

CHECK IN



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HELLO GOODBYE

SHA BIDS A FOND **FAREWELL** TO DEAN 
EMERITUS **JAMES STAMAS** AND A WARM
WELCOME TO DEAN **CHRISTOPHER MULLER**

GOODBYE · ELALLEQA · JA MATA NE · BIS DANN · ARRIVE-
DERCI · AU REVOIR · ADIOS · HEJ DÅ · ALOHA · SHALOM
SAMPAI JUMPA · ADIOS · ZÀI JIÀN · KHUDA HAFIZ · TCHAU

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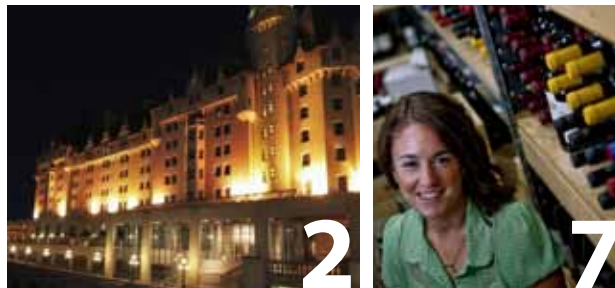
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CHECK IN

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FROM THE DEAN

"I look forward to getting to know
 many more of you in the coming months,
 and I invite you to stop by the School
 when you are in the neighborhood."



Hello Friends of SHA,

After a summer of eager anticipation, I arrived in Boston to begin my term as your new dean on Monday morning, August 23. I was given a great welcome by retiring Dean Jim Stamas and the entire staff and faculty, and then it was right to work.

I spent my first few weeks on campus meeting as many people here at BU as possible. Without a doubt, the most fun was going out with our new first-year class for a high-speed Boston Harbor cruise on a monster speedboat named *Codzilla*—think theme park water ride, only with real salt water and no safety harness. In two words, it is best summed up as "wet" and "exhilarating." I discovered that this is an exceptional entering class for the School, and I feel honored to be arriving with these excellent students as a new "freshman."

The next day I had the chance to meet many of our returning students as they arrived for their first classes. We offered them a quick grab-and-go refreshment break in exchange for a handshake and an introduction to me. I was impressed with the warm hospitality all of the students extended upon their return to campus. Quite a few hardy souls even stopped by the dean's office to introduce themselves personally to me and to make me feel at home.

We are very excited to have more than 150 returning seniors, all of whom have been invited to join me for lunch in small groups throughout the semester. We've been heading up Comm. Ave. to T. Anthony's for pizza and to share stories about their SHA and internship experiences. I can already tell that you'll have some active alumni leaders joining you next year.

I enjoyed meeting many SHA alumni during Alumni Weekend and at our reception at the annual Hotel Show in New York City this fall. I look forward to getting to know many more of you in the coming months, and I invite you to stop by the School when you are in the neighborhood.

Always remember that without your continued support and personal involvement with the School, none of the incredible changes that have happened over the past 25-plus years would have been possible. It is your ongoing commitment of time and talent that gives our students such a strong sense of connection to the School and the industry. And it is through generous gifts to your Alma Mater, whether to the Annual Fund or to our endowment, that you have helped create this special place of hospitality.

Please contact our development officer, Tracey Sharp Rezendes, at 617-353-1011 or tsharp@bu.edu to arrange a tour of the School, inquire about upcoming alumni events in your area, or to make a gift. Of course, she is always eager to help you join the SHA Alumni Association.

In just a short time, I have learned that I truly have the best job in hospitality management education. I can't wait to meet you all in person to share our vision for the future.

Best regards,

Chris Muller



Trading on TRADITION

By PATRICK L. KENNEDY

A SHA professor and Fulbright scholar examines a little-understood concept: why some consumers want a piece of the past, and how modern-day companies with old brands can sell it to them.

The Château Laurier (above, photographed in 1916 and in 2008) opened in Ottawa, Canada, in 1912 and is still among the city's most recognizable landmarks.

Inset photo by William James Topley

A prime minister once slid down the banister of the elegant hotel's marble staircase. (The then-PM, Canada's Pierre Trudeau, also dove clothed into its swimming pool.) At the same site, a photographer snatched a cigar from the mouth of another prime minister, Britain's Winston Churchill, then snapped a now-famous picture of his half-sour, half-amused expression.

Politicians aren't the only visitors to the Château Laurier in Ottawa, either. Royalty, athletes, entertainers have all stayed at the 429-room French Gothic-style hotel overlooking Parliament and the Rideau Canal. Thousands of ordinary Canadians have also treated themselves to a night or two at the Laurier.

Americans, too. The son of a sociologist, Bradford Hudson (UNI'07) stayed there with his family when he was nine years old. Built by The Grand Trunk Railway Company in the early 1900s, the chateau copies "a design style from France in the 1750s. It's very fanciful and ornate, with a huge, impressive lobby, and I just thought it was extremely cool," Hudson recalls. "I think that's what got me started on hotels."

Hudson is now an assistant professor of marketing at SHA and holds an appointment in BU's School of Management. The Boston-area native has been a strategic consultant for companies with historic brands—including Cunard, Harley-Davidson, Nestlé, and Cadbury Schweppes—and holds a PhD in business history



from BU's interdisciplinary honors program. He's been quoted in business stories in *The Washington Post* and *Los Angeles Times*, and his research has appeared in the *European Journal of Marketing* and *Cornell Hotel and Restaurant Administration Quarterly*.

Next spring, Hudson will travel to Canada again, this time as a Fulbright scholar researching brand heritage. He will focus on the Château Laurier as well as the Château Frontenac, in Québec City—both now Fairmont properties. He will hold the Fulbright Visiting Research Chair in Sustainable Commerce at the University of Guelph's School of Hospitality & Tourism Management.

BRANDS WITH A PAST

Brand heritage, says Hudson, concerns the way a company with an historic brand—his former client, the cruise line Cunard, for example—can trade on its tradition. "There's a distinct subset of consumers who are attracted to brands because of their history." Many are "brand enthusiasts," he says, adding that his dad used to "rhapsodize about Cunard" in the way some men his age cite baseball statistics from the 1960s. "An even better analogy is Civil War reenactors. They have a lot in common, psychologically, with consumers who are attracted to older brands." And some consumers simply dig old stuff, instinctively appreciating a brand's aesthetic without necessarily knowing its back story. "People don't know who Waldorf is, but they walk into that hotel's lobby and say, 'This is cool.'"

