Ismail, Xinran Lehto, Sheryl Kline, Juline Mills, Alastair Morrison, and Thomas Pearson.

Data collections are now complete for the visitor profiles and economic impact studies sponsored by the Greater Louisville Convention and Visitors Bureau and by the Napa Valley Conference and Visitors Center. Dr.

Ismail is currently calculating economic impact estimates. He and Dr. Cai have also submitted a proposal to the Indiana Office of Tourism Development to inventory Indiana's golf products, estimate the aggregate economic impact resulting from out-of-state golfers, and profile these visitors.



Liping Cai

## Associations team up on cookbook fund raising project

**P**urdue Tourism Association and Club Managers Association of America are teaming up to bring friends of HTM their first ever cookbook. Offering a wide selection of recipes from department faculty and students as well as local restaurants, the cookbook will secure funds for each club's endeavors, such as educational conferences and hospitality industry tours.

Cookbooks will cost around \$15 and will be available for purchase beginning the fall of 2006. For more information, e-mail Erin Morris, eemorris@purdue.edu, or Barrett Miller, bpmiller@purdue.edu.

## CFS Outstanding Senior award

**S**cholarship, leadership, professionalism, and service to others have marked Ashley Hutchison's undergraduate years at Purdue. She is HTM's Outstanding Senior for 2006. Besides maintaining a 3.4 overall grade point



Ashley Hutchison

average, Ms. Hutchison has served on the Black Tie Dinner and HTM Career Day boards, as a teaching assistant for HTM 101 Student Seminar class, and also as a head TA for the class.

Anthony Cawdron, advisor for the Black Tie Dinner says, "Ashley has matured well through her years in HTM, and is not afraid to take on a challenge. She has really shown that HTM is her calling."

Says Ray Kavanaugh, professor and HTM head, "Ashley is an excellent communicator. She is very calm at the toughest times, instilling confidence in others and always moving toward positive outcomes."

## Salute to Excellence delegates head to NYC

**K**aren Keller and Jonathan Kallini are the 2006 delegates to the Michael E. Hurst Student Forum and Salute to Excellence Awards Gala and Banquet, scheduled for May 20 during the National Restaurant Association Show in Chicago. In this day-long forum, they will interact with students from other hospitality programs and senior executives in foodservice.

Ms. Keller is from Brownsville, Wisconsin and her dream is to design, manage, and own an espresso bar and café. Mr. Kallini, from Delray Beach, Florida, is an experienced cook and a teaching assistant for F&N 202 (Lab-Experience in Food Preparation). He plans to be a restaurant manager and a chef.

## Career Day board gears up for fall event

By Doug Nelson

**R**eady, set, go! The 2006 HTM Career Day Board is out of the starting gate and well out in front of the pack. Mark your calendars for September 25 and 26.

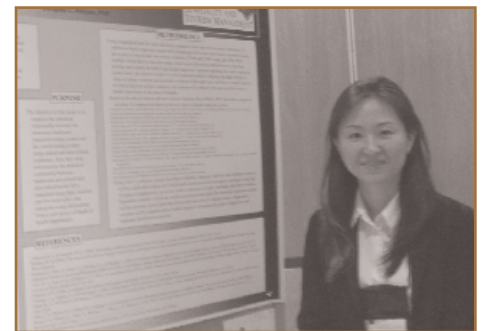
Our 2006 theme is "Destination: Purdue 'Tour the Top of Hospitality,'" and the featured speaker is Deborah Sexton, president and CEO of the Professional Convention Management Association.

This year's board is led by five returning members from last year: Lindsay Vaughn, president; Lori Wandzilak, vice president; Elise Bates, catering director; Katie Giannini, publicity director; and Hope Marshke, host/hostess coordinator. Joining the returning members are Brianna Daugherty, decorations director; Jennie Dallas, assistant to the president; Abbey Cenovich, catering assistant; Rebecca Pfeifer, publicity assistant; Rebecca Ray and Stephanie Correll, decorations assistants; and Krishna Chauhan, host/hostess assistant. Chrissy Wilinski is serving in the new development chair position.

## Grad students, faculty confer in Seattle

**P**rofessors Barbara Almanza, Liping Cai, Shawn Jang, and 23 graduate students attended the 11th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism January 5-7 in Seattle, Washington.

