

Hospitality and Tourism Management Program

update

spring 2004

a message from the director

going places



CARL WINSTON, HTM DIRECTOR

Sometimes I have to pinch myself to make sure I am not dreaming as I realize SDSU's Hospitality and Tourism Management Program (HTM) has just past the two and one-half year mark. Enrollment exceeds 225 students and grows weekly. We will graduate 32 students in May and virtually all of them already have great jobs lined up.

At the recent SDSU Open House event our HTM booth was swamped with interested students and parents curious to learn more about the program. I am especially grateful to our 15 students who volunteered to share our story, which they can tell better than anyone.

And what students we have! As the program director, I am fortunate to work with such remarkable people. They work very hard at their academics (as we challenge them); almost all of them have part-time jobs in industry; and they volunteer in high schools throughout San Diego County and at industry events. Not only that, we have two very active student groups which are both profiled in this newsletter. As a parent, I hope my kids grow up like our HTM students – they make us proud.

We are fortunate to have some of the industry's best faculty and staff building the foundation of our program. They are truly passionate, knowledgeable experts who care a great deal about our students and our work here at SDSU. In this issue you can read about one of our most gifted lecturers, Lori Sipe, and about our newest staff addition, Christina Grenard, director of internships and placement.

We continue to achieve an outstanding level of support from the hospitality & tourism community. In fact, we are in the enviable position of needing to turning away a few bigger firms from outside San Diego that would like to recruit here. We can't accommodate them until we grow a bit more. How's that for a new program? Many, many thanks to our supporters in industry!

Finally, I must point out that SDSU continues to raise the standard of excellence. The university now accepts only one in seven applicants. Despite difficult budget pressure, HTM is getting support through its infancy and we thank the University and the President for their continuing confidence.

The HTM program is truly "going places." Read on...

new and noteworthy

HTM and Marriott form partnership

We are pleased to announce a new partnership with Marriott which has already benefited the HTM program. This partnership was created with strong support from local Marriott executives including: Ray Warren, Jacques Morin, Steve Pagano, Bob Garvin, Mike Nowland and others. They introduced us to Andie Hayman and Steve O'Connor from Marriott's corporate team. Their support already has led to the following:

- Marriott hosted two major events for 150+ students for our bi-annual Video Music Awards.
- Four of our graduates were recruited into Marriott's management training program.

- The Marriott Foundation has invested \$50,000 into our Internship & Placement Center.
- One of our students, Rostana Wardak, was selected to attend Marriott's Student Leadership Conference in Orlando, Florida, in January. While there, her peers selected her as the most outstanding student.
- Marriott has provided support to our new NSMH chapter (National Society of Minorities in Hospitality.)

Private support is essential to the success of our program. Many thanks to the folks at Marriott for believing in our program and for helping our students' dreams come true.



SAN DIEGO STATE
UNIVERSITY

from the classroom

Fortunately for HTM students, their learning experiences are gained both inside the classroom and out in our San Diego "lab." Imagine a place where students have access to hundreds of hotels, thousands of restaurants, four major amusement parks, dozens of major event businesses and venues and so much more. This is no fantasy – this is HTM at SDSU. Here are some examples:

During the spring 2004 semester alone we had over 40 guest speakers from industry on campus. That is an average of three per week.

We have done site visits all over the county including with Sammy's Woodfired Pizza, Rubio's, Hyatt, Marriott, SeaWorld, 4th & B nightclub and many more.

Many thanks to our five part-time industry lecturers complementing our full-time faculty this semester. The richness of our course content depends on these dedicated professionals delivering "real world" experience to the concepts and theory in our curriculum.

- Patricia Capritta Payne
- Lisa DeFino
- Robert Rauch
- Michael Corr
- Susan Corey-Tuckwell

Students in our Strategic Management Class are working with the San Diego Padres' PETCO Park on a semester-long project relating to best practices in opening the stadium.

