

CASINO

A WILLIAM F. HARRAH COLLEGE OF HOTEL ADMINISTRATION PUBLICATION

PREMIER

FALL 2006



There's a
Finger in My Chili

Alum Reinvents Jazz

Fieri Wins Food
Network Reality Show

Station Casinos Looks to the Future

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PREMIER

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Courtesy of Food Network



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A Message From Dean Mann

On Aug. 2, we

had the grand opening of UNLV Singapore, a campus devoted solely to the delivery of the B.S. in Hotel Administration and the Executive Master's Degree in Hospitality Administration. As I look back on our faculty's first discussions of delivering our degrees in Asia, I must say I didn't think we could make it happen this quickly.

In May of 2001, I made a trip to Asia, my first trip in search of an appropriate location for our programs. I visited Japan and Korea in 2001; Hong Kong, Macau, and China in 2003; China once more; and Singapore in 2004. My focus was on meeting the faculties from prominent Asian universities involved with hospitality and recreation management education to see whether partnerships were possible and to get their recommendations.

I brought back to the faculty my findings and recommendations, along with those of Andy Nazarechuk, who had spent two years teaching in China, Japan, and Korea. We concluded that the way in which we wanted to protect the integrity of our degree programs was to deliver them without a

foreign partner. We would give the UNLV degree with UNLV courses taught by UNLV faculty. This is not a common model for U.S. universities in Asia, nor is it a simple model to execute. With the support of many offices at UNLV, both academic and nonacademic, we were able to receive permission from the Singaporean Ministry of Education to offer these stand-alone degrees. This is the first time Singapore had approved such request.

Why Singapore? The decision is defensibly sound. The discovery is serendipity.

On May 5, 2004, three men arrived in my office for an appointment: Mr. Vikram Khanna, associate editor of the Singapore Business Times, who was to conduct an interview; Mr. Weng-Hee Ho, U.S. commercial services officer from the U.S. Embassy in Singapore; and Mr. Jonathan Galaviz, president of the Singapore Association of Nevada, who had informed Mr. Khanna of the reputation of the Harrah Hotel College. The interview focused on our hospitality and recreation management programs and our plans for international development. I was encouraged by them to investigate the opportunities in Singapore. Conveniently, I had planned another trip to Asia in the coming weeks and would be able to visit Singapore at that time. So in mid-May 2004, I visited Singapore for the first time.

I engaged the U.S. Commercial Service to assist me in Singapore. Weng-Hee was assigned the task. He made arrangements for me to meet important government officials. The most important

visit I made was to the Economic Development Board (EDB). The EDB had prepared a special PowerPoint presentation with UNLV logos on virtually every slide! I learned that a major goal of their strategic plan was to increase economic development by having prominent international academic programs established in Singapore to entice students from around the globe to study there. Their goal is to bring 150,000 international students into their "Global Schoolhouse." They wanted UNLV to join a select group of educational institutions, which includes Duke, Johns Hopkins, Stanford, MIT, Northwestern, Georgia Tech, and Cornell, to name just a few. Needless to say, I was quite proud and flattered.

Observing the geographic proximity of Singapore to China and really all of Asia, we are hopeful it will be a springboard for the entire East. The first language of Singapore is English, not a standard in most of the rest of Asia. And the country is clean, contemporary, and comfortable for UNLV faculty members who would need to spend time there. On top of that, the EDB provided the financial assistance required by the Nevada System of Higher Education (NSHE). Singapore offered more than anywhere else I had visited or had researched.

Several more trips to Singapore were necessary to make appropriate arrangements for facilities and for the filing of the required government documents. The EDB was exceedingly helpful and cooperative in making all of these logistics as painless as possible. At appropriate times, the NSHE Board of Regents, the president, and the

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UNLV SINGAPORE GRAND OPENING

"Each time I travel to Singapore, I am struck by the cultural richness of its many communities. This reinforces my belief that this country serves as a world model for diversity. As a result, our students on this new campus will not only learn the fundamentals of hotel administration and hospitality management, but will also truly understand the future of global societies and economies, and will be ready to assume leadership positions in the industry."

—UNLV President David B. Ashley



"We are delighted that UNLV has chosen to site its first overseas campus in Singapore. This campus will further develop our goal to be a Global Schoolhouse. Through UNLV, Singaporeans and others in this region can acquire specialized qualifications to advance their careers in the Tourism sector."

—Singapore Minister of Manpower Ng Eng Hen



TOP PHOTO: The Singapore National Library houses UNLV Singapore on the 10th and 11th floors.

BOTTOM: The traditional Chinese lion dance ensures that good fortune, prosperity, and longevity are bestowed upon the new facility. Among the dignitaries who participated were (L-R) UNLV Singapore Dean Andy Nazarechuk, UNLV President David B. Ashley, U.S. Ambassador to the Republic of Singapore Patricia L. Herbold, Singapore's Minister for Manpower Ng Eng Hen, Nevada System of Higher Education Board of Regent Stavros Anthony, and UNLV Harrah Hotel College Dean Stuart H. Mann.



TOP PHOTO: The UNLV Singapore staff responsible for the grand opening events and for welcoming the first class of students this fall. (L-R) Yati Durame, Clare Ng, Andy Nazarechuk, Mandy Lim, Percy Huang, and Judy Yeow.

MIDDLE: State-of-the-art classrooms are a focal point, providing students with the most advanced use of technology in this unique learning environment.

BOTTOM: The graduate student lounge is a space for students and faculty to gather outside of class.

Local Favorite Station Casinos Accessible For Deserving S

Premier sat down with Valerie Murzl, vice president of human resources for Station Casinos, to learn more about the special scholarship gift her company recently gave to the William F. Harrah College of Hotel Administration. The following story was compiled from that interview.

Station Casinos' Chairman and CEO Frank Fertitta III had known for a while that he wanted to do something to help students in the Harrah Hotel College. "He asked Lesley Pittman (Station's vice president of corporate and government relations) and me to meet with hotel college personnel, including Dean Mann, and come up with some options that he could review," recalls Murzl. "After a few months of meetings and research, Lesley and I presented the options to Frank, and he decided we should implement a scholarship plan. Once the initial agreement was worked out between the university and Station Casinos, I took leadership of the project."

Giving back to the community is a core philosophy that exists in every level of operation within Station Casinos. Education is a top priority, as is assisting local nonprofit agencies and organizations. With that in mind, it's not surprising that this top-notch company was eager to establish a larger presence at UNLV.

Murzl, no stranger to UNLV, as she has spoken at a number of events and classes on campus, was excited about getting to know the faculty and students of the Harrah Hotel College better. "My job is all about cultivating a team base, and that's what I hope to do through this scholarship," she says. "UNLV has never had a solid scholarship program relating to Station Casinos, and I'm thrilled about the presence this will help us have on campus."