Best-paper awards were given to Purdue alumni Eunju (Julie) Yoon (MS 2003, currently a student at Kansas State University), and Jessica Yuan (PhD 2004, currently a professor at Texas Tech). Graduate students and alumni celebrated at a Purdue reception at the Cheesecake Factory.



This is the first graduate conference that Ji-Eun Lee has attended.

## Jim Howenstein, HTM Strategic Alliance Council member

Jim Howenstein relishes the food at Max & Erma's. As executive vice president and chief operating officer of the mainly-Midwest casual dining chain, he has plenty of opportunities to sample the fare, both in the corporate test kitchen and on the road. "I love our chocolate chip cookies, our tortilla soup, and by far, I absolutely love our tomato mozzarella chicken sandwich," says the HTM Strategic Alliance Council member.

Still, while he's proud of his company's menu of fresh meat, homemade salad dressings, and onion rings breaded right there on the spot, he readily admits that it's service, not good taste, that gives his company a competitive edge.



Jim Howenstein

"People are the most important part of the business," he explains. "We all have a pretty good menu. If it's executed well, it's going to taste good; what will make the difference is the people."

For the last 16 years, Mr. Howenstein has been one of those people making a difference at Max & Erma's. Working his way up from waiter and bartender to restaurant manager, regional manager, and eventually a top executive spot, he now oversees operations company-wide, along with human resources, research and development, and purchasing. Since he joined Max & Erma's in 1990, the self-taught businessman has seen the company blossom into its current 78 corporate locations and 22 franchises, with more on the way.

Key to the company's ongoing success, he says, is its belief that happy employees will yield satisfied guests. He embraces and shapes that culture.

"It's probably unlike any other profession," he says. "What I enjoy most is dealing with people, and when I say people I mean the associates as well as our guests. To give guests a great dining experience is invigorating, and to help 5,700 associates succeed is great."

## Graduate students, faculty win best-paper awards overseas

HTM faculty and their graduate students excelled this winter at two global hospitality and tourism symposia.

At the International Conference on Destination Branding and Marketing for Regional Tourism Development in the Macao Special Administrative Region of China in December, a Purdue research team received one of two best-paper awards. Liang Tang, MS student; Soojin Choi, PhD student; Alastair Morrison, distinguished professor; and Xinran Lehto, assistant professor, were honored for their study, "A Correspondence Analysis of Web-based Tourism Information about Macao in English and Chinese: Implications for the Destination Marketing and Branding of Macao."

The study investigated the online images of Macao as a tourism destination in English-language sources of information and in online sources in Chinese available in mainland China.

Jee-Hee Han, doctoral student in the Department of Communications, and Juline E. Mills, HTM assistant professor, received one of three best-paper awards at

the 2006 International Federation for Information Technology and Travel & Tourism (IFITT) Conference in Lausanne, Switzerland in January.

Their study, "The Mutual Designing of Travel Web Sites: Perceptions of the Visually Impaired," explored problems that persons with visual impairments encounter at travel Web sites. The study found compatibility issues between travel Web sites and screen-reader software along with difficulties with online travel reservation forms.

## HTM faculty seek alumni, industry input on curriculum

For the first time since the late 1980s, HTM will conduct a comprehensive review of its curriculum. Although faculty members examine curriculum continually, make periodic changes in course content, and add new courses as needed, a comprehensive analysis has not been completed since Lee Kreul became department head in 1987.

The review is an effort to help HTM remain the No. 1 program in the country, says Ray Kavanaugh, professor and HTM head. "If we want to stay the top-rated program, we must continue to move forward," he explains. "The moment we become content with what we are doing or how we are doing it, we will find ourselves falling in the rankings."

Adds John Rouselle, associate professor, "The goal is to devise a set of courses that will prepare our future alumni for long-term success in industry and life." Dr. Rouselle, along with Sheryl Kline, Doug Nelson, Rich Ghiselli, and Joe Ismail, are developing a process for collecting alumni and industry input.

## Lunch series takes John Purdue Room beyond borders

By Keith Molter

It is a truism that there are no borders in hospitality and tourism. This is never more evident than in HTM, where, this spring, we introduced an International Lunch Series into the curriculum of HTM 291 (Quantity Food Production and Service Laboratory).