That concept is why Carnival—a "modern company in the mid-scale of its industry," says Hudson—bought Cunard, "an old, distinguished, luxury brand," and built the *Queen Mary 2* in 2003. "The systems are completely modern, but the design and decor are completely traditional. It looks like an old-fashioned ocean liner."

And it's why Fairmont, itself no stranger to historic properties (having opened the Fairmont San Francisco in 1907), bought many of Canada's grand old railroad hotels, including the chateaus Laurier and Frontenac.

Not many scholars have taken notice of the phenomenon. "When I've explained it, some people have thought I was just an antiquarian, interested in history. But it's not about the history of marketing; it's about the marketing of history."

VALUING HISTORY

The potential impact of Hudson's research is not merely academic; in the case of hotels, the maintenance of historic properties carries dollars-and-cents implications for the companies that own them. The Château Laurier has been renovated several times.

"Once you take the interior walls off, you realize the plumbing needs to be replaced, the electrical needs to be replaced," says Hudson. "I know from my experience in the industry that it is often more expensive and more trouble to renovate an old building than to just tear it down and build a new one."

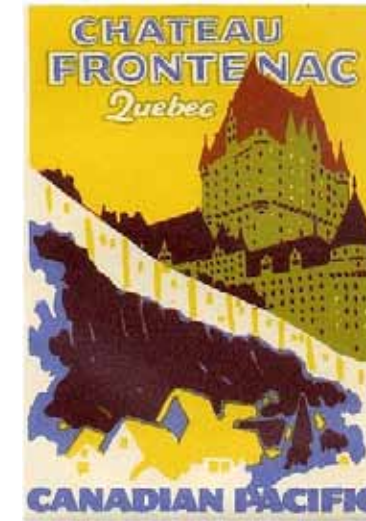


Image of vintage luggage tag courtesy of Brad Hudson

"It's not about the history of marketing; it's about the marketing of history."

—Brad Hudson

However, to tear down a beloved icon would risk losing brand loyalists. That, in large part, is what Hudson will examine. "How does Fairmont use history in its marketing? Is there a payoff to it? Does it cost [too much] to maintain an old property, or is there [a compelling] benefit to doing it? And how can other hotel companies use this as a model for social responsibility and historic preservation?" Indeed, the title of Hudson's project (and the likely title of the journal article that should result) is "Brand Heritage, Architectural History, and Corporate Social Responsibility at Fairmont Hotels."

Fairmont earns high marks as a socially responsible business partly for its environmental practices: the Laurier serves food raised by local farmers; the Frontenac offers free parking to hybrid cars. But the company also seems to recognize the value in maintaining an historic hotel as part of the fabric of its community. Ottawans hold weddings in the Laurier's banquet rooms and prepare dishes from recipes its chefs share with the local papers. Once, after an ice storm that felled power lines and darkened homes, the hotel manager offered rooms to area residents

for \$40 a night. Until the Canadian Broadcasting Company centralized its divisions into one building in 2004, CBC Radio broadcast from the Château Laurier's seventh floor.

To the city of Ottawa, the Laurier is more than just a business. Same with the Frontenac, whose website can confidently claim that it "is not merely a hotel located in the heart of Old Québec—it is the heart of it."

"From the corporate social responsibility side," Hudson says, "the idea is that these are old, historic properties that have an important place in our cultural identity and in our built environment."

One of Hudson's goals is to create a financial model for hotels considering preservation work. "I'd love for hotel companies to be able to pick up the article that I write and say, 'Oh, we could use this formula to figure out whether or not we should save this hotel.' At the same time, local governments can use it to figure out what sort of incentives they need to provide."

Not that the point of Hudson's research is to make a starry-eyed plea for preservation. "It's always linked back to very practical marketing tactics for current businesses," he says. If he can understand the psychological triggers for brand heritage, then he may be able to help companies use those triggers in their marketing to attract customers and generate the revenue needed to justify maintaining their historic assets.

Perhaps it's too early to say, but is Hudson's sense that preserving an historic property is worth the effort and expense? "Well," he admits, "I'm an enthusiast for this sort of thing. My supposition and hope is: of course it is." ■■



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By CORINNE STEINBRENNER

HELLO GOODBYE



SHA BIDS A FOND FAREWELL TO
DEAN EMERITUS JAMES STAMAS
AND A WARM WELCOME TO
DEAN CHRISTOPHER MULLER.

On Dean James Stamas's desk this summer were the usual stacks of administrative paperwork, a photo taken with smiling young alumni at a recent reception, and a thick black binder labeled "Briefing Book for Chris Muller."

The binder's cover sheet was dated June 10, 2010—the day before BU formally announced the hiring of University of Central Florida Professor Christopher Muller to take over Stamas's long-held deanship at SHA. The briefing book contained a history of the School, a draft of a new strategic plan, assessments of future opportunities, explanations of who does what. "A lot of boring stuff," says Stamas, "but stuff he'd better know."

The binder, the summerlong flow of emails and phone calls between Boston and Orlando, and the days Stamas and Muller spent together on campus in August are all evidence of Stamas's devotion to SHA and to both men's desire to maintain the School's momentum through its first major leadership transition.

A 15-Year Legacy

Stamas announced his retirement plans in September 2009, giving BU nearly a year to conduct a search for his replacement. Deciding to step down as dean after more than a decade of productive and fulfilling leadership was difficult, he says, "but I think it's just as important to decide when to leave a job as when to take it."

Stamas was appointed the first-ever dean of BU's School of Hospitality Administration in February 1995, when the School was a division of Metropolitan College. He had already retired from a career in hotel administration that included posts with Hotel Corporation of America and Omni Hotels. A longtime friend of BU's hospitality program, he was serving as chair of the SHA Advisory Board when the University tapped him for the deanship.

"I came here with several goals," Stamas says. First, to increase the School's student body to 400 students. "That would enable us to move in the direction of being a freestanding school at the University." Second, to move

out of Metropolitan College—"that was the wrong positioning for the School"—and become an independent academic unit. Third, to have a facility "that looked as good as our students do."

"In my arrogance, I thought it would take me three years to get it done," he says, "but I found out that things don't move that rapidly in the academic world."

While the tasks took longer than expected, Stamas did achieve all three of his goals. Enrollment grew steadily under his leadership, and by 2004 SHA had become an independent school, no longer operating under the MET umbrella. The next year, Stamas announced plans to renovate the building at 928 Commonwealth Avenue to make it SHA's new home.

