



May 2012

A Message from the Director

going places



CARL WINSTON
DIRECTOR

Proud.

Anyone familiar with the faculty, staff, or students of the L. Robert Payne School of Hospitality and Tourism Management knows that all of the people associated with us *work very hard* to create a school that is positioned as the most personalized place anywhere to develop hospitality leaders. Reflecting on our first ten years has been heady stuff for me and for our team. In thinking through what I might convey to our many friends and supporters in this 10th anniversary newsletter, I came to two conclusions. First, we have done extremely well and can be justifiably proud of our results. Secondly, we cannot rest on our laurels. In the next ten years *we promise you* that we will work even harder to provide our constituents great graduates, community support, and relevant research as a global resource.

This school was conceived as a true partnership between industry and academia, and that partnership is deeply embedded in every aspect of the school. We continue to receive support in every form from the industry and the community. We attract luminaries — from major company CEOs to local community leaders — and a variety of visitors from around the globe. Students at the Payne School hear from 75 guest speakers each semester, something Dr. Bob Payne regularly reminds me is a critical part of their education and this school's success. This partnership includes substantial financial support and input on our ever-evolving curriculum and research agenda. While state funding is waning in California, we are receiving critical support from other sources. Our new president, Dr. Elliot Hirshman, recently met with the entire school faculty and staff. At the conclusion of our meeting he said that we were already doing everything he has been asking other schools here to do. I also must thank my boss Dean Joyce Gattas, who has provided unparalleled guidance, leadership, and “cover” as the school has matured and we have shattered barriers.

CELEBRATING
10 YEARS

As always, we have identified new avenues for learning. Our Executive Education programs have proven popular and lucrative for the school; our programs are diverse, extending into the lodging, meetings, restaurant, theme park, and even the surfing industry! (See Page 7 for more on this topic.) And these programs are attracting a global audience. We have solidified our China Hospitality program, which provides a one-year work/study opportunity for hundreds of Chinese students. They get an amazing year in the U.S., living with an American family, studying at SDSU, and then working with one of our partner companies both here and on their return to China. Those partners include Marriott, Starwood, Hyatt, Fairmont, Four Seasons, and MGM Resorts. Later this year, we will expand the program into Europe. And we've just launched a new Master's Degree, which promises to be “best in class,” with cutting-edge content and real-world application. Delivered substantially online, the program requires that students be employed in a middle- to senior-level management job. (Read more about the new program from Brian on Page 2.)

As always, none of this progress would have happened without dedication, determination, and discussion. Let us hear from you! Tell us what you think we need to do to stay in a leadership role in hospitality and tourism education.

Thank you for everything and please contact me anytime! carl.winston@sdsu.edu or 619-594-5254.



A Message from Brian Blake

going places



**BRIAN P. BLAKE,
DIRECTOR OF
THE J. WILLARD AND
ALICE S. MARRIOTT
STUDENT CENTER FOR
PROFESSIONAL DEVELOPMENT**

From the Marriott Student Center for Professional Development, I am happy to report that we have seen a definite improvement in the economy in the last year with more calls than ever from employers looking to hire HTM students and graduates. Paid internships continue to be an essential part of the HTM program and we are sincerely appreciative of community support. Internships have also been completed outside of San Diego in other parts of the U.S. and even in other parts of the world. This summer most of our freshman and sophomore students will get their first hands-on experience in our industry by working as seasonal employees in many of our fine local hotels. As for graduates, we were fortunate to have more employer-campus recruiter visits than ever this year. Our May 2012 graduates are almost all placed, with a few exceptions for those looking to travel before jumping into full-time employment. Many of our graduates will relocate as HTM students head to Chicago, New York, Denver, and San Francisco.

This year has also seen more growth in our international programs. Dr. Sandra Ponting (read more about Sandra on Page 3) has been appointed to assist local HTM and RTM students find their internships and graduate opportunities. With Sandra joining our team in her expanded role, I have been able to focus on expanding our international programs. Such initiatives increase our school's international exposure, global diversity, and much-needed funding during these times of state budget cuts to education. Our first few cohorts of international students have now returned to their home countries and are working for ever-expanding international hotel companies in Asia in positions such as revenue management, sales, human resources, front office, and housekeeping.

We have also expanded our outreach into Italy and Malaysia and are working on new programs in Chile, Germany, Switzerland, and the UK. Our efforts in other parts of the world have also allowed local students to partake in international internships, with opportunities in China, Jamaica, and Malaysia. We are also developing study abroad opportunities for local students — in such locations as Lucerne, Switzerland, and Milan, Italy.