Nelson Barber, chef and graduate teaching assistant, donned a kilt for last spring's Scottish-themed lunch. He was joined by (from left) Steven Leitch, teaching assistant; Keith Molter, foodservice director/graduate instructor; and Ray Kavanaugh, professor and head.

The series actually began in 2005 with one intercontinental lunch, Foods of El Salvador. Demand was so great that we added three more lunches featuring Germany, China, and Scotland (complete with a bagpiper and a kilt-clad teaching assistant). At each event, eager guests filled the John Purdue Room and spilled into the Stone Hall foyer, where we set up additional tables.

This spring, we offered four more events featuring French, Italian, English, and Russian cuisine. Students and their teaching assistants are eagerly currently scanning the globe for future luncheon ideas. Says Steven Leitch, a teaching assistant and graduate student from

Scotland, "It brings the world a little closer and offers up new experiences."

## HTM receives ACPHA re-accreditation

The Department of Hospitality and Tourism Management has been granted another seven years of accreditation through the Accreditation Commission for Programs in Hospitality Administration (ACPHA).

HTM was previously accredited in 1990 and 1997. The accreditation now extends to winter 2012; another comprehensive review will begin in summer 2011.

"Accreditation assures the quality of a program and assists in the improvement of the institution or program," says Richard Ghiselli, associate professor. Hospitality programs must define their educational mission, goals, and purposes; translate their mission into measurable educational outcomes; and demonstrate necessary administrative, financial, and academic support to achieve them.

## Professor joins tourism council, secures Asian initiative grant

Liping A. Cai has been appointed by Governor Mitch Daniels to the Indiana Tourism Council, an advisory group to the Office of Tourism Development.

Dr. Cai also has been awarded a competitive Asian Initiative grant from Purdue University's Office of International Programs to help establish a joint tourism research center in Hangzhou, China between Purdue University, the prestigious Peking

University, and the government of Hangzhou, a popular leisure destination.

## Classroom technology enhances learning

Carl Braunlich believes in using technology in the classroom to increase his quality and effectiveness as an instructor. An early adopter of the WebCT Vista software platform, Dr. Braunlich uses the online course environment to deliver course materials, communicate with students, and create learning activities.

"The software is very user-friendly, and about as difficult as managing a calendar within Outlook," he says. "It's great at handling course management logistics, for example, getting current information to students and managing assessment."

Purdue University is considered a leader in providing educational technologies to enhance classroom instruction and course content development and delivery. Faculty are currently investigating "clickers," a component of the eInstruction Classroom Performance



Carl Braunlich

System, which consists of a classroom radio frequency receiver, response pads (or clickers) for students, and software that allows quizzing, polling, and more.

"With the clickers, you can give short quizzes, take attendance, play learning games, and instantly assess students' comprehension of your lecture. It's great stuff," he says. Look for this technology to appear in Dr. Braunlich's classes sometime in the future.

# Cuisine and Culture tours explore world

by Chef Carl Behnke

Studying abroad provides an opportunity to experience people and places in ways that far exceed the scope of a traditional classroom-based textbook and lecture format. The experiences challenge stereotypes, enhance careers and lives, and endows students with a global perspective and maturity that sets them apart from their classmates and future colleagues.

When this edition of *The Boilerplate* went to print, HTM was finalizing preparations for our fifth educational travel journey to Europe. By now, more than 80 students

and alumni have experienced what is now known as the Cuisine and Culture educational tour program.

As word of this program has spread, interest has grown. To allow students to plan ahead, we have tentatively committed to the following spring break agenda:

- 2007 – northern Europe,
- 2008 – Switzerland, and
- 2009 – Portugal/Spain.

Additionally, we are hoping to expand the program into China. Purdue faculty and staff will soon be making an exploratory trip there to begin developing programs

for students. For the Cuisine and Culture program, we'll be scouting out relevant touring sites, making necessary travel provider connections, and gathering course development materials.

Ideally, with a lot of luck and work, a program should be ready for the summer of 2008. We are already planning a University-based program during the summer class session, and envision an educational travel program building onto that. Would you like to join us? For information about upcoming Cuisine and Culture trips, please email me at [chefcarl@purdue.edu](mailto:chefcarl@purdue.edu).