The partnership will include a \$500,000 commitment over five years and will be used in two programs: two-thirds of the money will be used to fund scholarships for deserving students, and the remaining third will allow the college to expand its minority recruitment. "We would like to increase our interaction with students and, eventually, with them as alumni," states

STATION continued on page 29



UNLV Alumni are also proud Station Casinos employees, named by *Fortune* magazine as one of the "100 Best Companies to Work for." Pictured are (L-R) Regina Basuel '95 Hotel Administration, Palace Station team member relations manager; Millie (Dilworth) Thomas '85 Business, corporate director of training and development; Brian Green '00 Business, corporate director of team member relations; Valerie Murzl, vice president of human resources; and Jennifer Savérino '99 Liberal Arts, Red Rock employment recruiter.

Photography by Geri Kodey

os Makes Education tudents

by Robyn Campbell-Ouchida '00 MA



WHY I CHOSE TO WORK IN THIS INDUSTRY



ARTE NATHAN
Senior Vice President &
Chief Human Resources Officer
Wynn Las Vegas
National Advisory Board Member

I have a bachelor's degree from Cornell's School of Industrial and Labor Relations and was actually trained for a profession in human resources. After graduation, I worked in the steel industry, but decided to look for something more stable when international competition started to accelerate in the early 1980s.

I met with Steve Wynn and he told me of a human resources position he needed to fill at the new Golden Nugget in Atlantic City. I met with the executives there and found that a human resources position in any industry deals mainly with the people; the product is secondary, and I was fascinated with the excitement of the hospitality industry. I said, "Yes," and spent the next six months working in every department and learning all about what makes a casino hotel work.

I have spent the last 23 years working in and loving this environment that allows me to sharpen my skills and develop new strategies. At the end of the day, the hospitality industry is a perfect showplace for the types and levels of service that help make companies successful.

He's come a long way from a teenager making pizzas in his hometown of Kalamazoo, Mich. While many people don't discover their true calling until later in life, student Nate Arkush got started early in the food and beverage industry. His first job led him into the exciting, fast-paced world of dining, and for Arkush, it just keeps getting better.

"I learned early on that I really enjoyed the constant stimulation and high energy of this industry," says Arkush. "I started working at a gourmet Italian restaurant when I was 16 years old, and the two brothers who own it really took me under their wings. They saw that I had an interest in the industry, and both became really important mentors to me. I was fortunate enough to work virtually all positions in the dining room, bar, and even the kitchen through an apprenticeship with the executive chef."

After graduating from high school, he looked into culinary training schools and, upon a suggestion, looked into a new program in Austin, Texas. "My aunt is a counselor for Austin Community College (ACC), and they happened to be starting a culinary curriculum there. It turned out to be a great program and experience for me." While a student at ACC, Arkush got a job at the Barton Creek Resort and Spa as a beverage coordinator. "I

STUDENT SPOTLIGHT

by Robyn Campbell-Ouchida '00 MA

Nate Arkush '07



Nate Arkush is pictured with his friend, *restaurant rm* Chef Rick Moonen, who conducted a "Cooking with Tea Demonstration" on the exhibit hall floor at the 2006 World Tea Expo, which brought more than 4,000 industry participants from across the globe to Las Vegas last March.

applied for a position in the dining room but ended up working in the beverage department. I helped manage the liquor room and coordinated inventory to all of the beverage outlets throughout the resort while learning about the hierarchy and operations of larger hospitality properties. When I finished my degree at ACC, I knew that I wanted to continue my education in this area."

One of his ACC instructors was a 1995 Harrah Hotel College graduate and suggested he look into UNLV. "Bryan Gardner is the director of human resources for the Four Seasons in Austin and thought that UNLV would be a good program for me as he felt that it offers students a very well-rounded education," recalls Arkush. "I began researching the Harrah Hotel College and was

immediately impressed. It became very apparent that the diversity and opportunity for hands-on experience in the world's most successful hotels, restaurants, and conventions set this program apart from virtually all other hospitality programs out there."

In addition to his studies at UNLV, Arkush, who will graduate in 2007, serves as the operations manager for the World Tea Expo, the world's largest trade show and conference dedicated to the specialty tea industry. In this position, he manages the overall execution of the annual event, including contract negotiation, managing event vendors and on-site staff, and developing and managing operational budgets. "Working this job while attending UNLV has been great for me," states Arkush. "The company is extremely supportive of my education as it has really helped me focus and made me a better asset to the company. I've been very impressed with the classes and have never seen a faculty with the energy level, experience, and know-how that my professors have. They really care about the success and professional growth of the students!"

Photography by Geri Kodey



UNLV ALUMNUS

Keeping the Sounds of the Past Alive

by Robyn Campbell-Ouchida '00 MA

The 1930s and 1940s were times of growth for the musical sounds of the “crooners” and their big band counterparts. The popularity of jazz music from artistic hubs like Chicago and New Orleans eventually found its way to Las Vegas in the classic lounge tradition of performers like Frank Sinatra, Bobby Darin, and Dean Martin. Music has a way of evoking powerful feelings and memories of bygone eras, and this genre is no exception. Alumnus Lorel Zaide '99 is ensuring that this musical format is not forgotten. Not your typical college graduate, Zaide's musical tastes and sounds have been compared to Chet Baker, a jazz icon of the 1950s.

Raised on Chicago's west side, Zaide was used to hearing the musical stylings of the 1940s in his home. With parents originally from the Philippines, he grew up hearing the stories of the American soldiers' occupation there during World War II and the music and other traditions they brought from home. By the time Zaide was born, his parents had relocated to Chicago but were still enjoying that music from decades past.

“During dinner, we would always listen to the AM radio,” reminisces Zaide. “I started getting into music when I was a really small kid and was taking piano lessons before my fifth birthday. I remember my dad used to tell me that my uncle had a piano, and I was absolutely fascinated by it! We would visit him, and I would bang away on that poor piano's keys the entire time we were there.”

The problem with piano lessons was that although Zaide was truly interested in the instrument, he wanted to play music by Scott Joplin, Billy Joel and, of course, the pop idols of his youth. “My piano teacher was really ‘old school,’” says Zaide. “She kept trying to get me to play classical things, like Baroque music, and while I liked them well enough, they just didn't hold my interest. My parents finally got the

picture when I was 12 and let me stop taking lessons, which meant I had time to teach myself to play what I liked.”

When Zaide was 9 years old, he also began playing the trumpet, but it was the same thing — he didn't want to play what the instructor had in mind. “I wanted to join a jazz band!” He taught himself other songs on the trumpet, just as he had on the piano.

“I guess I was a closet jazz freak,” he admits, when talking about his high school years. “I wanted to be cool in high school and got into hip hop and techno music, but my heart was still in the classics.”