"Jim is a combination of visionary and pragmatist," says Irma Mann, who was chair of the SHA Advisory Board at the time. "Jim knew that, if we were to be recognized as an outstanding hospitality school, we needed a new facility. The Fuller garage was not going to work." Renovations were projected to cost mil-

lions, and the School would have to raise the money on its own. “Jim rolled up his sleeves,” she says, “and became the very best fundraiser I ever saw.”

Stamas hosted a dedication ceremony for the new building in 2006, welcoming students, faculty, staff, alumni, and industry friends to the gleaming 28,000-square-foot facility, complete with an amphitheatre, computer lab, and smartly decorated common areas and study lounges.

“I think the building will always be noted as Jim’s major accomplishment,” says Ed Fuller of Marriott International, SHA’s current Advisory Board chair. But he thinks Stamas should also be recognized for strengthening the School’s ties with the hospitality industry and for the “personalized attention” he gave to students.

Alumna Amy Thomas ('99) says that meeting Stamas while visiting BU during her senior year in high school greatly influenced her decision to attend SHA. “He wants to get to know each student individually—to find out what qualities, experiences, and leadership they will bring to the School,” she says. “He definitely recognized something in me and was instrumental in helping me have an amazing experience in my four years at BU and SHA.”

These interactions with students, Stamas says, are what he’ll miss most about being dean. “It’s amazing to me how each year they seem to be smarter, more involved, better prepared to be successful,” he says of SHA students. “Just watching them grow—that’s where all the kicks are.”

Stamas says he’ll also miss SHA’s faculty and staff, whom he describes as incredibly loyal to the School and committed to their jobs.

“After 15 years, Dean Stamas has left this place in stellar position.”

—Dean Christopher Muller

As dean emeritus, Stamas expects to spend time pursuing his interest in World War II military history, serving on boards, continuing his involvement with the Massachusetts Lodging Association and other industry organizations, and—though he won’t retain an office or a faculty position at SHA—doing anything he can to help the School move forward.

With a firm foundation in place, he says, the School is now poised to expand into research, graduate programs, and executive education. “I see great opportunity for the School”—but the tasks to be accomplished now are “clearly going to take a few years,” he says, and he’s ready to let someone else take them on.

The Path Ahead

That someone will be Christopher Muller, who officially became dean of SHA on August 23. “After 15 years, Dean Stamas has left this place in stellar position,” says Muller, noting that his (enviable) job is now to take a successful school and make it even better.

Muller agrees that graduate education and a larger research portfolio are important next steps for SHA. As BU is a major research institution, he says, increasing SHA’s research activities will help the School become “a full partner in the University.” Muller himself has extensive research experience—his résumé lists 25 peer-reviewed journal articles published during his tenure at the Cornell School of Hotel Administration and at the University of Central Florida’s Rosen College of Hospitality Management.

He also agrees that developing continuing education programs for hospitality professionals is important for bolstering SHA’s industry ties. “That’s one of the reasons, I think, that President Brown and the search committee were interested in me,” he says. “If I have a specialty, it’s executive education.” Muller is a frequent speaker at industry conferences and seminars, and he founded and directed the Center for Multi-Unit Restaurant Management—an executive education and research center—at the University of Central Florida.

Muller says BU President Robert Brown has also charged him with raising the profile of SHA on campus, in the nation, and in the world. New research programs—especially ones Muller envisions conducting in collaboration with sociologists, nutritionists, economists, and other experts from across BU—will go a long way in making SHA more prominent on campus, and Muller hopes to use his personal connections to bring the School recognition in the U.S. and around the globe.

“I have a fairly high international profile,” he says, “and I’d like to be able to leverage that.” His list of recent conference speeches includes ones delivered at the *Congreso Nacional de Restaurantes* in Costa Rica, SEATRADE in Germany, and the European Foodservice Summit (a conference Muller helped launch) in Switzerland.

Despite these new areas of focus, undergraduate teaching isn’t likely to suffer under Muller’s leadership. “Chris is an outstanding teacher. He was voted Professor of the Year



four years in a row at Cornell’s Hotel School,” says SHA Associate Professor Mike Oshins, who has known Muller since they attended graduate school together in the 1980s. Oshins says he believes the new dean will be a great mentor for his teaching colleagues.

Oshins is also impressed with Muller’s entrepreneurial spirit and his vast knowledge of the hospitality industry.

Muller started assembling that knowledge when he was just 15, working at a Carvel ice cream counter in his native New York. “That was my sophomore year of high school,” he says. “By the time I was a junior, I was closing the place—I had my own set of keys.” Food service is a family tradition, he adds: his great grandfather opened a restaurant in Brooklyn at the turn of the last century, and his grandparents ran a Brooklyn delicatessen.

After earning a BA in political science in 1974 and a brief stint in the commodities business, Muller was drawn back to the hospitality industry. He managed a restaurant and nightclub in Stowe, Vermont; worked as a wine manager for United Liquors in Boston; operated a Boston bar (Montanas, at the corner of Commonwealth Avenue and Dartmouth Street) that *Esquire* named one of the top bars in America in 1982; opened Centerville Corners Restaurant on Cape Cod; and managed the 26-room Atlantic Inn on Block Island, Rhode Island.

His first teaching experience came during his industry days in New England—in 1983 he delivered a guest lecture at the budding hospitality program at Boston University. He began teaching at Cornell in 1985 and became a founding faculty member at the Rosen School at UCF in Orlando in 1999.

After decades away, Muller says he’s pleased to be back in New England. With their children off at college—Elizabeth at law school, Michael at Amherst College, and Mackenzie getting started at Cornell—he and his wife, Melinda, are excited to be living in Boston, taking advantage of the city’s hospitality. And professionally, Muller says, he can’t imagine being in a better place. This deanship is a perfect opportunity, he says, to bring together his teaching experience from Cornell (which emphasizes liberal arts, as BU does), his research experience from UCF (which resembles SHA in the way it makes good use of its urban setting), and his industry experience for the benefit of SHA faculty and students. ■■

See, Swirl, Sniff, Sip—Savor?

Free wine and regular vineyard trips—is being a sommelier really as much fun as it sounds?

By ANDREW THURSTON



I’m meeting a sommelier and this isn’t what I’d pictured. We’re in a dark narrow corridor about two floors under Boston’s fashionable Back Bay—our progress impeded by a securely bolted industrial door. The crisply presented tables of the high-end Grill 23 restaurant above us seem a world away.

This is no musty French cellar; the mood here is set by fluorescent lighting and racks of server uniforms. “This is insurance right here,” says Morgan (Melkonian) Jerome ('04), a level-two master sommelier, as she unbolts the battered metal hinges and slides back the door.