# 2005 Jinling interns share their reflections

The day before Thanksgiving 2005, five HTM students said tearful farewells to their supervisors and co-workers at the Jinling Hotel. After five months working and learning at the prestigious flagship property, the interns were leaving China with plenty of memories to share. Here are some of their reflections:

**Sonya Rae Gerber:** "My time at Jinling was the most rewarding experience of my life. I was challenged daily with language, cultural, and political differences, which took me as far out of my comfort zone as possible. However, this also gave me a great opportunity to grow personally. ...

"In five short months, I could communicate effectively using Mandarin, adapt quickly to cultural differences, prove myself as a valued and respected employee of the Jinling Hotel, and integrate myself into city activities. I know that I not only worked and studied abroad, but I actually built a life in which I could thrive with a different language,

country, and culture entirely not my own."

**Adam Smock:** "The experience at the Jinling Hotel was one that I will never forget. It was truly a privilege to be able to go to China and work for such a remarkable hotel. What surprised me the most was the amazing people that I got to know. Living in China and working at an international hotel, you not only get the chance to indulge yourself in the Chinese culture but also many other cultures from around the world.

"I was able to make many great contacts with people from various industries that could possibly help me later in life. Most importantly, the employees personified the true meaning of hospitality. I am blessed to have created lifelong friendships with the people that I worked closely with and can't wait for the opportunity to return."

**Jen Balyeat:** "Each day spent in China and at Jinling Hotel infused me with a



HTM interns Jen Balyeat, Sonya Gerber, Stephanie Ma, Adam Smock, and Lindsay Vaughn are dressed for duty, Jinling Hotels-style.

memory that will never be forgotten. My experiences at Jinling with the guests and my colleagues motivated me to continue to study China's culture and language.

"I am currently enrolled in a Chinese language and history course to learn how to better communicate with my Chinese friends. We e-mail each other frequently and now I can type letters to them using the Chinese hanzi. They are an important part of my life and I want to be a meaningful part of theirs. The Jinling Hotel not only taught me about the hospitality world but about how to live life. For that, I am very grateful."

# Food service director takes marketing approach

Ask David Prentkowski BS '79 MS '84 what type of menu options and delivery methods a university needs, and he'll give you a market-driven answer: It all depends on the customer. As director of food services at the University of Notre Dame and its affiliated religious order, Mr. Prentkowski oversees operations for a variety of target markets ranging from undergraduates, professors, and administrators to day care attendees, sports fans, and nursing home residents.

"We go from children to 100-year-olds," says the HTM alumnus, rattling off the types of facilities offered to this wide range of ages and desires: cafeterias, catering services, quick-service shops, vending machines, concessions, fine dining restaurants, casual dining venues, and even a pub.

For nearly his entire 15-plus years at Notre Dame, segmented markets – researched meticulously through survey instruments and point-of-sales figures – have dominated his and his staff's decisions.

### Commercial mindset

Take Notre Dame's proposed new law school building, for instance. Even though the current facility is not closed to the

public, it's physically isolated on campus. Few visitors come there, and the students are so immersed in their studies that they don't get out much. Instead of a limited range of quick-service choices – like the pizzas and tacos that undergraduates in a student center might crave – prospective attorneys can expect to see a variety of mainly nutritious items geared toward their minimal graduate-student budgets.



David Prentkowski

These decisions are comparable to the ones that commercial restaurateurs make every day, Mr. Prentkowski says: "I've learned over the years that there are a lot of similarities between college operations and commercial businesses. It really is a marketing game."

### Mission-oriented

Of course, since food services are part of a university's educational mission, Mr. Prentkowski and his staff must consider academic and administrative needs as well. In the planned new science building, for example, food won't be allowed into scientifically controlled laboratories. To

discourage to-go orders, the facility will strategically display prepackaged salads and sandwiches near ample lounging areas. "We want it to be more of a convenience thing than an operation," Mr. Prentkowski says.

Another Notre Dame facility, located in a residential area, is open 24 hours a day, even though it makes little profit from 4 to 10 a.m. "If we were operating strictly for money, we would close at 4 a.m.," he says. "But that facility helps to support academic endeavors because it gives people an opportunity to have early-morning study sessions."