After graduating from high school, Zaide began taking voice lessons through a community college in Chicago. “I took lessons between my other classes. I wanted to sing rhythm and blues, but my teacher said, ‘I'm not sure your voice is cut out for that,’ and suggested I try jazz, which was cool since I knew a lot of tunes from my childhood dinner table.

“I fell in love with jazz right then. In 1994, I decided to move to Las Vegas with a friend. I had been there a few times as kid — had done the Circus Circus thing — and I was interested in studying hotels and travel. My family is in the real estate business, and I've always believed that hospitality goes hand in hand with that industry.

“I started at Community College of Southern Nevada and transferred to UNLV in 1996. I still remember my first semester there. I had a hotel entertainment class with Joe Delaney, which was just great! He took us on field trips to a variety of shows, and my career plan kind of evolved from there. Before that, I had always thought I would be more on the business side of things, but I started thinking that maybe I could actually perform.”

Zaide started sitting in with a number of jazz combos around town and became involved in

ALUMNUS continued on page 25

2ND ANNUAL VALLEN DINNER OF DISTINCTION

by Judy Nagai



Dean Mann, Bill Paulos, Susan Schwartz, Rich Mirman, and Bill Allen prior to the awards ceremony



Bill Paulos with UNLV's seventh president, Carol Harter

The UNLV William F. Harrah College of Hotel Administration honored a number of outstanding hospitality industry executives during the second annual Vallen Dinner of Distinction April 27, 2006, at the Mirage Casino & Hotel in Las Vegas, Nev.

Master of ceremonies Don Snyder, retired president of Boyd Gaming, and Dean Stuart Mann, announced the industry awards. The event was named after Jerome (founding dean of the college) and his wife, Flossie Vallen, in 2005 to honor their vision and contributions to establishing the nationally ranked hospitality program.

The Alumnus of the Year award was presented to William Paulos, principal, Millennium Management Group. Paulos was a member of the first graduating class of the college in 1969 and has since established his career in the gaming industry.

Each department chairperson presented awards to the person selected as Industry Executive of the Year. Awards were presented to William Allen III, chief executive officer, Outback Steakhouse/OSI, (Food & Beverage Management Department); Richard Mirman, senior vice president of business development, Harrah's Entertainment, (Hotel Management Department); and Susan Schwartz, president and founder, ConvExx (Tourism & Convention Administration Department).

In addition to the awards, a silent auction and live auction were held during the evening. Most auction items were generously donated by local and national companies which allowed the college to raise more than \$40,000. These funds have been directed toward the Vallen Professorship, an endowed professorship to commemorate the founding dean's commitment and accomplishments within hospitality education. The professorship will make funds available to bring distinguished industry and educational leaders to teach, guest lecture, and consult with students and faculty.

Special thanks are extended to all of our generous donors, including Scott Sibella '88 and the Mirage staff, and to DeLuca Liquor and Wine for their sponsorship of the opening reception.



Don Snyder, Bill Allen (center), and Andy Feinstein



Don and Dee Snyder greet Carol Harter and Dean Stuart Mann



Susan Schwartz (center) accepts her award from Don Snyder and Patti Shock



Andy Feinstein with Regents Stavros Anthony and James Dean Leavitt



Alumnus of the Year Bill Paulos with Don Snyder and Dean Mann



Dean Mann presents Carol Harter with the *Dean's Medal of Distinction*



Dean Mann and Rich Mirman enjoy the silent auction before the dinner



Don Snyder, Gail Sammons, and Richard Mirman

THIRD YEAR OF EVENT ATTRACTS EVEN MORE ATTENDEES

Students Plan Hospitality Summit

by Heather Willden, summit graduate student manager

The third annual Las Vegas International Hospitality and Convention Summit, hosted by UNLV, attracted some of the hospitality industry's best, for an intensive three-day research conference. This event attracted attendees from as far away as India and South America.

They came not to play, but to participate in discussions about current research and future trends in the industry. There is no other conference of its kind, where educators, graduate students, and industry professionals come together to share ideas and information.

The event was planned and managed by students in the tourism and convention capstone class and provided a unique, hands-on learning opportunity for the students. The students solicited event sponsors and exhibitors for

a two-day trade show, designed a new website to promote the event, arranged the logistics, and handled registration.

Presentation topics included gaming, budgeting, and financial aspects of the lodging industry, tourism, trade shows, technology, hotel safety and security, workplace violence, and multiculturalism. Another feature of the event was a full-day workshop offered on the Event Management Body of Knowledge (EMBOK) project, facilitated by Julia Rutherford Silvers (www.juliasilvers.com/embok.html).

The audience took a trip into the future as Dean Stuart Mann moderated a crystal ball panel made up of educators and industry experts. Panelists included Mark Haley of the Las Vegas Convention and Visitors Authority (LVCVA), George Fenich from the

University of New Orleans, and Cris Canning of Hospitality Ink. The keynote address was delivered by Australian events producer Phil Harte of Harte Management, who spoke on the topic of global event management (www.harte.com.au).

The event was sponsored by the LVCVA. The MGM Grand and Wynn hotels offered tours of their facilities, showcasing their rooms, meeting space, restaurants, nightclubs, and showrooms.

The best paper award was presented to Dr. Anthony F. Lucas, William T. Dunn, and Anna Kharitonova of UNLV and Barona Casino for their paper on "Estimating the Indirect Gaming Contribution of Bingo Rooms."

For information about next year's Summit, please visit our website at www.lvsummit.com.

Got Jobs?

Announce Your Jobs and Internships to Students

There's something you should know about...the Harrah Hotel College student listserv. A convenient tool to reach current students, the listserv is easy to use and offers a wealth of information. With 3,000 students subscribed, it is the best way to get the word out to students. If you are looking to hire a student or a recent graduate, this is just the place to post that information. On the listserv, you can advertise (at no cost):

- Full-time jobs
- Part-time jobs
- Internships
- Volunteer opportunities

To announce a position opening, internship, or volunteer opportunity, simply e-mail the information to patti.shock@unlv.edu. The information should include:

- A subject line containing position information and location: (ex. PT catering asst in LV, FT sales position in SF or summer internship in Denver)
- All of the relevant information, as Yahoo does not accept large attachments and does not archive any attachments
- Contact information

The message should be written TO the students, as it will be forwarded in exactly the manner it is received.

There is no way to "recall" or "unpost" a message once it is forwarded; the messages go directly into student e-mail.

Join the technological age and check out this exciting service!

Outstanding Mentors Recognized

by Judy Nagai

Each year, dozens of hospitality industry professionals participate in the UNLV Hotel Mentor Program as an opportunity to guide and advise students. This partnership between UNLV and the hospitality industry serves to strengthen relationships and provide students with insight and guidance to prepare them for successful hospitality careers.