I cannot overstate the richness our amazing mix of students bring to the classroom and to our business partners. I am proud to report that the future is bright as we embark on the next ten years.

Congratulations and carry on!



Only Connect

going places

Sandra Ponting's new position as the Associate Director of The J. Willard and Alice S. Marriott Student Center for Professional Development at our school this year was all about connecting: students to jobs, students to internships, industry professionals to students, industry opportunities to the school. But just as importantly, it connects Sandra to the students in the program. Though her academic experience was both culturally and experientially different, she is quite comfortable in our school's "hands-on" environment. "The students' eagerness and enthusiasm is motivating for me. And it suits my personality!"



**SANDRA PONTING,
ASSOCIATE DIRECTOR OF
THE J. WILLARD AND
ALICE S. MARRIOTT
STUDENT CENTER FOR
PROFESSIONAL DEVELOPMENT**

My new job is to help our HTM and RTM students find internships and job opportunities. In other words, I connect students with industry professionals. We continuously strive to raise the standards of our students' professional development. One of the tools in our toolkit is supporting students to attend professional conferences such as those sponsored by NSMH (National Society for Minorities in Hospitality), MPI (Meetings Professional International), CRA (California Recreation Association), and CPRS (California Parks and Recreation Services). In addition, we put industry professionals and students together in a variety of settings, including classrooms, luncheons, symposia, and student presentations to industry executives. We also encourage our students to seek relevant industry jobs and internships locally, nationally, and abroad. Our students have completed internships in the Middle East, China, Papua New Guinea, Indonesia, Hungary, and many other destinations. We push our students to study abroad to improve their ability to function effectively in cross-cultural settings, which are an integral component of the hospitality and tourism industry.



Our school enjoys enthusiastic support from the full spectrum of the hospitality and tourism industry. From the largest international hotel chains including Marriott International, Hyatt Corporation, Starwood Hotels and Resorts, and Omni Hotels and Resorts to local Destination Management Companies (DMCs), meetings and events companies, individually owned restaurants and restaurant chains, and tribal-owned casino operations. In the past year, we have developed new relationships with MGM Resorts and Hilton Worldwide.

In February, the School of HTM took 70 students to the NSMH Nationals conference in Washington, D.C. This was the largest number of students of any West Coast college. During the conference HTM students met with many hospitality industry professionals and hospitality students from other universities. This successful event exposed HTM students to an intense environment of conference sessions, networking functions, and recruitment interviews. As with all our efforts on behalf of our students, we hope it's just the beginning....

going places

In early May we had the pleasure of bringing back to San Diego over 100 of our alumni. Throughout the reunion day, the alumni connected with their classmates, met alumni from different class years, mentored current HTM students, and reminisced with their favorite HTM professors. It was an amazing reminder of the strong bond formed within HTM. “It was fantastic to see the HTM crew and everyone was enjoying themselves; it was a huge success,” one alumna said. Another who was unable to attend but saw pictures from the day added, “This made me smile big. It’s nice to see that some things don’t change.”

As we move forward into the next ten years we will strive to keep the HTM family bond stronger than ever with regular updates and an easily accessible alumni database. Alumni reunion events will be a regular part of life, building on the annual reunions in San Francisco, New York, and Washington D.C.

Read more about our wonderful HTM alumni here:
<http://htm.sdsu.edu/documents/alumniprofiles.pdf>



Give Back and Be A Mentor
Hosted by Cohn Restaurants as the Gaslamp Strip Club in Downtown San Diego.

Wine Tasting Presentation Introducing Cask Wines
Presented at Wine Steals East Village next to PETCO Park.

HTM Celebration
Gathering on the Pool Deck Lounge at Hotel Palomar.

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Alumni Donor Honor Roll

going places

Part of what makes HTM so special and unique is the private support that it receives. Guest lecturers, lunches with industry professionals, mentoring through trade associations, and trips to professional conferences are all made possible through annual giving. Thank you to our alumni that have already made a donation to provide a life-changing experience to a current student. We encourage other alumni to give back as well. Our giving page can be accessed through our website, <http://newscenter.sdsu.edu/giving/>.

Alyssa Alarcon
John Anastasopoulos
Mariana Boden
Leslie Bostick
Amy Buitenhek
Kelly Cochran
Michael Cochran
Vincent Di Nino
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Rostana Wardak
Katherine Webb
Jennifer White
Jeffrey Whiting
Lucilla Xavier
James Young



Education, Inspiration and Networking

going places

This past January marked the second graduating class from our International Association of Amusement Parks and Attractions (IAAPA) Executive Education program. Over 25 executives from across the U.S. and as far away as the United Kingdom and Malaysia participated in a week-long education program at SDSU, created and taught by two of our HTM professors, Lori Sipe and Mark Testa:

The Institute for Executives in Attractions was developed as a collaboration between the faculty at San Diego State University, the education team at IAAPA, and several committed attractions industry professionals. This unique joint effort, coupled with the attraction-rich laboratory of the San Diego region, allowed us to craft a rare learning experience balancing education, inspiration, and networking.