### Economies of scale

To offset these losses, other facilities contribute more to the bottom line. "Generally, we need to operate as a totally independent financial entity, not requiring any subsidy, and putting money in reserve for future upgrades," he explains. "We don't want to be a burden on the university financially."

Economies of scale help as well. Around 2000, Notre Dame unveiled a central production facility with vegetable processing and quick-chill technology. "We were lucky enough to show our administration that this concept made sense," he says.

# Use your imagination to give back to HTM

By Robert D. Buchanan, professor emeritus

HTM students take many things with them after graduation: a clearer vision of their future, the skills to anticipate and react quickly to market changes, an ability to execute with excellence, leadership to "make things happen," a competitive edge, a sense of community, a foundation of ethics and

accountability – and perhaps even a best friend, future spouse, mentor, or the life-changing influence of a professor.

Certainly, the cost of education is high, with some graduates still likely servicing their student loans. But the benefit of your Purdue experience lasts a lifetime. So we hope you'll give back to us in whatever ways work best for you now.

Besides financial contributions, you could, for example, mentor HTM students; educate high school counselors about industry opportunities; encourage young, energetic students to apply to our program; and inform us of job opportunities suitable for our graduates.

The opportunities are as limitless as your imagination!

# Memories of Elsa Frankowsky Smith, Class of 1943

**M**y first year of college was at a girl's school in Missouri. I wasn't really eager to go back there. My sister, Sonja Frankowsky Kennedy, had accepted a position as dietitian in Cary Hall (North and East). My father thought it would be great to have us in the same location. An excellent idea!



Elsa Frankowsky in high school

We first lived at the Varsity Apartments. I ate my dinner meal at WRH (Women's Residence Halls). That way, I got to meet other girls.

The next year, we moved to 11 University Street across from the old Home Economics building. It was the second house north of State Street. The first house was International House (now demolished). These were special years.

We received excellent educations.

I met my husband of 59-plus years, Donald C. Smith, when he was living in Cary Hall West and working as a waiter there. His dietitian was Georgia Elliot, who introduced us.

Those years at Purdue – our education, all the extras, dancing to the Big Band, bowling at the Union, the Sweet Shop for Sunday night supper, walking across the Levee to the movies in Lafayette, the basketball games, football games – are all great memories.

On our first date, we went to the movies. We sat downstairs for 44 cents each. After that, we sat upstairs for only 33 cents! The Sunday afternoon of December 7, 1941, we were at the movies seeing *Casablanca*.

We graduated on April 18, 1943. Purdue was on a wartime schedule with three semesters a year. The summer after



Elsa Frankowsky Smith's former home at 11 University Street, as it looks today.

graduation, Don went to Fort Sill in Lawton, Oklahoma for Officer's Candidate School. I worked my internship at the Men's Grill at Carson Pirie Scott and Company in Chicago.

We were married in August and traveled with the Army to Fort Sill; Camp Roberts in Pasa Robles, California; and on to Yuma, Arizona, where Don was with the 80th Division in the desert. He got into Yuma two nights a week or every other weekend.

We lived in an old mattress factory that was partitioned off into rooms. There were 18 people for one kitchen and one bathroom. By spring, the 80th Division was deployed to Italy.

After the war, we raised our family in Osceola, Indiana. Don worked for the U.S. Rubber Company (Uniroyal) for 39-plus years. I got my certification and taught home ec and English to junior high students.

Don and I have been back to Purdue many times. I am so proud of the Department of Hospitality and Tourism Management and its development since the 1940s. I am proud to be a member of the HTM Golden Circle.

## HTM's Golden Circle reunites older graduates

By Bob Buchanan, professor emeritus

The Department of Hospitality and Tourism Management began in 1916 with a single course called Institutional Management. It's now evolved into one of the largest and most highly respected hospitality departments in the world. We are grateful to our graduates who built their reputation in the hospitality field, which in turn has elevated our high reputation as hospitality educators.

More than a year ago, we created the Golden Circle to better connect with our program's graduates of 50 or more years ago. We believe the Purdue University experience is never over. This group of alumni is important to both the past and future of our program.

Currently we are sending letters to Golden Circle alumni to determine how our department might better serve their interests. We hope to learn how they would like to fellowship with each other and reacquaint with our department. We are also sending them a mailing list of all 196 members so that they can track down and reminisce with classmates about what made Purdue so special to them.