“This is one of the most unique mentoring programs in the country. It is a perfect example of business and academia working together for the benefit of the student,” says

Mentor Program Director Professor Erv Crawford. Alumnus Gus Tejada, selected as Mentor of the Year 2005–06, is pictured with Dean Stuart H. Mann.



Mentors serve as role models who share their knowledge, experience, and advice to help students in a variety of ways. From sharing career advice to providing opportunities for students to “shadow” the mentor at work, having a mentor is significant to the student experience.

“I like to share my experiences, both good and bad, with students as it may help them with future career choices. Selfishly, I consider each mentee for future career opportunities either with my employer or with someone I know who could benefit from the mentee’s abilities,” says Gus Tejada ’89, mentor of the year and vice president of sales for Echelon Resorts. Mentors like Tejada are highly valued and respected for their commitment to hospitality education.

The annual mentor reception was held during spring 2006 to recognize the contributions of the

mentors and their mentees. Debi Nutton, vice president of casino operations, MGM Grand, served as keynote speaker, and MGM MIRAGE graciously sponsored this event. A number of talented and committed mentors received special recognition as follows:

MENTOR OF THE YEAR:

Gus Tejada ’89
Echelon Resorts
vice president of sales

OUTSTANDING MENTOR AWARDS:

Jenn Whinnery
Mirage Hotel & Casino
senior convention services manager

Jenna Ball
Caesars Palace
assistant director of weddings

Stacey Purcell ’90
Rio All-Suite Hotel & Casino
national sales director

Chuck Bombard
Tournament Players Club at Summerlin
general manager/director of golf

THE JOHN YASKIN AWARD:

George Cordon
Four Seasons Hotel
general manager

THE FOUNDER’S AWARD:

Dr. Andy Nazarechuk ’79, ’85 MS
UNLV Singapore campus dean

For information on becoming a mentor and learning how you and your colleagues can become mentors and to sign up online, please visit the website: <http://hotel.unlv.edu/mentorprogram/> or contact Mentor Program Director Erv Crawford, (702) 895-4408, Erv.Crawford@unlv.edu.

Gaming Standards Association

MAKING STUDENTS TECHNOLOGICALLY SAVVY FOR TOMORROW

by Robyn Campbell-Ouchida '00 MA

The Gaming Standards Association (GSA) has been preparing the world for the future of gaming technology since 1996 and, with its recent generous gift to the William F. Harrah College of Hotel Administration, will be able to prepare the technology workers of tomorrow for a world with GSA standards. GSA is an international trade association that creates benefits for gaming manufacturers, suppliers, operators, and regulators. By facilitating the identification, definition, development, promotion, and implementation of open standards, it is enabling innovation, education, and communication for the benefit of the entire industry.

Over the next three years, the GSA board of directors has agreed to provide a \$900,000 grant in order to create two professor-in-residence positions for the Harrah Hotel College and UNLV's School of

Informatics. These professors will instruct a course in gaming technology wherein students may become certified in GSA standards for the new G2S protocol.

"UNLV's College of Hotel Administration is well regarded around the world, and now



its School of Informatics will be able to offer a course in what we truly believe is the future of gaming technology," says GSA President Peter DeRaedt. "Together we will develop the GSA-certified program to support the transfer of knowledge embedded in our standards. The gaming industry as a whole will benefit from having access to current and highly trained students.

Graduates will have both the academic and gaming experience

requirements to support Nevada's largest industry."

The G2S was developed by the GSA member companies to provide the gaming industry with a communications protocol capable of supporting the

new technology being rolled onto casino floors. The G2S protocol, which stands for Game to System protocol, provides the communication link between the gaming devices on the casino floor and the host servers in the casino back offices. This new protocol will enable casino operators to provide features that are currently not possible such as "on-demand" program download and "patron-aware" machines that will automatically download patrons' favorite games when they place their player cards in them.

The G2S protocol is XML-based and represents cutting-edge software design. The G2S protocol is designed to operate on a SOAP/ Web Services transport layer with SSL providing data security. The unique subscription features and modular design of the protocol allow better, and more secure, access to slot floor data than is currently available. Additionally, by providing a single means of communication from the game

"UNLV's College of Hotel Administration is well regarded around the world, and now its School of Informatics will be able to offer a course in what we truly believe is the future of gaming technology."

to the system, G2S eliminates at least two different proprietary protocols that typically provide that function for each game. The result of having a single G2S communication protocol will provide more reliable and stable communications on the casino floor.

Once the professors are hired for this project, they will instruct in the International Gaming Institute building on campus. “They will be teaching a certification course for the G2S protocol,” says Patty Becker, executive director of the IGI. “This is going to be a great collaboration between academia and business and a wonderful opportunity for the gaming industry to be on top of technology.”

The GSA, which was formed during 1996’s World Gaming Congress & Expo in Las Vegas, came about when Acres Gaming founder John Acres addressed a group of attendees representing some of the industry’s largest equipment suppliers about the issues pertaining to

communication standards. His thought was to organize the industry’s manufacturers to eliminate some of the technological communication problems that were facing his company as well as those facing many of the industry’s other companies.

At the end of 1997, 65 people representing 20 companies had come together, which led to the selection of a cabinet in 1997. In May of 1998, the association was officially formed as a nonprofit organization. Since then, it has grown to include more than 53 members and affiliates. In 2001, the association decided to change its formal name in order to reflect the growing number of casino operators that have joined.

GSA believes that in order to retain the most profitable customers and attract new ones on an increasingly competitive playing field, operators need more sophisticated means of tracking patron patterns and preferences and responding to marketplace demands before competitors do. To achieve this goal, casino systems must be able to communicate with one another

“GSA believes that in order to retain the most profitable customers and attract new ones on an increasingly competitive playing field, operators need more sophisticated means of tracking patron patterns and preferences and responding to marketplace demands before competitors do.”



GSA President Peter DeRaedt

seamlessly — from the game and its peripherals to the host systems that track playing activity and hospitality transactions to the booths and kiosks where players cash out.

Recognizing the need for integration of gaming products and systems, a growing contingent of operators and manufacturers is collaborating, through GSA, to develop a set of gaming standards that fulfills the promise of seamless communication and interoperability. Directing a successful slot operation today and into the future is a challenging task. Equipment and systems that are developed in line with the latest open standards and ongoing collaboration between casinos and manufacturers ensure that operators will be well equipped to manage the evolution of marketplace demands.

“**W**oman says she found finger in Wendy’s chili.” That headline in early 2005 drew national attention and led to a sharp drop in sales for Wendy’s, even after the event was revealed as a sickening hoax. The fast-food chain’s chief response to win customers back was to offer a weekend of free Frosty shakes as a show of goodwill and commitment. Now researchers from UNLV’s William F. Harrah College of Hotel Administration as well as the College of Business show why that approach didn’t work, and they offer more viable solutions for companies like Wendy’s that have had to deal with negative publicity, potentially resulting in millions of dollars saved.