We step into a cool, deep room lined with shelves full of wine bottles; some have been laid down for the future, others are weighed down by four-digit price tags. “A lot of my personal wine is up there because my refrigerator broke,” adds Jerome pointing to a high shelf on the far wall.

This is more like it.

Jerome is Grill 23’s assistant wine director and responsible for buying, checking, recommending, and serving some of the restaurant’s 17,000 bottles.

“We have just under \$1 million in inventory,” says Jerome. She estimates she’s tried around half of the wine list. If she hasn’t tasted something, it’s probably because it’s so rare: “We have a 1959 Pétus—I can’t just open that up and give it a taste.” The Pétus sells for \$4,000 (although you can pick up the 2000 vintage for \$2,850).

Pairing Wine and Food

Jerome doesn’t like to separate wine from food—with an empty plate, she’ll choose a beer rather than a red: “Wine is like salt and pepper to food,” she says. “When you take a bite of food and follow it with a sip of wine, and it brings it to a whole new level, that’s when you know you’ve got a nice wine pairing.”

She traces her mental connection between eating and drinking back to SHA’s food and wine courses and an undergraduate fellowship that took her to California, France, and Italy: “Not only was it wine-focused, it was very food-driven as well,” says Jerome of the prestigious Kopf Family Wine Fellowship, awarded annually to just six students nationwide.

She’s definitely not the kind of wine buff to salute hints of blueberry or coffee overtones. Instead, Jerome talks of acid cutting through fat, of “pairing sweet wine with a really fatty savory,” of matching a Sauterne with foie gras—her own pick.

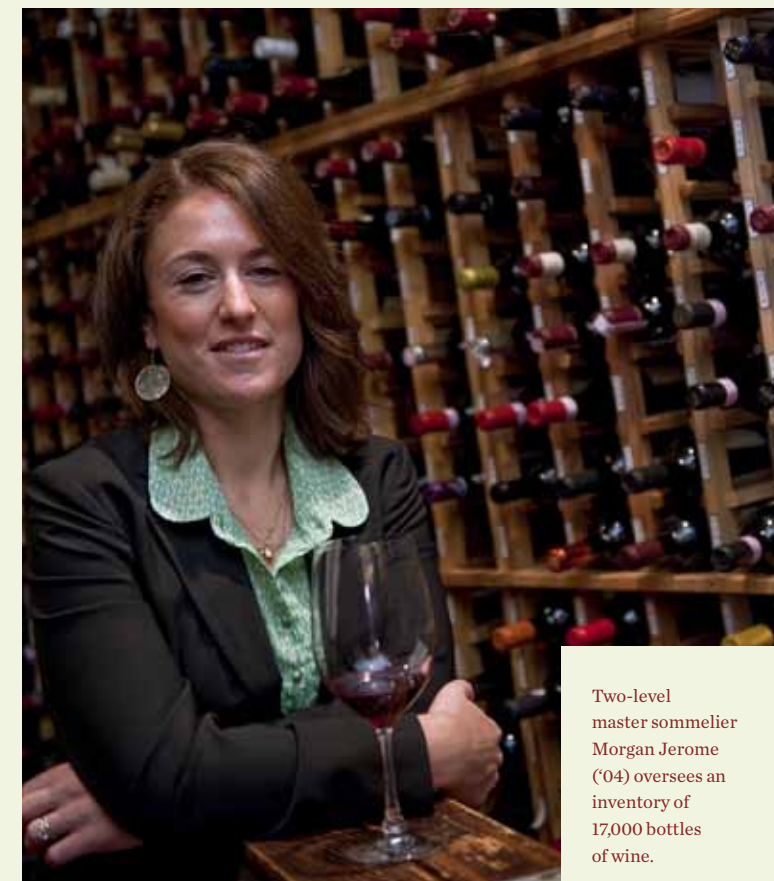
“I don’t taste wine and pride myself on being able to tell you that it smells of coconut,” she says. “I’m way more interested in how that wine is going to taste with your scallops.”

That kind of advice makes her a popular dinner party guest, though envy often mixes with skepticism: “People just think, ‘Oh, so you drink for a living?’” she says. “It’s still a job. You still have to deal with unhappy customers.”

And this isn’t only about having talent or the right taste buds. Jerome spent two years getting her “hands out during the harvest” in Napa Valley and, to become a certified sommelier, made her way through paper exams, blind tastings, and a grilling on obscure wines.

Still, with free bottles from distributors, frequent overseas education trips, an office that backs onto a small cellar room, and a personal wine collection hidden two floors down behind a bolted black door, it’s “definitely a cool job.” ■■

Editor’s note: After we met with Jerome, she accepted another cool job—wine educator at the upscale Peter Michael Winery in Sonoma, California.



Two-level master sommelier Morgan Jerome ('04) oversees an inventory of 17,000 bottles of wine.

WINE WISDOM

The Bargain Buy

Jerome says the Hogue Genesis label includes low-priced wines that taste as if they should cost more: “It’s a very balanced wine . . . if you ever see that in a store, you’re definitely set.”

How to Order Wine

“Leave yourself in the hands of the sommelier,” recommends Jerome. “Just give them a style, a price range, and let them introduce you to something.”

Don’t Smell the Cork

“It’s an old wives’ tale that the cork is going to tell you anything,” according to Jerome. If the wine is spoiled, “you can smell that in the wine.”

Pairing Recommendations

For balance, try an acidic Barolo or Italian wine with steak or pasta, or break some old rules of pairing by serving a red wine with a heavy fish stew or a white wine with “a pork dish that has a nice subtle apple glaze.”

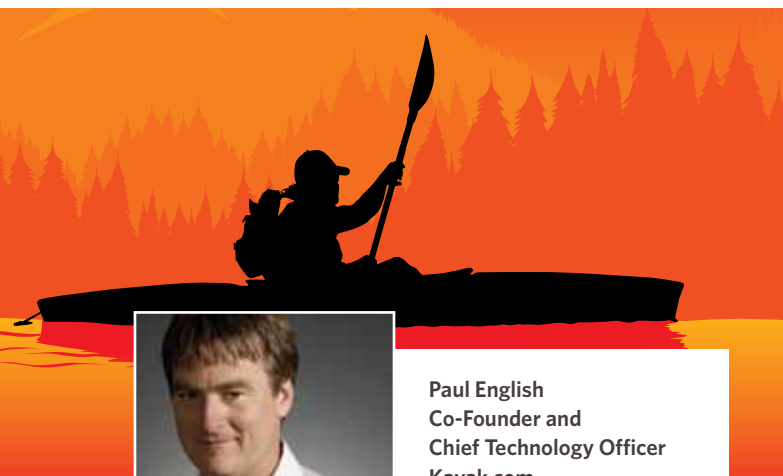


Tips from the top

By CORINNE STEINBRENNER

Each year SHA's distinguished lecture series brings hospitality heavyweights to campus to share their stories and insights with SHA students. The spring-semester course draws roughly 100 students and its goal, says Associate Professor Stanley Buchin, is to allow them to learn about industry trends directly from industry leaders. "We also ask speakers to talk about their own careers," says Buchin, "so students can see there are many paths to the top."