## Development message from Lora Adams

We are pleased that Rick Roman and The Signature Room have once again agreed to host our alumni and friends reception during the 2006 Chicago NRA Show. For the past three years, the Romans have shown their support for the Purdue program by sponsoring the event.

Mr. Roman acquired The Signature Room in 1993. Under his leadership, the restaurant has taken on new direction as a casual, upscale dining venue with a menu of contemporary American cuisine. The restaurant has earned favorable critic reviews and has ranked high among local newspaper reader polls as one of Chicago's most romantic restaurants and a popular weekend brunch destination.

The 2006 HTM alumni and friends reception will be held on Sunday, May 21 from 6 to 8 p.m. Please call HTM at (765) 494-4643 for further details. We thank the Romans for hosting our reception in such glorious fashion in the past. Please join us for another breathtaking event!

**New York reception last November**  
Starry skies provided the perfect backdrop last November for the annual HTM reception during the International Hotel/Motel & Restaurant Show in New York. Andrew Whittaker MS '99 and

Cipriani USA hosted the Rainbow Room event, attended by more than 40 students, faculty, alumni, and industry colleagues.



Lora Adams

Andrew ordered up a beautifully clear night so that attendees could fully enjoy the glittering New York skyline. For several of our students, this was their first trip to NYC, and attending our reception in this famous and renowned venue was an extra treat. We are very grateful to Andrew Whittaker and Cipriani USA for making our event first-class and truly unforgettable!

### Scholarships for HTM students

Each year more and more students choose to attend Purdue University because of the financial assistance they receive from scholarships and awards. Here in HTM, we believe that top students deserve rewards. HTM offers several scholarships to recognize academic achievement, financial need, or major area of study. Scholarships are also available to students who participate in study-abroad programs. Last year, HTM students received more than \$400,000 in scholarships.

Support for students also comes through the National Restaurant Association Education Foundation (NRAEF). Last year, three HTM students received \$2,000 scholarships from NRAEF, based on major, grade point average, work experience, and recommendation letters.

Supporting students through scholarships is easy and meaningful. Purdue University is committed to ensuring deserving students receive financial assistance when needed. On the whole, private support for Purdue students increased by 10% last year, surpassing the 6% increase in tuition.

If you would like more information on making a gift to support HTM students, contact me at 800-535-7303 or [lmadams@purdue.edu](mailto:lmadams@purdue.edu).



Photo from NY Show

## HTM building fund reaches \$4 million milestone

In early February, the Department of Hospitality and Tourism Management reached a \$4 million milestone in its development efforts toward a new HTM facility.

One of 40 new buildings, additions, and renovations resulting from The Campaign for Purdue, the \$10 million, state-of-the-art facility will provide HTM with an

integrated location for student learning, research, and collaboration.

"The building will showcase the excitement, vitality, and importance of hospitality and tourism management for decades to come – something that I think all our benefactors appreciate," said Ray Kavanaugh, professor and head, HTM. "We are extremely grateful for the

leadership gifts we have received thus far, and look forward to more fruitful relationships with our donors as we secure the remaining \$6 million."

The building's proposed location is on the corner of State and University Streets, directly across from Matthews Hall. Plans include academic, administrative, research, lab, and meeting space.

## '76

**Robert J. Becker** is technical specialist for American Honda Motor Co. Inc. in Georgia. He lives in Woodstock, Georgia.

## '78

**Tim Ludwig** lives in New Palestine, Indiana. He is district manager for Crystal Food Service, The Café Group, which is involved with the Indianapolis Motor Speedway, the Indiana Government Center, and other entities. E-mail: cattol@marsh.net

## '80

**Gary R. Scheer** works with Financial Management Group. He also serves as president of the Board of Trustees-Hebrew Academic of Morris County and plays second trumpet with the Livingston Symphony Orchestra. He resides in Morristown, New Jersey. E-mail: gscheer@aol.com

## '90

**Michelle Searles** is a registered nurse in the cardiac unit at Doctor's Hospital in Sarasota, Florida. She is pursuing an MS at the University of South Florida.