Kathryn LaTour, an assistant professor of hospitality marketing in the hotel college, and her husband, Mike, professor and chair in the department of marketing in the College of Business, researched what went wrong during and after the Wendy’s investigation. Their study of the effects of reconstructive memory offers suggestions for businesses dealing with the damage of a reputation that follows an instance of negative publicity, like the finger-in-the-chili episode. “When I saw what Wendy’s was doing with its advertising, offering free Frosty’s, trying to lure people back through price promotions, I thought, ‘This is not the way to do it,’” says Kathryn. “They really have to do something that’s more emotional and try to create nostalgia for the product.”

The LaTours combined research they had done on childhood memories and also false memory to see whether using different types of ads could actually alter what people remember about their childhood and, more specifically, about their

POINTING THE FINGER:

UNLV Research Shows What Kept Customers Away From Wendy’s After Infamous “Finger in Chili” Incident

by Karen Sharp



Husband and wife research team Kathryn and Mike LaTour investigate the effects of reconstructive memory.



experience with Wendy’s. The research team developed two print advertisements, one illustrating an offer for a free Frosty — which is how Wendy’s actually responded to the crisis — and the other depicting a young child happily eating Wendy’s burgers and fries.

The idea was to test the power that advertising might have on consumers’ memories and emotions. “The one thing we did alter between the two treatments was we included a play-land structure, which is something

McDonalds’s did to try to differentiate itself in the marketplace,” says Kathryn. “We were interested not only in whether Wendy’s could create emotional attachment to the customer through childhood memories but also, by including some images that might be associated with other restaurants, in whether we could, in fact, get them to reconstruct and have

different memories from what they might have had without seeing the advertisements.”

The LaTours surveyed 100 participants, all undergraduate students at UNLV, who were regular fast-food consumers and who indicated they knew about the finger-in-the-chili incident.

Participants saw only one version of the ad and then provided feedback on their attitudes toward the ad. They then indicated how likely it was that they had fond memories of eating at Wendy's as children. The other group indicated their feelings toward the restaurant after being offered free food in the wake of the finger episode.

"The typical response to such service failures is to offer comps or some price discount," says Mike. "Wendy's attempted to 'fix' its public-relations problem by offering free Frostys. In our research, we found that trying to appeal to consumers rationally through offering free promotions is not as effective as trying to appeal to them on an emotional level." Mike says their research showed that offering something for free can often make the consumer suspect of the provider's intent. "In the longer term, such price changes can lead to a discounting mentality among consumers," he says.

Kathryn says their research offers a different approach. "If the hotel and restaurant industry instead focuses on framing consumers' experiences with emotionally engaging communications, there lies the opportunity to both harbor greater loyalty and maintain price integrity," she says. "For instance, in our research, we found that an advertisement for Wendy's that referenced childhood autobiographical experiences led to more favorable brand attitudes and likelihood to revisit than did the free Frosty promotional ad."

The LaTours' analysis, "Is That a Finger in My Chili? Using Effective Advertising for Post-Crisis Brand Repair," is featured in the prestigious *Cornell Hotel and Restaurant Administration Quarterly*, the most highly ranked journal in its area, per a recent national ranking study.

Remember your family trips to Wendy's
Every week for
Tasty fries and burgers

Playing on the slide
Jumping in the ball pit
Swinging on the swingsets
Memories you never forgot.

Wendy's
OLD FASHIONED
HAMBURGERS

Come back to the place
where *freshness*
makes the *difference!*

You'll still
love
our
Burgers!

Dave Thomas

Come in for our **Free Frosty** weekend

Free

Wendy's
OLD FASHIONED
HAMBURGERS

Come to the place
where *freshness*
makes the *difference!*

You'll love
my
Spicy
Chicken
Sandwich!

Dave Thomas

The research team developed two print advertisements, one illustrating an offer for a free Frosty — which is how Wendy's actually responded to the crisis — and the other depicting a young child happily eating Wendy's burgers and fries.

SUMMER SOJOURN IN ITALY

by Deborah Barrash, Ph.D.

Along with students and faculty from six other hospitality and culinary programs, two UNLV students, Louis Fiorentino and Dominic Sachet, and their faculty adviser, Professor Deborah Barrash, were lucky enough to attend the 2006 Banfi Foundation Scholastic Trip to Italy this summer. The American and Italian staff of Castello Banfi welcomed them into the Banfi family.

They were picked up from the Milan airport and whisked to Vigne Regali, a 19th-century sparkling wine cellar and vineyard in Piedmont. After touring the property, a lavish buffet lunch, along with multiple Banfi wines, was provided before the group headed to their hotel in Parma and a night filled with fabulous food and wine. The next day they were taken to a traditional Parmigiano Reggiano factory to learn how this famous



Louis Fiorentino '07, Professor Deborah Barrash, and Dominic Sachet '07 were selected to participate in the Banfi scholastic trip to Italy during the summer.

cheese is produced and then to Cantina Riunite where they toured the impressive facility and sampled the celebrated wines. On the third day, they learned how aged balsamic vinegar is made from the producers at Acetaia Dodi.

Tuscany was the next stop on this whirlwind trip. Castello Banfi is located in Montalcino. Students toured the vineyard, the winery,

and the castle before participating in a formal tasting of some of the best Castello Banfi wines. Siena was on the agenda for the following day before the gala dinner at Ristorante Castello Banfi, a coveted one-star Michelin rated restaurant. On the last day in Montalcino, the students visited a local bakery and then attended a cooking class where they learned how to make pici pasta and Tuscan bread salad. The last day of the trip was

spent touring Rome and watching the U.S. and Italian soccer teams tie in the World Cup competition while dining at yet another fine restaurant. Overall, the students were treated to a rare opportunity to learn about Italian food, wine, and culture from extremely knowledgeable and generous hosts, Banfi Vintners. How else would anyone have wanted to spend their summer vacation?

Resort Hotels, Timeshares Can Coexist to Maximize Land Use

By John Sweeney, H&MM Columnist
Past Chairman, Harrah Hotel College National Advisory Board

The concept of timesharing as a mixed-use product integrated into hotel development is not new — but its light is shining brighter. In the United States, approximately 40 percent of the 2005 timeshare sales volume came from branded hotels, and it increases each year.

Existing assets

The success of the timeshare in the last two decades has sent a wake-up call to the hotel industry that resort hotels should be aligned with timeshare development. The concept has become pivotal for project expansion, enhancement of brand awareness, and a new source of growth and profitability.