Our Hotel Operations class is taught in a new format where the course is presented as though each student were the general manager of a 350-room hotel. Each department's issues and expectations are taught through the eyes of guest, employee and owner.

Students cover each operating department, performance metrics, and key needs and attributes necessary to build a successful lodging career.

Students in our Sporting Events and Festival Management class are designing a detailed portfolio reflecting the production of a major event. Talk about a real world experience (also, a lot of hard work).

contributing partners



PATTI ROSCOE, CITE

Donor Profile

Do you wish you could have attended an industry conference, with an industry mentor, as an undergraduate student? Thanks to Patti Roscoe of PRA Destination Management, one HTM student annually will have the opportunity to attend a national conference AND shadow Patti while there!

The Patti Roscoe Scholarship ensures that an HTM student sees first-hand the value of networking and continued industry education. In September this student will accompany Patti to the IT&ME show in Chicago, the incentive industry's largest trade show.

Established in 1999, Patti's \$25,000 endowment (\$5,000 per year) will be fully endowed in spring 2005, and the interest will provide air travel, conference registration and hotel expenses annually. If you would like to establish a similar opportunity for our students, please contact Kathy Drucquer Duff at 619-594-8674 or kdrucque@mail.sdsu.edu.

calling all alumni

San Diego State University is proud of our many graduates who work in the hospitality industry, and our list of alumni grows daily. You are a wonderful testament to our students and serve as role models in a variety of ways. We ask that you add one more role to that list: donor to the HTM program.

In the next few days, we will launch our first annual HTM annual fund campaign. An SDSU student will be calling to ask alumni to consider a gift to our program. Participating with a gift of any size is a wonderful legacy to help boost our growing program. Gifts support our student associations, student travel to conferences, and our internship and placement center.

Please respond to the call with a pledge, or better yet, visit our on-line giving web site and make a gift today. Thank you in advance for your support!

On-line pledges are welcome, please visit:
https://rhino.sdsu.edu/giving/give_form.html

We continue to explore both academic and applied research directions through our Center for Hospitality & Tourism Research. Following are some selected topics recently completed or underway:

Dr. Mark Testa recently had a study accepted for publication in *Group & Organization Management*. The article compares manager and employee perspectives of effective service leader interaction (SLI) behaviors. As a next step, he is developing a leadership assessment, which measures six dimensions of SLI behaviors to determine which have the greatest impact on employee customer service behavior. In addition, Dr. Testa is revising a paper titled "Cultural Similarity and Service Leadership: A Look at the Cruise Industry" for publication in *Managing Service Quality* and submitted another paper titled "Cultural Congruence, Leadership and Citizenship: A Three-Study Investigation in the Service Environment" for the *International Journal of Cross Cultural Management*.

Robert Rauch, CHA and his team did an impact study on raising the Transient Occupancy Tax in San Diego earlier this year. They interviewed hundreds of meeting planners. In addition, the team surveyed all hotel lenders and will be presenting their findings in May in Los Angeles. They completed a similar study in 2003. Other work this year includes hospitality industry forecasts for San Diego and the State of California in a venture with San Diego ConVis and the California Hotel & Lodging Association, respectively.

Dr. Vinod Sasidharan is conducting an applied research study to explore the attitudes and feelings of San Diego's arts and culture community regarding cultural tourism in the region. The purpose of this study is to enable the City of San Diego's Commission for Arts and Culture and San Diego Convention and Visitors Bureau's Cultural Tourism Department to involve these stakeholders in collaborative tourism marketing efforts.

Lori Sipe is conducting interviews with hospitality leadership to provide depth to our HTM program competency model. During the fall semester she interviewed 25 general managers of a multi-unit restaurant chain, and spring semester she is interviewing hotel general managers. Data from the interviews will be used to further define the business savvy, people savvy, and self-savvy components of our competency model. If you are interested in participating in an interview and are willing to give 30-45 minutes of your time to talk about hospitality leadership competencies, please contact us. We'd love to include your thoughts in our research.