## '91

**Heather Imel** lives in Allen, Texas and serves as senior director of franchise operations for Pizza Hut in nearby Dallas. E-mail: heatherimel@aol.com

**Kim Meyerholtz** is divisional director of training and recruiting for White Lodging Services, Merrillville, Indiana. She resides in Avon. E-mail: kmeyerholtz13@indy.rr.com

**Susan (Smith) Palczynski** is dietitian for a private cardiology practice and Good Samaritan Hospital Health and Wellness Center. She resides in Downers Grove, Illinois with the husband, Phillip, and two children.

## '92

Anne Dunlavy is director of group sales for the Indianapolis Marriott Downtown. She resides in Indianapolis.

**Peggy (Gehrman) McGinnis** is a stay-at-home mom for her two children, Aidan and Molly. She, her husband, Chris McGinnis, and their kids live in Oak Lawn, Illinois. E-mail: candpmcg@yahoo.com

## '93

**Christina Glon** resides in Sturgis, Michigan. She graduated from the University of Illinois College of Law in 2004 and works with Dresser, Dresser, Haas, and Caywood. She is licensed to practice in both Michigan and Indiana. E-mail: cglon@dresserlaw.com

**Heather Kohlmeir-Schaffer** is general manager at TGI Fridays in St. Charles, Illinois. She and her husband became the proud parents of triplets (Kayla, Addison, and Taylor) in September 2005.

**Julie Smith Rogers** is president/owner of Indy Gas Works Corp. in Indianapolis, Indiana, where she lives. She is a board member and diplomat of the year for the Greater Greenwood Chamber of Commerce. E-mail: jrogers@indygasworks.com

## '94

**Chris Majchrowicz** is general manager at Fairfield Inns by Marriot in Key West, Florida, where he lives.

**Tom Mischak** lives in Fort Wayne, Indiana, where he is general manager of the Courtyard by Marriott.

**Patrick Rody** is general manager for Chipotle Mexican Grill. He lives in Bloomington, Indiana.

**Sharon J. (Semko) St. Myers** is event coordinator for Center Bank in Crown Point, Indiana. E-mail: purduenut94@hotmail.com

## '95

**Eric Allen** lives in Hatfield, Pennsylvania. He is catering sales manager for the Four Seasons Hotel Philadelphia.

**Kristi Morton** resides in Mundelein, Illinois with her husband, Jim, and their three sons, ages 6, 4, and 2.

**Kimberly Raab** lives in Groveland, Florida. She is segment logistics coordinator for Walt Disney World in nearby Kissimmee.

## '97

Preeti Sugathan was married in 2003 and became mother to Nikhil in 2005. She is currently taking time off after working for Compass Group NAD-Eurest Division as area catering manger in San Diego, California. She now lives in the northern part of the state.

## '98

**Raquel Garcia** lives in Fishers, Indiana. She is operations manager for Residence Inn by Marriott in Indianapolis. E-mail: raquelgarcia98@yahoo.com

## '99

**Nathan Fry** resides in Lafayette, Indiana and is employed by Caterpillar. E-mail: nathanfry1@hotmail.com

## '00

**Matt Holland** is front desk manager at the Indianapolis Marriott Downtown. He is engaged to be married in September 2006 to Sarah May, a Ball State University graduate and payroll manager at the hotel. E-mail: parrot\_head\_pu@yahoo.com

**Laura White** is member relations director at the Countryside Country Club in Clearwater, Florida, where she lives. E-mail: laura.white@ourclub.com

### '01

**Andrew Scarlett** lives in Chicago, Illinois, where he works as front office manager at the Hilton Garden Inn Downtown Chicago. He married Jennifer Ciezadlo, liberal arts, in 2004.

**Kristen Thomas** is general manager for White Lodging Services in Hammond, Indiana. She lives in nearby Highland and is the mother of a baby girl.