Targeting hotels as co-developers of timeshare projects is fostered by the following issues:

- The timeshare customer is congruent with the historical hotel guest profile.
- Resort hotels offer amenities, food and beverage services, and other hospitality features. These value-added product enhancements are bulwarks for sustainable competitive advantage.
- Established hotels often have location advantage and good accessibility.
- Hotels generally possess sufficient land or available product for timeshare conversion or construction projects.
- Timeshare mixed-use applications accelerate debt service through high sales velocity.
- Established resorts have labor that dovetails service levels with customer expectations.
- Regulatory hurdles are more easily surmounted because of hotel experience in development.
- Timeshare units offer another product line for rental and group use options.
- Hotel guests become good timeshare prospects: They are locked in, and the competition is locked out.

This is not a one-sided relationship where the timesharing developer receives all the advantages. The nascent rise of the consumer's acceptance of the product has earned credibility and respect. Timesharing is here to stay. The challenge is to make it successfully coexist with hotels.

Benefits go both ways

Let's look at the benefits of hotel/timesharing mixed use:

- Full land utilization, especially where demand does not justify additional rooms.

- Amortization of land and infrastructure costs among mixed-use segments.
- Presenting a full-service resort image counters, or mitigates, competition.
- Mixed use provides flexible accommodation options — one- and two-bedroom timeshare villas.
- Beneficial use of name/brand awareness woven into timeshare promotions.
- Timesharing becomes a vehicle for internal consumer migration as lifestyles change.
- Strengthening of brand leverage through use of loyalty programs.
- Cross-marketing opportunities create savings and increase efficiency.
- Furniture, fixture, and equipment purchasing and replacement buying power sustains competitive advantage.
- Underutilized rooms can produce revenue from timeshare marketing operations.
- Fixed expenses are stabilized and create better departmental efficiency.
- New segment offers additional career opportunities.
- Owner maintenance fees provide revenue to support hotel departmental services.



What about the downside?

Every good thing has a downside, and this is no exception. Mixed use management is more complex, calling for more precise balancing among hotel operations, timeshare owners, and owner associations. In addition:

- Housekeeping, accounting, security and maintenance are more challenging, with a more diverse product mix.
- Amenities may have to be expanded and can be overtaxed with additional timeshare customer use.
- Operators must respond to different sets of guest/owner needs and expectations.

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Photography by
Gerri Kodey

Guy's Big Break

by Erin O'Donnell

If you were watching *Guy's Big Bite* this summer on the Food Network, you might have learned to make a dish that originated at UNLV.

Show host Guy Fieri '90 BS Hotel Management, originally whipped up his blackened chicken Alfredo for a class assignment. Today, it's a signature item at Fieri's northern California restaurant, Johnny Garlic's Pasta Grill.

But Food Network fans know Fieri, 38, for more than his inventive food fusion. He's the winner of the first installment of *Next Food Network Star*, a reality competition staged earlier this year. With his white-blond shock of hair, tattooed arms, and a little bit of bling, his energetic image set him apart from his seven fellow contestants, appealing to a new generation of foodies who want to entertain in a big way, without a lot of fuss.

That's what his reward, *Guy's Big Bite*, was all about — food that's easy to make and fun to share. Fieri fills the screen with his personality, cooking in skillets that are "crankin' hot" and mixing a "slammin'" Caesar salad.

Already a successful restaurant owner, Fieri didn't need the Food Network to make his mark. "I think one of reasons I did well in the competition is because I didn't have to win. I have my life," he says.

After graduating, Fieri returned to his native California with his eye on working for a specific store in a large restaurant chain. As with most things, he got what he was after. Three years later, he felt ready for a new challenge.

"My dad said, 'Put yourself in environments where you can learn,'" Fieri says, and so he turned to a mom-and-pop chain for his next gig. By the age of 23, he was general manager, running eight restaurants.

In 1996, Fieri and a partner decided they were ready to strike out on their own and opened Johnny Garlic's in Santa Rosa. Today, they also have Russell

Ramsay's Chop House and Tex Wasabi's, a wild mix of barbecue and sushi (where a popular appetizer is a dish of spicy "Vegas fries").

Fieri says his years in the Harrah Hotel College played a big role in his success because he got a 360-degree view of hospitality that went beyond food and beverage basics into equipment management and employee relations. He's worked to pass that view on to his employees.

"One of the guidelines in our company is that you start as a dishwasher. Even if you're a regional manager, for the first two days, you wash dishes. It's not to beat you down, but you're going to

be looking up from that day forward," Fieri says.

"I once had a busboy say to me, 'The only reason I clean this grease trap is because I know you do it.' It's pure down-home inspiration through leadership, and that's a lot of what I learned at UNLV."

That's why Fieri also returns periodically to recruit new graduates who learned it like he did. Those visits help him reconnect with food and beverage Professor John Stefanelli. When Stefanelli's wife told him Fieri was in the running to be the *Next Food*



Guy Fieri on the set of *Guy's Big Bite*

Courtesy of Food Network

BIG BREAK continued on page 28

Professor's Gambling-Addiction Research Featured on *Strictly Dr. Drew*

by Tony Allen '06



Professor Bo Bernhard is one of the most well-known and respected problem-gambling researchers in the world.

Hotel College professor Bo Bernhard knows a thing or two about success. Just four years removed from receiving his Ph.D. in sociology from UNLV, Bernhard has quickly become one of the most well-known and respected problem-gambling researchers in the world.

Since joining UNLV in 2002 as an assistant professor in the departments of Hotel Management and Sociology, Bernhard has been awarded numerous research honors, was named International Educator of the Year by the World Affairs Council, has delivered lectures on six continents, and was invited to Russia to speak with members of Russian President Vladimir Putin's cabinet about adopting a national problem-gambling treatment program.

But it was a recent visit from noted addictions specialist and nationally syndicated radio personality Dr. Drew Pinsky that prompted Bernhard to really take note of his success.

"I regularly use Pinsky's groundbreaking perspectives on addictions to strengthen my own points to students," says Bernhard, who quotes Pinsky's work in the field of addictions as an inspiration for aspects of his research. **"So, needless to say, I was in shock when a group of my students told me they overheard Pinsky referencing my work on his radio show *Loveline*."**

In 2002, Pinsky attended a meeting of the California Society of Addiction Medicine at which Bernhard delivered a keynote address, and the noted addictions expert became fascinated by the UNLV professor's pioneering research on problem-gambling behavior. When Pinsky recently brought his insight on addiction to television as the host of Discovery Health Channel's *Strictly Dr. Drew*, he contacted Bernhard about appearing on his show to discuss gambling behavior and excess in society.

Though Bernhard has had the opportunity to affect the lives of many people as a teacher and

as an internationally recognized policy adviser, he credits Pinsky's work as the ultimate example of using research to make a difference. "Sometimes in academe, we get accused of being stuck in our ivory tower and not reaching out to our communities," says Bernhard. "Pinsky's work takes the often-confusing world of medicine and treatment and brings it to the masses. In fact, because of his previous programs on MTV and his radio call-in show, I would argue that he has done more to educate younger generations about health issues than anyone in America today."