The personalization of the content and delivery are part of what make this program unique. Another component of the program's success is connected to the seven HTM Executive Student Assistants (ESA). Each ESA is assigned to a group of program participants to help with research, logistics, administrative tasks, presentations, and personalized comfort. The ESAs become an extension of the administrative team during the week course.

The program included trips to SeaWorld and the San Diego Zoo to learn about organizational culture and

(Continued on page 12)



“The institute was an eye-opener for me as it ignited all my five senses and set me up for my career in this industry.”

Alex Chu
Ocean Park, Hong Kong



Global Gaming Hits the Books

going places

The new Center for Global Gaming Research (CGGR) was formally announced at the Global Gaming Expo in Las Vegas in early October by newly appointed CGGR Director Jeff L. Voyles, Dean Joyce Gattas, HTM Professor Katherine Spilde, and HTM Director Carl Winston.

Developed with the goal of providing a global vision for gaming education and development, the Center emphasizes cultural sensitivity and competence, government-industry relations, and industry intelligence from around the world. In particular, the Center will teach gaming operations from a whole property perspective with an emphasis on the emerging Integrated Resort (IR) Model. Additionally, the Center will support the diffusion of the “nation-building” model for casino gaming by highlighting the ways that tribal governments in the United States have used gaming revenues to stimulate tourism, spark economic development, and strengthen institutions of government. As other nations contemplate casino gambling globally, the Center will provide best practices in nation-building from Indian Country in the U.S.

“The global gaming industry is one of the fastest-growing hospitality and tourism sectors worldwide,” said HTM director Carl Winston. “Legal gaming is now available in more than 120 countries, many of these in the Pacific Rim region. We look forward to using our research and experience with tribal governments in the U.S. to work with industry partners on solving real-world issues, anticipating market needs, and filling a leadership role for the gaming industry in this area of the world.”

The L. Robert Payne School of Hospitality and Tourism Management has significant relationships with academia, business, and government in the Pacific Rim, and is also home to the Sycuan Institute on Tribal Gaming, which provides significant research and academic knowledge on tribal gaming, including a four-year degree program in tribal government-owned gaming. The synergy of the Sycuan Institute and the Center for Global Gaming can catapult SDSU into a leadership position within the global gaming industry by linking the study of casino gaming and the project of nation building in new ways.

The Center anticipates an ambitious research program that will produce an annual Global Gaming Census to cover topics such as legalization, regulation, taxation, responsible gaming, online gaming, and field studies on total slot positions and table games around the world.

—Dr. Katherine Spilde





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Master's Program in HTM Makes the Grade

going places

Mark your calendar for June 30th Application Deadline!

The new Master's Faculty here at HTM is in "full court press" mode this summer as we flesh out all of the components of this exciting new program, which will commence with the arrival of our founding student cohort on Friday, August 17.

The only thing more notable than the workload involved is the clear passion that each and every member of the faculty team exhibits about the program and the kind of personal results we think it will produce.



The core of the program's uniqueness centers around the following driving ideas:

- Most of the program will be delivered online and in asynchronous (pre-recorded) mode so that busy working professionals can access the content at the time and place of their choosing and review the material as often as they would like.
- The Master's Degree can be achieved in a mere 13 months while the candidate remains in his or her current position. Only the two on-campus weeks — a year apart — require the student's actual physical presence.
- To the extent feasible, the program will have features that are tailored to each student's "opportunity profile," based upon a pre-enrollment student assessment. "Using cutting-edge leadership assessments to guide us, our goal is to tailor your learning based on your specific strengths and weaknesses."
- The course content — including the agenda for each on-campus week — will be heavily weighted toward dealing with real-world challenges in a highly fluid and ever-changing 21st-century environment. The program will be led by a faculty with a combined 125 years of senior executive experience, assisted by an Advisory Panel of current industry leaders.

"This program is definitely not intended for people who are just looking to pad their resumes with an advanced degree," says Jeff Campbell, the new program's Director. "This is not your father's Master's program. Think of it as Ranger School for the people that will be running the industry in a decade or two."

The program, Campbell went on to point out, is priced at \$29K — nearly \$10K less than the traditional Executive MBA program.