We spoke to four recent lecturers and asked them to share their words of industry wisdom with *Check In* readers.



Paul English
Co-Founder and
Chief Technology Officer
Kayak.com

A computer programmer who's written code for everything from video games to U.S. Airforce projects, Paul English caught the entrepreneurship bug in 1995. Since then he's launched several technology startups, and in 2004 he helped create Kayak.com, now consistently rated among the top travel search sites on the web.

English offers three pieces of advice for fellow entrepreneurs:

1. Do whatever it takes to recruit the best in the world. "The difference between hiring an A team and an A+ team is the difference between a company that makes a million in revenue and a company that makes a billion in revenue." If you're not motivated to do the scouring, interviewing, and following up that good recruiting requires, bring in a co-founder who is. "Every ounce of energy you can put into recruiting people who are stronger than you are pays back a thousand times over."
2. Be more customer-focused than your competitors. "We only have a hundred employees, and we'll have two million people come to the website today, but we answer every inquiry we get." Reading every customer email and answering every phone call helps Kayak understand the minds of its customers.
3. Be focused. "Make sure there's extremely strong consistency in terms of who you are as a company—your identity, your values. What do you really believe?" Once you've defined your identity, use it to create a long-term plan and short-term priorities. ■■



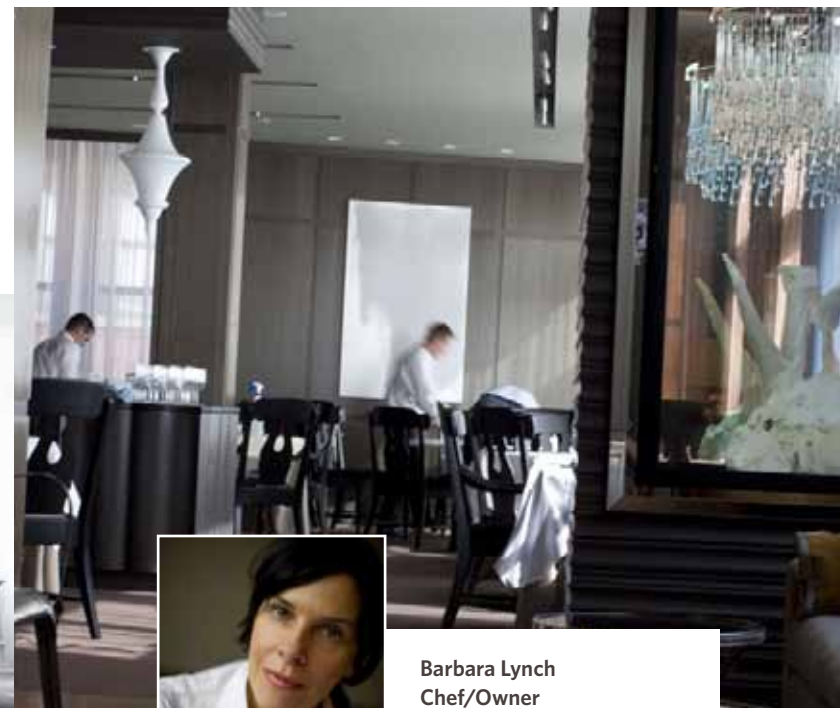
Seth Greenberg
Developer
Ames Hotel, Boston

After hosting large-scale parties as a BU student, Seth Greenberg (CGS'80, SMG'82) moved on to promoting and then owning nightclubs (including M-80 on Commonwealth Avenue), and in 1997 he opened his first restaurant, Boston's Mistral. He later opened two Manhattan event spaces, Espace and Capitale, which host exclusive parties for the likes of Louis Vuitton and Angelina Jolie. Greenberg's latest venture is the Ames Hotel, which opened in downtown Boston in 2009 and for which he co-manages food and beverage operations.

Although his days as king of Boston nightlife are behind him, Greenberg still employs techniques he developed as a nightclub owner.

One of those is to recognize the promotional potential of every aspect of his business—including his employees. He strives to hire people who are promotable and are good promoters themselves. "If you find someone who's a beautiful model who's very social, then you want to hire that person to be a host or hostess at your place," he says. He also issues business cards to his waiters and bartenders so they can help spread his message.

Another technique: invest in creative marketing rather than advertising. "When I first opened Mistral, instead of taking out ads in newspapers or magazines, we decided to put the money on a driver who had a sedan and would take our guests back and forth to area hotels." The car, he says, made it easy for hotel concierges to recommend Mistral to guests—and today Mistral management often uses it to provide rides home as a courtesy for loyal local clients. ■■



Barbara Lynch
Chef/Owner
Barbara Lynch Gruppo

Barbara Lynch trained under premier Boston chefs Todd English and Michela Larson (CAS'72) and then opened her own restaurant, No. 9 Park, on Boston's Beacon Hill in 1998. Now a premier Boston chef herself, Lynch currently oversees eight business ventures—five restaurants (including award-winning B&G Oysters and the newly opened Menton), a bar, a demonstration kitchen/cookbook store, and a catering company.

The key to successfully balancing so many businesses, says Lynch, is building great teams to help her run them. Once those teams are in place, she does all she can to nurture and retain that talent. "We've set up our company to offer our employees as many opportunities to grow and develop professionally as they're willing to take," she says. Before opening Menton, for example, she sent the restaurant's executive chef—who joined Lynch years ago as an intern—to Paris to hone his techniques in Michelin-starred kitchens.

Another secret to her success, says Lynch, is sticking to what she knows and loves—to the type of food she can prepare authentically and with passion. "No matter how popular Asian fusion is, you won't see me opening that type of restaurant," she says. "It's not me."