Always the educator, Bernhard used Pinsky's appearance as a teaching experience, with a majority of his students packing the casino lab in the Stan Fulton Building for the show's 6 a.m. taping. The theme of the Las Vegas-based episode was the culture of excess, a topic Bernhard has been studying since his days as an undergrad at Harvard. "Many are of a mind that Las Vegas is perhaps the best place to study excess in society," says Bernhard, a fifth-generation Las Vegan, "but we want to find out about how prevalent these behaviors really are and use research to determine their actual impacts." Bernhard continues by noting that **"when you think about it, behavioral excess has contributed to many of the challenges we face as a society — from obesity to alcohol abuse to problem gambling — and these problems do not appear to be going away any time soon. It's my hope that UNLV can play a major role in helping society understand and address what has become one of the key social and health issues of the 21st century."**

A recent focus of Bernhard's research, which fit in well with Pinsky's visit, is the feasibility testing of the world's first widely implemented responsible-gaming device. Bernhard and his colleagues at UNLV recently received a grant to test the voluntary device, which is designed to serve as a sort of "seat belt" for gambling and has been attached directly to machines throughout Nova Scotia, Canada.

The device is activated by inserting a "responsible gambling" card into the machine. This enables the user to access a record of his or her wins and losses over the past day, week, month, or year. The participant is also able to exclude him- or herself from gambling for any period of time — or on



particularly troublesome dates such as paydays. Once days are selected, the participant cannot go back and change the selections. In addition, limits can be set on losses, allowing individuals to establish firm gambling budgets that cannot be surpassed.

"This research attempts to determine whether this device will allow those who need a little extra help to control their behavior," says Bernhard, who hooked up both his students and Pinsky to the machine during the taping of the show. "It can also be used as a self-exclusion device for individuals with gambling problems, providing an extra control for problem gamblers who have signed up for programs designed to keep them out of casinos."

Bernhard's research has taken him around the world, but he says Pinsky's visit stands out as one of his most memorable moments as a UNLV professor. "It's great for the university to have the most noted public figure in the addictions world recognize the work being done at UNLV and ask to be a part of it," says Bernhard. "It's one of those moments that makes me really excited about what we're doing at UNLV and the International Gaming Institute."

It's just another day in the life of Bernhard, a life he wouldn't give up for the world. "I keep waiting for someone to tap me on the shoulder and tell me that I'm having too much fun and I'm not allowed to do this anymore," he says.

Strictly Dr. Drew airs on the Discovery Health Channel Tuesdays at 10 p.m. (ET/PT).

Convention Gives New Orleans A Boost

by Robyn Campbell-Ouchida '00 MA

With her newly conferred degree, Deidre Ross '06 MHA headed off to New Orleans to oversee the American Library Association's (ALA) annual conference in late June. Ross, who is the ALA's director of conference services, recently graduated from the Harrah Hotel College's executive online Master of Hospitality Administration program. As if that wasn't enough to keep her busy, she was also in charge of planning the first large-scale conference to hit New Orleans since Hurricane Katrina wreaked havoc on the Crescent City last summer.

"The ALA plans its annual meeting years in advance," says Ross. "To have this conference in New Orleans has been on the calendar for at least 10 years. When Katrina first hit the city, we were nervous about what we were going to do. ... Would they be ready to host approximately 20,000 people in less than a year?"

Ross looked into some other locales to see if another city might be able to host the conference, but it was difficult since they were unable to change their event dates. The ALA board of directors approved the decision to stay in New Orleans, and "we knew it was one way we could really help the city," says Ross. "Our librarians really like to have a good time — eating, shopping, and checking out the nightlife — and we knew that they would bring in more money than we ever could by simply making a donation to the relief effort."

Well, with hard work and determination, the city of New



Deidre Ross (center) celebrates with the "The Book Divas" of Cypress Fairbanks Independent School District, Houston, Texas.

Orleans, along with Ross and the dedication of her staff, made the ALA conference a reality. "We met with convention staff, hotel personnel, and others last October, and everything they said they could do to get the city ready for us did not seem unreasonable. I mean, we had our conference in Toronto at the height of the SARS (Severe Acute Respiratory Syndrome) scare, and this was a completely different type of circumstance."

Another site inspection was held in April, and Ross was amazed at all the work that had been completed. "Everything looked pretty much back to normal," she says. "We last had the conference there in 1999, and honestly, most of the French Quarter looked exactly the same to me!"

In addition to the 2,300 sessions that were held over four days and

keynote speeches by First Lady Laura Bush, former Secretary of State Madeleine Albright, and news veterans Cokie Roberts and Anderson Cooper, attendees of the conference completed a community service project renovating the Children's Resource Center at the New Orleans Public Library. Nearly 1,000 volunteers participated to give the center an "extreme makeover" in just two days — even all of the books were cataloged.

"All in all, it was a wonderful conference," says Ross. "I've received letters from many librarians who were sorry they didn't come and even thank-you letters from many residents of New Orleans, thanking us for bringing the business to their town. The people of New Orleans were just so good to us, and we should be thanking them!"

ALUMNUS

continued from page 9

UNLV's Jazz Studies Program. "It's all about marketability," he comments. "I have really used the knowledge I gained at UNLV. John Bowen, my marketing professor, taught me how to learn my product, find its niche and target market, and the best way to reach my audience. I learned that you really have to be specific."

Zaide's knowledge, experience, and subsequent degree helped him form his business and, later, his own record label, Rebel Phi

"It's all about marketability," he comments. "I have really used the knowledge I gained at UNLV. John Bowen, my marketing professor, taught me how to learn my product, find its niche and target market, and the best way to reach my audience. I learned that you really have to be specific."

Records (named for UNLV and his fraternity). "I was looking for a label to carry my product and ran into two different kinds of situations: (1) they either didn't want it, or (2) they wanted to market me differently from what I was comfortable with." The artist, who goes by L.Zaide, recently released his first album, *Planet Chill: Memoirs of a Jazz Band*.

As someone who still refers to his marketing and cost control books, Zaide knows the importance and value of a great education. "I absorbed so much of what I learned at UNLV," says Zaide. "I'm really grateful for everything I got with my education."

With his CD now available in such retail operations as Amazon.com and Tower Records, Zaide is planning a second album and hopes to add other independent artists to the label. "I helped create a Chicago jazz syndicate, and we're working on the 'Chicago sound,' a distinct, fun, aggressive sound."

You can learn more about L.Zaide on his website, lzaide.com.



Photography by Geri Kodey

The Lead Together Mastery Series

A leadership team development certification program through the UNLV College of Hotel Administration Hospitality Outreach Services

Interview questions for the program's developer and presenter, Phil Lee

Questions and Answers

Q - Why the emphasis on leadership team development versus leadership training of individuals?