To learn more about the Master's Program, visit <http://www.ces.sdsu.edu/htm>.

Applicants for the HTM Master's program will be allowed to provide GRE test scores by the end of the first semester of enrollment. Due to the short application period, our graduate admissions department has made this accommodation for the first cohort only. If you have already taken the GMAT, we will accept it in place of the GRE.

Note: To be eligible for admission you must complete the HTM Supplemental Application and apply for SDSU Graduate Admission.



Payne Receives Honorary Doctorate

going places

San Diego State University awarded honorary doctorate degrees to two distinguished entrepreneurs, it was announced. Leonard Lavin and L. Robert Payne received the awards during commencement ceremonies May 18-20 at Viejas Arena.

“We are exceedingly pleased to honor Bob Payne,” said SDSU President Elliot Hirshman. “His vision, work ethic and entrepreneurial spirit provide sterling examples for our students to emulate. We are grateful for his support of our students, faculty and staff and their commitment to advancing San Diego State University as a major public research university.”

L. Robert Payne is president and CEO of Multi-Ventures, Inc., a real estate investment and management company. An SDSU alumnus, Payne is an active philanthropist supporting several local organizations, including his long-time volunteer leadership at SDSU.

Payne provided seed funding to create the Hospitality and Tourism Management Program, and was one of three alumni who contributed a lead gift so support the Parma Payne Goodall Alumni Center. He also played key roles in the founding of the Entrepreneurial Management Center, The Campanile Foundation and the Director’s Cabinet for Athletics.

His deep involvement and support of the hospitality and tourism program led to the program being expanded and renamed the L. Robert Payne School of Hospitality and Tourism Management, the first school in SDSU history to be named after an alumnus.

Payne received his honorary degree at the commencement ceremony for the College of Professional Studies and Fine Arts on Saturday, May 19.

*Excerpted in part from SDSU
Newscenter,
[http://newscenter.sdsu.edu/
sdsu_newscenter/news.aspx?s=73581](http://newscenter.sdsu.edu/sdsu_newscenter/news.aspx?s=73581).*

**DR. BOB PAYNE FLANKED BY
DEAN JOYCE GATTAS AND
PRESIDENT ELLIOT HIRSHMAN**





CSR Leads the Way in Responsible Tourism

going places

It used to be that surfers didn't worry about anything except catching the next wave.

In February of this past year, HTM's Center for Surf Research (CSR) partnered with the Groundswell Society to hold the 10th annual Surfing, Arts, Science, and Issues Conference (SASIC) on philanthropy and doing good. This year's conference title was "Surfing's New Aloha: The Growing Trend of Giving Back."

The seminar was an occasion to learn about sustainability initiatives in the surf industry and to raise awareness about the issues of coastal environments, according to the Center's director, Dr. Jess Ponting. "It is a great opportunity to mix and mingle with inspired and inspiring people affecting positive social and environmental change through their involvement with surfing. It will showcase what we see as a growing trend against something increasingly catastrophic," Ponting said.

Co-hosted and organized by the Center for Surf Research, the event brought together more than 120 surf industry stalwarts, social entrepreneurs, and everyday surfers to examine the myriad of ways in which surfers can give back.

The Center for Surf Research was inaugurated last fall. Ponting, also an assistant professor of sustainable tourism, holds the world's first Ph.D. focused on sustainable surf tourism management. Originally from Australia, Ponting has carried out research on the economic, ecological, and cultural impacts of surfing tourism in the surfing "nirvanas" such as Indonesia. During his research, he found that the multimillion-dollar surf tour industry was a complete contrast to the abject poverty and environmental degradation of the rural communities that populate many third-world surfing destinations.

But in some places that situation is changing. Over the past decade, with the development of organizations such as SurfAid, and the emergence of a more strategic form of surf industry philanthropy, a new culture of giving back has emerged among surfers and the surf industry. And Ponting's Center for Surf Research aims to bring all of those organizations together on one united front.

Speakers, panelists, and guests included Dave Aabbo founder of Waves for Development, Surfing the Nations, SurfAid, Surfing Magazine, Surfers for Cetaceans, Pierce Kavanaugh filmmaker of *Manufacturing Stoke*, Jeff Wilson of Quiksilver, PJ Connell of Reef, Derek Sobori of Volcom, and Rob Machado professional surfer.

More information about the Center for Surf Research can be found on the website at <http://csr.sdsu.edu/>.