Dr. Beth Chung-Herrera is working on Emotional Labor in restaurant service jobs. She is looking at whether group-level variables (e.g., service climate, group norms, altruism, etc.) affects emotional labor and its relationship to important outcomes such as burnout, poor performance, poor customer service, etc.

She has also begun interviews with Norman Brinker protégés, looking at how and why he has developed such successful leaders. What is it about his leadership style or mentoring abilities that makes him different? Research will focus on emotional IQ as a component.

student news

SDSU's HTM students have formed the first California Chapter of the National Society of Minorities in Hospitality (NSMH). Since its founding in spring 1989 at Cornell University, the Society has been a non-profit student run professional organization. NSMH works in conjunction with its sponsors to establish a working relationship between the hospitality industry and minority students. Over 50 major companies provide financial support to NSMH and actively recruit its student members.

The new SDSU Chapter has 21 members, making it a sizable new chapter. Thirteen of these students raised funds from industry and paid part of their own costs to attend the NSMH annual conference at the Ritz Carlton Hotel in St. Louis in February. Under the leadership of Chapter President Rostana Wardak, SDSU was named the new chapter of the year and our students made a very positive impression among all attendees.



New Director of Internship and Placements

The HTM Program has hired a director of internships and placement, SDSU alumna Christina Grenard.

"We are especially pleased with the creation of this position because it is 100 percent supported through private dollars," says Carl Winston, HTM Director.

CHRISTINA GRECARD, INTERNSHIP & PLACEMENT DIRECTOR

"The Internship & Placement Center is a critical component of our growing Program."

Christina's responsibilities include placing student interns, working with community partners in identifying internship needs, and assisting students in deciding which path to take in their senior internship. She will work on other special projects for the program and lead all placement efforts for graduating seniors and for students seeking part-time work.

She received a B.A. in art history from SDSU in 1992 and brings 20 years of service industry experience to her new position. She began her career working with SeaWorld of California, moving from the operations area to management capacities in the food services and human resources departments while still attending SDSU. In 2000, Christina joined Busch Entertainment Corporation's Corporate Operations and gained valuable experience directing the employee education strategy, learning policy and

development programs for nine adventure parks throughout the United States.

We would like to thank and recognize those community partners who have made specific financial contributions to the Internship & Placement Center:

Marriott Foundation	Sami Ladeki
Pat & Oscar's Restaurants	Old Town Trolley Tours
Bartell Hotels	Starwood Hotels and Resorts
Pacific Event Productions	Classic Party Rentals
Picnic People	

We have seen an increase in the number of students needing internships grow to about 125 annually. By 2007, this number will grow to 200. That means we need to place between 50 and 100 at any given time of the year. Fortunately, we have some businesses willing to help. Those who have worked with us on these highly structured and focused internships are listed below. We thank them for their ongoing support and invite businesses both in and out of San Diego to help out. We are especially interested in adding more hotels for the Hotel Rotation internships.

"My role in helping our students make the leap into industry is extremely rewarding," says Christina. "Our HTM students consistently impress me with their depth, willingness to be involved, gain experience and desire to learn about the hospitality industry. The enthusiasm of the students, faculty and staff is palpable. I am excited to be part of a growing program that brings new service leaders into the industry."

SDSU HTM Internship Program Partners:

Ace Parking Management, Inc.
Adventure Business Consultants
Anheuser-Busch Companies
Anthony's Seafood Group
Aramark
ARES (Advanced Reservation Systems)
Balboa Meetings and Incentives
Balboa Park December Nights
Barona Valley Ranch Resort and Casino
Bartell - Best Western Island Palms Hotel & Marina
Bartell - Dana Inn & Marina
Bartell - Days Inn Hotel Circle
Bartell - Holiday Inn San Diego Bayside
Bartell - Humphrey's Half Moon Inn & Suites
Bartell - Pacific Terrace Hotel
Bartell - Radisson Hotel La Jolla
Bonita Golf Club
Buffets, Inc.
Busters Sports Bar
Carlsbad Seapointe Resort
Centre City Development Corporation
City of El Cajon
Classic Party Rentals