### '02

**Brian Benak** lives in Westfield, Indiana. He is senior event manager for the Indianapolis Marriott Downtown. E-mail: bbenak@indymarriott.com

**Christopher Eley** is an executive chef for White Lodging Services in Chicago, Illinois, where he lives. E-mail: celey@viandchicago.com

**Lacey Ring-Verbik** lives in Avon, Indiana. She is employed by White Lodging Services as catering sales coordinator at the Indianapolis Marriott Downtown. Her daughter Neva Rose was born January 6, 2005. E-mail: bettyboop13079@yahoo.com

### '03

**Jeffrey Boylan** is compensation analyst for Echo Star Communications Corp. in Englewood, Colorado, where he resides. E-mail: jeff.boylan@gmail.com

**Spencer Fireman** is front office manager for Fairfield Inns by Marriott in Key West, Florida, where he lives. E-mail: spencer\_fireman@hotmail.com

**Sara Krauss** lives in Downers Grove, Illinois. She is operations manager for Residence Inn by Marriott in nearby Warrenville. In 2004 she received the Front Office Manager of the Year award. E-mail: srkrauss@hotmail.com

**Jessica (Roberts) Mannon** resides in West Palm Beach, Florida, where she is housekeeping manager at Marriott's

Ocean Pointe property.

**Joe Mikol** is territory manager/manufacturer's representative for Premier Equipment Group in Georgia. He lives in Birmingham, Alabama.

**Sarena Wills** lives in Indianapolis, Indiana, where she works for the Indianapolis Marriott Downtown. E-mail: swills@indymarriott.com

### '04

**Carrie Balzer** is event manager with Courtyard by Marriott Magnificent Mile in Chicago, Illinois. She also lives in Chicago. E-mail: cbalzer721@yahoo.com

**Leslie Barrs** is front office manager at Spring Hill Suites by Marriott in Carmel, Indiana, where she lives. She began as a sales manager and was promoted to the front office. E-mail: labarrs@gmail.com

**Hen-Yen (Heidi) Chang** is currently obtaining her PhD at the National Sun-Yat Sen University in Taiwan. She is also a lecturer at Kaohsiung Hospitality College in Taiwan.

**Jennifer Davis** lives in Gary, Indiana and works as sales manager for Marriott Hotels of Hammond. She was promoted from front desk manager at Hilton Garden Inn-Downtown Chicago to her current position. E-mail: davis@whitelodging.com

**Cara Dougherty** is restaurant manager at Viand Bar & Kitchen in Chicago, Illinois, where she lives. E-mail: cdougherty@viandchicago.com

**Kellie (Wellman) Hull** and her husband, Clifford Hull, are expecting a baby this May. She is front office manager at Hotel Phillips in Kansas City, Missouri.

**Shannel Kidd** lives in Bolingbrook, Illinois and works in nearby Schaumburg as kitchen manager for Smokey Bones. E-mail: kiddsa5@hotmail.com

**Joshua Kline** is engaged to be married in August 2006. He lives in Indianapolis, Indiana, where he manages the Old Spaghetti Factory.

**Angela Roman** is marketing manager for The Signature Room at the 95th in the John Hancock Center in Chicago, Illinois.

### '05

**Joshua Alexander** is president of Client Retention Services in Indianapolis, Indiana. He lives in nearby New Palestine, where he serves on the New Palestine United Board of Directors. E-mail: jushua.r.alexander@gmail.com

**Megan Franke** lives in Key West, Florida, where she works as operations manager for Fairfield Inn. E-mail: meganfranke@yahoo.com

**Nicole Lincoln** currently lives and works in Indianapolis, Indiana, where she is assistant operations manager at the Courtyard by Marriott at the Capitol. E-mail: Nico529@gmail.com

**Carol Morica** is operations manager for Courtyard by Marriott in Valparaiso, Indiana. She lives in nearby Whiting. E-mail: cyvalparaiso@whitelodging.com

## Calling all alumni

Bought a business, got promoted or changed employers? Don't forget to tell us about it. Just complete and mail the postage-paid card inserted into this newsletter. Or e-mail your news to Janet Bray at [brayj@purdue.edu](mailto:brayj@purdue.edu). Then look for your news in an upcoming issue of *The Boilerplate!*

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Joseph Rivers Sommers Scholarship	\$1,000	Jacqueline Kluger
	\$1,000	Jessica Leatherman
	\$1,000	Ruth Mills
Madonna Warren Award/ Purdue Union Club	\$300	Seth Halterman
	\$300	Karen Keller
	\$300	Ricky Tate
Winegardner and Hammonds	\$3,000	Christine Mindrum
<i>Subtotal:</i>	<i>\$51,200</i>	
<i>Purdue/Alumni and Outside Awards</i>	<i>\$364,099</i>	
<b><i>Total</i></b>	<b><i>\$415,299</i></b>	

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