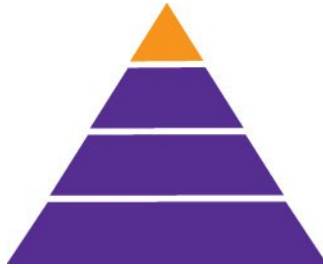


Leading in Executive Education (continued...)

going places

(Continued from page 6)

enhance the guest experience. During the week, executives spend time gaining education through experience in inspiring and unconventional ways. Separated into groups, they are faced with real case studies using their



IAAPAeducation
EXECUTIVE EDUCATION

expertise to work together as consultants. With only one day to familiarize themselves with the company, the pressure is on as each group's education executives strive to make recommendations to their client.

The experience gives participants many of the tools they will need when encountering these situations in their future careers. To learn more about IAAPA's Institute for Executives, visit htm.sdsu.edu/iaapa.

“The institute was a wellspring of knowledge that flowed freely from the combination of lectures, facility visits, case studies and simple interaction among the participants who were all eager to learn and share with one another. I am definitely sending the rest of my management team in the future.”

Mario Mamon
CEO, Enchanted Kingdom
Manila, Philippines

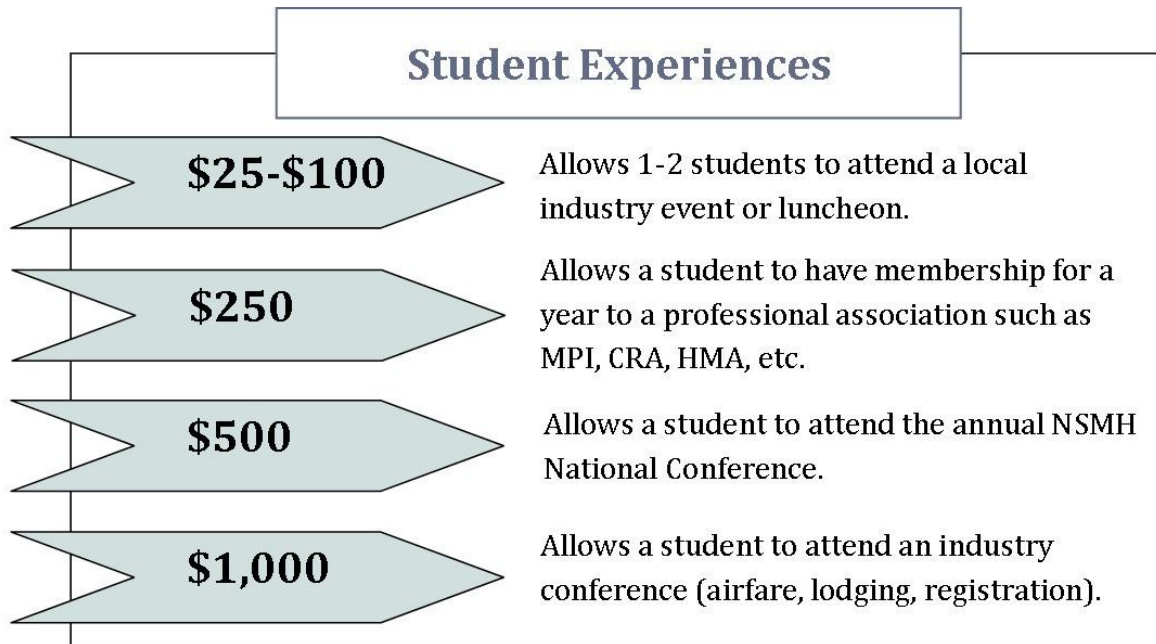
“No other association can provide an executive-level training course for the attractions industry that creates a collaborative network and a genuine hands-on experience with world-class brands.”

Ted Molter
Director of Marketing, San Diego Zoo



How Can I Give Back?

going places



Rostana Wardak, '04—*"The curriculum is guided by seasoned experts from the field who realize they are cultivating the successful leaders of tomorrow."*

Erin Mun, '07—*"HTM forces us to network and get real life job experience. I've met more CEOs, CFOs, and Directors while in HTM than I have since I've been out of college in the real world."*

Words from HTM Alumni



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Joslyn Blankenship, '05—*"HTM has a culture unlike any other program. These interactions gave me the confidence to navigate through an industry with so many seasoned leaders!"*

Kiley Rosenberg, '08—*"You learned to push yourself outside of your comfort zone. HTM is a carefully calculated culture and it rewards those that push themselves to be leaders."*

The More You Know

- 1/3 of HTM classes and faculty are paid for by private donations.
- Student activities and trips, guest lectures, and lunches are all made possible through private donations.



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developing hospitality leaders."**

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CELEBRATING 10 YEARS



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