Coronado Beach Resort
Cox Arena
Dave & Busters, Inc.
Del Mar Fairgrounds
Doubletree Club Hotel San Diego
Doubletree Mission Valley
Embassy Suites San Diego La Jolla
Embassy Suites Hotel San Diego Bay
Evans - Catamaran Resort Hotel
Evans - Bahia Resort Hotel
Four Seasons Resort Aviara
George's at the Cove
Global Sourcing Group
Hacienda Hotel Old Town
Harrah's Rincon Casino & Resort
Hilton La Jolla Torrey Pines
Holiday Bowl
Hotel Del Coronado
Hyatt Regency Islandia
I Want My Travel
IDEA Health and Fitness Association
Islands Restaurant
Jack in the Box
Jenny Craig Pavilion
Julia Holiday Productions
La Costa Resort and Spa
La Jolla Beach and Tennis Club

La Jolla Cove Suites
Law and Higher Ed Conference
Linsco/Private Ledger Corp.
Loews Coronado Bay Resort
Manchester Grand Hyatt San Diego
Marriott Coronado Island Resort
Marriott Courtyard
Marriott Del Mar
Marriott Hotel & Marina
Marriott Los Angeles
Marriott Old Town
Marriott Residence Inn
Meeting Sites Pro
Monarch School
Outback Steakhouse
Outdoor Travel Adventures
Pacific Event Productions
Paradise Point Resort and Spa
Pat & Oscar's Restaurants
PETCO Animal Supplies, Inc.
Pinnacle - Best Western Inn
Port of San Diego
PRA Destination Management
Radisson Suite Hotel Rancho Bernardo
Ramada Plaza
Rancho Bernardo Inn
Red Lion Hanalei Hotel
Road Rebel Entertainment Touring

Sammy's Woodfired Pizza
San Diego Gulls
San Diego Intl. Sports Council
San Diego Padres
Sandcastle Inn Pismo Beach
Scotland Concerts
Scripps Foundation
SeaWorld
Shelter Point Hotel and Marina
Sheraton San Diego Hotel
Sheraton Suites San Diego
Starwood - W Hotel
Summit Travel
Sunset Parking Service
The Border Agency
The Grande Colonial Hotel
The Lodge at Torrey Pines
The Meeting Manager
Town and Country Resort & Convention Center
University Club
U.S. Foodservice
U.S. Grant Hotel
Viejas Casino
Voluntours
Westin Horton Plaza
Woodfin Suite Hotel San Diego
Wyndham Emerald Plaza

Outback CEO speaks to HTM students and industry



CHRIS SULLIVAN, CO-FOUNDER AND CEO
OUTBACK STEAKHOUSE, INC.

Chris Sullivan, co-founder and CEO of Outback Steakhouse, Inc., was the inaugural speaker this fall for the Conrad Hilton Distinguished Lecture Series in the SDSU Hospitality and Tourism Management program. He also met with faculty and leaders in the local hospitality industry.

He shared insights about running a successful restaurant business and how he rose from a management trainee with Steak & Ale to found a major restaurant chain. In addition to 700 Outback Stores, Sullivan also oversees over 100 Carrabba's Italian Grills, Fleming's Prime Steakhouse and Wine Bar, Roy's, Lee Roy Selmon's, Bonefish Grill, Cheeseburger In Paradise, and several other hospitality related businesses.

We would like to thank the Conrad Hilton Foundation and Ron Fowler and Jack Goodall for making this program possible.

Save the Date!

We are delighted to announce that John Moores has agreed to be the next speaker in our Hilton Distinguished Lecture Series. He will be speaking on how his vision and fortitude to create San Diego's newest landmark, PETCO Park, came to fruition. Many more details will be forthcoming and the date is September 7, 2004 at 7:30 a.m.