Her ultimate tip for running a great restaurant: "Don't be afraid of change." She's constantly thinking about how to tweak and adjust a concept, she says, and of ways to make each of her businesses run better. ■■

Photos (from left) courtesy of Kayak.com, Morgans Hotel Group, Capitale, Barbara Lynch Gruppo (portrait by Justin Ide), and Collegiate Hospitality



Richard Carbone
Chief Executive Officer
Collegiate Hospitality, LLC

A 40-year veteran of the hotel industry, Richard Carbone spent two decades working in Hyatt and then Hilton properties around the country before returning to his native Massachusetts to manage The Inn at Harvard for Hilton. In 2004, he established his own company, Collegiate Hospitality, and in 2005 Harvard University awarded him the contracts to manage the Harvard Square Hotel and The Inn at Harvard, where he continues to serve as general manager.

Carbone offers this advice to recent grads just beginning their hotel careers: "Don't underestimate how valuable you are to a company." A good general manager is always open to new ideas and knows many of those ideas will come from enthusiastic young employees who see the business through fresh eyes.

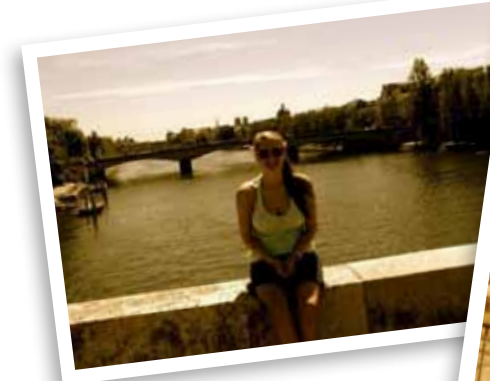
Another tip for young hoteliers: don't be afraid to call a local general manager and ask for a 30-minute informational interview to discuss your career path. "You think, 'They're so busy; they're not going to make time for me,' but a lot of people will open the door to do that."

Carbone advises fellow GMs, "You've got to be constantly listening." Listen to your front-desk staff, the housekeepers, the laundry person, the dishwasher—they often have ideas for improving operations. And spend time listening to your guests, as well. Carbone's desk at the inn is in the lobby, where he can hear his guests' front-desk questions (Is parking included? Is Internet included?), which helps him better understand their needs. ■■

Thank you!

Boston University School of Hospitality Administration extends a very special thank-you to those alumni, parents, and friends who made gifts between July 1, 2009, and June 30, 2010.

P = Parents of Boston University students/alumni



Photos courtesy of Phoenix Porcelli

Summer (Semester) in Paris

By RACHEL JOHNSON

Phoenix Porcelli ('11) faced many challenges during her summer 2010 internship in Paris, but the hardest part, she says, was coming home. "The food there is divine. It's a culture shock to be back," she says.

Placed with Meedex, a French event-planning company that organizes international meetings, Porcelli stepped off the plane and right into the thick of marketing for Meedex's spring conference. "I only had one French class at BU, so the first week was really rough. I like making jokes to break the ice, and it's hard to be humorous in another language."

Refusing to let the language barrier stop her, she threw herself into event planning, selling booths for the convention, compiling a guide for visitors, and rewriting the English version of Meedex.com. "There are all these stereotypes about the French work ethic, that people don't work hard or often, but I didn't see that. I worked from 9 a.m. to 7:30 p.m. pretty much every day." Despite the busy schedule, Porcelli managed to slip away long enough to take an advanced French language practicum at the BU Paris Center, see where Picasso lived, and watch the fireworks on Bastille Day.

Hands-on opportunities like her internship are among the reasons Porcelli chose SHA over other hospitality schools. "The professors are so available, even when I was just here as a prospective student. There are more one-on-one opportunities—the atmosphere of a smaller school but with all the resources of a large university. The professors want you to succeed."

Porcelli's internship changed more than just her culinary palate; she now plans to declare a double-minor in French and business to go with her hospitality major. What's next after senior year? "Get a job," she laughs. "The dream of every senior." ■



While in Paris last spring, SHA student Phoenix Porcelli balanced her busy internship schedule with outings to the city's famous sites.

What's HOT and What's NOT.

Students Tell Us

HOT & NOT

Kayak	Expedia
Giada De Laurentiis	Rachael Ray
Going to Towne <i>(a new dining spot in Boston's Back Bay)</i>	Getting out of Town
Açaí Berry	Red Bull
Cupcake Wars	Cake Boss
Pencil Skirts	Miniskirts
W Hotels	W Magazine
Healthy Foods	Greasy Foods
Asian Fusion	Panda Express
Justin Bieber	Jonas Brothers
Farmers Markets	Supermarkets
BerryLine <i>(Boston's frozen yogurt)</i>	Ice Cream
Sustainable Foods	Processed Foods
Glee	Heroes
G Chat	Instant Messenger
Lady Gaga	Pink
Real Housewives	Real World
Skype	Landlines

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The J. Willard and Alice S. Marriott Foundation
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Evan I. Sopher ('09)
Norman S. Stearns (MED'47, GRS'50; P'90)
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Julie Beckerman ('10)
Susan D. Berkun (CAS'90)
Denise Boenning (P'12)
Thomas Botsford (CGS'08)
Bella Brandeis ('10)
Gabriel H. Brandeis (P'08, '10, '14)
Caitlin Brinckerhoff ('10)
Harriet Brumberg (P'12)
Kelsey Bucher ('10)
Stanley I. Buchin
Robert Burgs (P'11)
Lilian Cairnes ('02)
Mr. Donald Callais (P'11)
Elizabeth Carr ('10)
Mr. and Mrs. James D. Carter (P'10)
Mr. Rene Castelo ('10)
Estee Chaikin ('02)
Peter Chen (P'13)
Mr. and Mrs. Benjamin Clarke (P'06)
Michelle Clemente (CGS'02, SHA'04)
Mr. and Mrs. Vincent Clinton (P'04)
Mr. and Mrs. Michael E. Cloherty (P'06)
Michael Cohan (P'10)
Mr. and Mrs. George Comatas
Sondra Cooper
Cindy Cordova ('10)
Alexandra Cotreau (CGS'08, SHA'10)
Robert E. Cummings (SMG'59; P'80, '85, '88, '92)
Leona Cutler
Leticia DaCosta (P'12)
Therese F. DelPrato (P'08)
Divinomar DeOliveira (P'13)
Grant Diamond ('10)
Randy Diamond ('07)
Mr. and Mrs. Alexander L. Diaz (P'06)
Hillary Dick ('84)
Linda Eiter (P'13)
Samuel B. Everett (CGS'79, COM'81; P'11)
Danielle Fattal ('10)
Joseph Feldman (P'13)
Mr. and Mrs. Robert M. Filipski (P'13)
Kathryn A. Finamore ('03)
Lori Fish (P'11)
Patricia Frank (P'11)
Carey Frasca ('10)
Rissa Freedman (CGS'08)
Marvin Friedlander (P'11)
Adrian Fuchser (P'11)
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Tifani A. Geier ('98)
Caroline A. Genco (P'07, '10)
Rachel Gilbreath ('09)
Melanie Gilman ('08)
William J. Goodwin ('84; P'14)
Caryn Gorden (P'12)
Hillary Ann Greene (CGS'08, SHA'10)
Alexandria Lynn Grime ('08)
Amanda Celeste Guile ('00)