Professor for a day...

As we frequently mention, we have unprecedented access to industry professionals at SDSU. Our visiting lecturers deliver a key piece of our student's educational experience in the HTM Program, and we'd like to express our gratitude to the following folks who have helped out in the Spring 2004 semester as professors for a day.

- Richard Andersen PETCO Park
- Joe Craver San Diego Airport Authority
- Bob Garvin Marriott San Diego Mission Valley
- Terry Brown Atlas Hotels
- Duke Sobek Atlas Hotels
- Cami Mattson San Diego North CVB
- Dan Flores Gaslamp Quarter Association
- Teresa Davies Make-a-Wish Foundation
- Wes Johnson Accessible San Diego
- Leslie Cohn Cohn Restaurant Group
- Bruce Binkowski Holiday Bowl
- Richard Bartell Bartell Hotels
- Sammy Ladeki Ladeki Restaurant Group
- Tom Penn Ladeki Restaurant Group
- John Daley Highway 101 Association
- Martin Malk R.A. Rauch & Associates
- Alan Reay Atlas Hospitality
- Carolyn Wormser City of San Diego
- Tim Wright Holiday Fignolio Fowler
- Kip Perry Holiday Fignolio Fowler
- Ralph Rubio Rubio's Restaurants, Inc.
- Anthony Bollata Bollata & Associates
- Chuck Hansen Viejas Casino
- Jim Treadway MTM Management
- Bill Haviluk Formerly Legoland
- Meg Newcomb SeaWorld
- Sal Giametta San Diego ConVis
- Maggie Houlihan Mayor of Encinitas
- Robbie Green The Governance Institute
- Rebecca Cross Manchester Grand Hyatt San Diego
- Jennifer Turney Manchester Grand Hyatt San Diego
- Shane Carr Lawrence Family Jewish
Community Center
- Serge Dedina Wildcoast
- Marilee Rice Bankert Seaport Village
- Laura Hunter Environmental Health Coalition
- Robert L. Noble Tucker Sadler Noble Castro Architects
- Randy Rodriguez San Diego Multiple Species
Conservation Program
- Dari Decousa Marriott Hotel & Marina
- Loretta Kratz Ladeki Restaurant Group
- Paul Denyer Magna Hospitality
- Steve Zolezzi San Diego Food & Beverage Association
- Allison Harnden Hospitality Resource Panel
- Michael Brewer ABC Consultants
- Paul Melchior Aztec Shops
- Jim Guenther Pechanga Resort and Casino

meet the faculty



LORI SIPE
HTM FACULTY MEMBER

Lori Sipe has been a critical member of the HTM “dream team” since its inception. A business leader for more than 20 years, she was most recently director of strategic planning and business analysis for SeaWorld California. Lori currently teaches service leadership development, attractions management, and hospitality accounting at SDSU. She also facilitates leadership seminars, strategic planning sessions,

and executive retreats for diverse groups such as scientists, maintenance leads, financial analysts, animal trainers, educators, and senior leadership – groups ranging in size from 5 to 50.

Her recent projects include developing/integrating service standards at nine theme parks owned by Anheuser-Busch

and facilitating a business plan for the educational arm of the International Association of Amusement Parks and Attractions (IAAPA). Lori’s teaching style is engaging and interactive. She receives excellent reviews from students in the HTM program and was honored by CHRIE (Council for Hotel, Restaurant, and Institutional Education) for innovation in teaching in 2002. She received her MBA from SDSU in 1994.

Her main objective with HTM is to focus on connecting industry and education. She has developed a customized learning program called Kaleidoscope that leverages students’ talents and makes continuous learning and reflection a habit throughout their careers.

Lori constantly refreshes the in-class learning experience by developing innovative assignments that combine group dynamics, communication and technology. She also plans to respond to the development needs of industry professionals by providing seminars, workshops, and on-site educational programs.

how to contact us

Hospitality and Tourism Management Program

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