Jennifer Gutmann ('06)
Amy Habie (P'12)
Julia Elizabeth Hale ('10)
Estelle Halpern
Sabrina S. Harryram (CGS'08, SHA'10)
Janice A. Henderson ('85)
Mr. and Mrs. Charles Henry (P'13)
Diane Ho (P'10)
Kevin Ho (CGS'08, SHA'10)
Sang Hwang ('94)
Daniel Jacobs ('03)
Wesley Jacobs (CGS'08, SHA'10)
Stephen Jaworskyj (P'11)
Melissa Jinorio (P'10)
Vontharnee Jiratanan ('10)
Leslie Karren ('90)
Sang Kim (P'13)
Charles E. King (CGS'08)
Edward M. King (P'10)
Kimberly V. King (CAS'79; P'10)
Mr. and Mrs. Marinos Kounnas (P'12)
Yoon Hyun Kwak (P'11)
Tae Ho Kwon ('04)
Kelly Larkin ('10)
Clara Lee ('10)
Mr. and Mrs. Eddy W. Lee (P'10)
James Lee (CGS'08, SHA'10)
Jennifer Lee-Olmstead
Rachel P. Leifer ('11)
Gregory Lichneckert (P'13)
Jeffrey D. Lipson ('86)
Kristin Long ('03)
Corey Lowe (CGS'08)
Mi Nor Mah (P'09)
Lisa Marquis (P'12)
Katherine Marshall ('07)
Irina Mazlina (P'11)
Beth McCarthy ('92)
Mr. and Mrs. Edward J. McNeill Jr. (P'12)
Mr. and Mrs. Gregory Melkonian (P'04)
Morgan Melkonian ('04)
Amy Mendez (CGS'08, SHA'10)
Maria T. Merrill ('10)
Kathleen Meyer (P'12)
Lori A. Michaud
Joni Miller ('10)
Robert Miller (P'10)
Chao Mei Mui (P'12)
Winnie Mui ('05, CAS'05)
Thomas Murphy (P'13)
Ryan Musco ('03)
Abby Nash
Nicole Nelson (CGS'08, SHA'10)
Albert Ng (CGS'08, SHA'10)
Gary W. Nicksa (P'10)
Sarah Nicksa ('10)
Kim Noel
Marcus Ong ('99)
Michael L. Oshins (SED'02)
Christopher Parker (P'10)
Bindu M. Patel

Mujo Perezic (P'11)
James H. Perry (P'10)
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Christopher Remund ('10)
Mr. and Mrs. Wilfredo M. Reyes (P'13)
Helen K. Reynolds-Fraktman ('89)
Tracey Sharp Rezendes (COM'01)
Mr. and Mrs. Andrew Rifkin (P'13)
Anurat Rojanapairat ('10)
Brooke Rosenberg ('10)
Janet Rossini (P'12)
Graham L. Ruggie ('91)
Mr. and Mrs. John Rutledge
Sebastian Sagardia ('09)
Nicholas Salazar ('10, COM'10)
Mr. and Mrs. Pedro Sandoval (P'10)
Christine Sarmatzis ('08)
Linda Scullane (P'13)
Dana Searle ('10)
Christopher Senker ('01)
Constance Shaheen (CGS'08, SHA'10)
Jamie Sherlock ('10)
Benjamin D. Simon ('10)
Helene Simon (P'10)
Jacqueline Simpson ('10)
Samuel B. Sloan (P'11)
Anthony Smith ('10)
Mr. and Mrs. James T. Smith (P'05)
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Linda Spiegel (P'11)
Glenn Staub (SMG'87)
Brendan Sullivan (CGS'08)
Frank Sutula and Mary Tavares-Sutula (SDM'81; P'10)
Julie Sutula ('10)
Andrea Tarpley ('10)
William Taylor
Amy Thomas ('99)
Frank Tipton (SED'68)
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Lucas Wan (P'13)
Jessica Waring ('07)
Whitney Warren ('10)
Dana Waud (CGS'05, SHA'07)
Douglas Wemmer (P'11, '11)
Robert Wilkinson (P'13)
Sa-Mia M. Wilson ('88)
Paul Worgaftik ('10)
Michelle Xylas ('08)
Mr. and Mrs. Ralph C. Zinszer (P'07)



Photos courtesy of Justin Yu

Seeing the World— One Resort at a Time

By CORINNE STEINBRENNER

If you're looking for a fabulous hotel, you might try the Four Seasons Hong Kong. "It's the best hotel I've ever stayed in," says Justin Yu ('07), who has seen his share of gorgeous hotels in recent years.

Yu began working for Four Seasons Santa Barbara—a 26-acre seaside resort—as a management trainee after his SHA graduation. While there, he made weekend getaways to Four Seasons' properties in Los Angeles ("an incredible spa") and Beverly Hills ("great for people watching"). He later helped open the Four Seasons St. Louis ("technologically advanced, with little touches like a TV in the bathroom mirror"), and now oversees poolside and in-room dining at the Four Seasons Seattle ("very modern, super sleek").

Yu has also made excellent use of his employee benefits, recently cashing in complimentary nights at the Four Seasons properties in Cairo, Alexandria, Sharm El Sheikh, and Hong Kong.

While the Sharm El Sheikh property was beautiful and relaxing, the Hong Kong property wins the prize as his favorite. "Everything there was over the top," he says, from the dazzling modern architecture, to the "absolutely huge" guest rooms, to the host of attentive staff members. "There was even somebody in the elevator to push the buttons for you."

Complimentary hotel stays are a great perk, Yu says. "It gives you an opportunity to experience the service that, ultimately, you're supposed to be providing, but it's also a great way to see the world."

Yu is planning to attend a wedding in Hawaii in January and stay in at least one of his employer's four Hawaiian properties during his visit. "Then I'll probably go to Bora Bora," he says, "since I'll be in that part of the world anyway." Four Seasons Bora Bora features picturesque bungalows perched on stilts above a turquoise lagoon—who wouldn't be tempted to make the side trip? ■

NEWS & NOTES

Send us your news at shaalum@bu.edu.

David Waronker ('84) lives with his wife, Ruth, and children Ryan, Kyle, Kayla, and Hayley on a horse farm in Scottsdale, Arizona, along with 13 horses and 12 dogs. David is president of CBD Real Estate Investment, LLC, and is actively trying to take advantage of the down market by acquiring distressed real estate assets from banks and the FDIC. Visit his company website at www.gocbd.com.

David D'Onofrio ('87) lives in the Chicagoland area, where he works for a division of Ralcorp Holdings, Inc., as the global business leader for its McDonald's business unit. The team serves more than 17 countries and over 20,000 restaurants around the globe. David would love to hear from past classmates and friends. "Amazing how 23 years+ flies by so quickly!" he writes. Email him at ddonofrio@ralcorp frozen.com.

Keri Bocis-Laman ('90) celebrated the 10-year anniversary of her company, Tidewater Catering Group, in July 2010. The company now boasts six cafés in New Hampshire. Friends are invited to drop her a line at keri@tidewatercatering.com.

Leslie Karren ('90) spent the past year as a member of the Cookbook Committee for the Junior League of San Francisco. The cookbook, *San Francisco Entertains*, includes one of Leslie's own favorite recipes.

Heather McGuire ('00) is a senior sales consultant for Sundance/Newbridge Publishing in Marlborough, Massachusetts. She often hosts private wine pairings, thanks to her studies with Professors Oshins and Cullen.

Karen Rambler-Replogle ('00) and **Jacob Replogle ('00)** welcomed their son, Noah Estis, in 2009. The couple owns and operates Jake's Restaurant, Jake's Catering, and Haute Taco Taqueria and Tequila Bar in Wisconsin. They also recently opened El Toro Taqueria and Tequila Bar in Vero Beach, Florida.

Amanda Wolfe-Guile ('00) of Charlotte, North Carolina, is attending Johnson & Wales University, studying baking and pastry arts. She and her husband, Mark, were excited to attend the Alumni Weekend events in celebration of her 10-year reunion. Contact Amanda at amanda.c.wolfe@gmail.com.

Steve Crowley ('01) got married in Hawaii last October. He is currently on sabbatical from Starbucks, living in Tennessee with his wife, Angela, and working on an MBA in finance.

Roger Wong ('01) works at Charles Schwab in San Francisco, where he manages the company's philanthropic programs and promotes financial literacy. In his free time he still plays soccer and tourist in the city. Email him at roger.wong.2001@alum.bu.edu.

Charity A. Chalmers ('02) opened Chariteas, a tea shop and café located in Sandy, Oregon. Charity's goal is to provide the freshest tea possible, so she's trekked around the world and brought back her favorites from various tea gardens across the globe. Visit her website at www.chariteaspot.com.

Shara (Hoffman) Orem ('02) and her husband, Phil, welcomed their first child, Judah Edward, on June 24. The family lives in Napa, where Shara works as associate director of strategic initiatives at The Culinary Institute of America's California campus.

Devon L. Mosley ('04) joined online media company Travelzoo.com as an associate producer, based in the company's Chicago office. Drop him a line at devon.mosley@gmail.com.

Anthony Garofalo ('05) recently rejoined Marriott International as assistant general manager of the Residence Inn by Marriott, Palm Desert, California. Living in the desert is quite a change for Anthony, but he is glad "it's a dry heat." He looks forward to hearing from old friends and welcomes everyone to visit him in the desert.

Meredith Abrams ('06) is the front office manager at The Wayside Inn (the oldest operating inn in America) in Sudbury, Massachusetts. On June 18 she helped open a new property, The Wayside Carriage House Inn.

Ernie Clarke ('06) moved back east to New York City after three years in Phoenix, Arizona. Still working hard to eradicate educational inequity, he's now the associate director of talent recruitment for Achievement First, overseeing recruitment and hiring of elementary school teachers for the network of college prep charter schools in Brooklyn and Connecticut. Email him at eclarkebu@gmail.com.

Paul Goodman ('06) recently completed his MBA studies at Seattle University.

Leslie Lone ('06) transferred from the SLS Beverly Hills to the new W New York Downtown as a beverage and food talent coach. The hotel, she says, is the newest and hippest addition to the W family.

Dan Cotting ('07) moved to Charlottesville, Virginia, in 2008 and helped launch a small beer and wine importer, J. Cambier Imports. He was also on the opening team for the trendy restaurant Tavola.



From left, Devon Mosley ('04), Dean James Stamas, Leslie Lone ('06), and Anthony Garofalo ('05) enjoy an alumni reception in Santa Monica, California. Photo courtesy of Leslie Lone



Patricia (Ramsey) Gill ('07) and Matthew Gill were married at Belgium's Château de Lavaux Sainte-Anne in July. Photo by Pierre Wacholder



Josephine Wong was a member of the ARAMARK team that provided food for the 2010 Winter Olympics in Vancouver. Photo courtesy of Josephine Wong

Last year he passed the Certified Sommelier Exam and became a wine consultant for The Country Vintner. In May, he married longtime girlfriend **Kelly Hendry (CAS'07)** in a small ceremony in Charlottesville.

Patricia (Ramsey) Gill ('07) and **Matthew Gill (SED'07)** recently moved back to the East Coast after living on Maui, Hawaii, for two years. Patricia worked at the Westin Maui Resort and is now a catering sales manager at the Park Hyatt Washington. The couple married on July 17, 2010, at le Château de Lavaux Sainte-Anne in Belgium.

Weonhee Anne (Lee) Shin ('07) is an account executive in global sales for Marriott International. She and her husband, **Sangmin Ryan Shin, MD (CAS '00; MED'03, '08)**, welcomed a baby boy in September.

Jonathan Jaeger ('08) is a consultant with Pinnacle Advisory Group in Boston and recently became a certified general real estate appraiser for hotel assets. He valued his first billion-dollar asset on Maui, Hawaii.

Mayssa Meouchy ('09) is working in the front office at Kings Canyon Resort in the Northern Territory of Australia. She hopes to travel in India next year and see where life takes her.

Josephine Wong ('09) traveled with ARAMARK to the 2010 Winter Olympics in Vancouver and is now the assistant human resources manager for ARAMARK at Fenway Park in Boston. She works with some 1,500 employees, with a focus on engagement and compliance. Josephine also manages three interns—all members of the SHA Class of 2011!

Clara Lee ('10) is working at Accenture Consulting in Boston. Her first project is with the Walt Disney Company at Disney World in Orlando, Florida.

SHA congratulates faculty member **Michael Kwag**, who was recently promoted to the rank of professor of the practice.



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