A - Solo leaders disappoint! From gaming senior executives, restaurant owners, and hotel GMs to department heads and supervisors, those following them question their capabilities and/or integrity. Mistrust is the issue. There is an epidemic level of mistrust for individual leader's hidden agenda or supposed interest in the well-being of the team.

Requirement of Lead Together Clinic and other Leader's Edge leadership team development programs is that you *cannot attend by yourself* — therefore, you can't go back and "spin" the lesson to ingratiate self or maintain the status quo. The 20-hour Lead Together Mastery Series, made up of a third presentation, a third interaction with presenter, and a third "self and group discovery" exercises, seems to be a desirable format, according to positive participation evaluations.

It is also becoming accepted that most business challenges are too complex for one person to completely comprehend or act on.

Q - What is the remedy?

A - Inclusiveness, group consensus, and synergism are antidotes. Encourage internal partnerships and alliances. Group consensus comes from having a greater commitment to teamwork. Up-play team performance gains—down play individual accomplishments.

I believe in the premise if you educate leaders together, they in turn generate higher expectations because of the confidence they collectively have in

the brain trust and fire power surrounding them. They own together the vision for the organization having a vested interest in accomplishing the mission and living up to commonly shared values, regardless of competition or hardships. Follow the reasoning: Learn together, grow together to lead together.

Q - Why is Lead Together Mastery Series important to hospitality and gaming executives?

A - Hundred to one, hoteliers have been over-managed versus over-led. Let me make the point by sharing a recurring experience in conducting leadership team development programs around the world for a wide variety of lodging organizations. Early in my session, I ask audiences two two-part questions, regardless if they are a group of top executives, department heads, supervisors, or line staff. The first question is, "How many have been over-managed or have over-managed others in your careers?" Everyone raises hands and grumbles. The second question I ask is, "How many of you have been over-led or over-led others?" No hands go up and everyone is looking around the room for such a fortunate person.

Q - Where do the long-standing business adages of "too many chiefs and not enough Indians" or "too many chefs in the kitchen ruin the soup" fit?

A - These are outdated expressions. I recognize that there is a constant balancing between individual decisiveness and group consensus. The concepts of shared best practices, mentoring, and greater

personal accountability that dominate the progressive organization cultures require getting out of one's own way (ego) in order to enable and empower others to make wiser choices and smarter decisions.

As a young business owner years ago, I asked Peter Drucker, 21st-century business management sage, a question on this point. "How can I get managers to make better decisions?" Dr. Drucker replied, "Have them make lots of decisions!" Easier said than done because of the prevalent fear of making mistakes and/or subsequent punishments.

The common fear of being or going it alone can be overcome through team learning and group—consensus exercises. Being credited with making significant decisions cultivates a leadership, oriented organization that's forward-thinking. The transformed grow into becoming the transformers of others.

Q - What can our team take away from the Lead Together Mastery Series that you conduct through UNLV College of Hotel Administration that will make them better decision makers and more effective leaders?

A - Organization performance improvement insights, planning models, transformation methods, and performance measurements enable hoteliers to, at will, uplift morale, raise teamwork, improve productivity, upgrade standards, sharpen competitiveness, and boost profits. Many execs in gaming, lodging, and tourism leadership positions are seeking practical personal, team, and organization *performance improvement tools* that allows them to score well on *team member surveys, balanced scorecards*, and other corporate and/or self-selected success metrics. Lead Together Mastery Series sessions provide *actionable* performance models, methods, and measurements to change things and transform people into highly accountable and consistent performers.

Q - What kind of models, methods, and measurements?

A - I introduce the *Organization Performance Cycle and Paradigm Generator* models that help explain the rationale behind transforming managers into leaders.

Participants will initiate their own written *Personal Leadership Declaration* with a Leaders Scorecard to guide them to more effectively lead, resulting in greater team member satisfaction survey scores, balanced scorecards, and other success metrics improvements. They will also receive team decision-making and goal-setting tools that will help them transform managers into leaders.

Our "lead together" organic techniques and tools penetrate to the core of a business. Series participants go back to their organizations with the means to rectify systemic problems that limit extraordinary result gains.

Q - Is the "Lead Together Mastery Series" a typical talking-head trainer at the front of the room lecturing and attendees taking loads of notes?

A - On the contrary—the each session is a high-energy, fast-paced combination of presentation, group exercises, interaction among the participants and me, and some journaling. My experience is you can learn faster and retain more when you are having fun experiencing together leadership and team-building competencies. Learn together, grow together to lead together is the mode.

The Lead Together Mastery Certificate is awarded to participants because they have actively learned how to apply lead-together insights, techniques, and tools to improve their organization.

Q - Is there a way a management team could preview the Lead Together Mastery Series?

A - Sure, we can conduct a 90-minute complimentary Leading Change session whereby the Lead Together Mastery Series can be previewed.

Phil Lee is the CEO of the Leader's Edge and conducts the Lead Together Mastery Series through UNLV College of Hotel Administration Outreach Services. Mr. Lee is located in Las Vegas and specializes in developing leadership teams for gaming, hotels, and hospitality organizations. His web-site is www.leadtogether.com and can be reached by phone at (702) 243-7267 or by e-mail at leadersedge@cox.net. For information on scheduled seminars, please contact Mr. Lee.

DEAN'S MESSAGE

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provost were apprised and requested to give their approvals. We received wonderful support from the system and the university administration all along the way.

The EDB challenged me that we could not possibly get this done in two years. I thought it was worth a try. It could not have happened without the fantastic effort put forth by Andy Nazarechuk. He worked diligently, jumping many hurdles of various heights to get the job completed on time.

From the EDB's point of view, we set records. From the first thought being put into my mind May 5, 2004, to the grand opening Aug. 2, 2006, we have put into place UNLV's first international campus — and quite a campus it is. Please enjoy the pictures and stories on the following pages, and if you find your way to Singapore, stop in and be greeted by Andy Nazarechuk, the dean of our campus there.

At the grand opening, we were joined in celebration by Nevada's Regent Stavros Anthony; President David Ashley; Dean Richard Flaherty of the College of Business and his wife, Ricki; and Mr. Francisco Aguilera, representing Chancellor Jim Rogers. Drs. Pearl Brewer, Gail Sammons, and Andy Feinstein,

faculty members of the college and very good friends of mine dating back to my Penn State days, made the long trip as well. We are also pleased to have shared this time with Ms. Hilarie Grey, former UNLV director of Public Affairs; Ms. Judy Nagai, our Harrah Hotel College director of Alumni Relations; and a couple of very proud alums — Mr. Fayyaz Raja and his wife, Kathy, and Mr. Tom Peacock.

Two other special people were also there with me. First and foremost, my wife, Doreen, was there in support and shared in my happiness. Mr. Jonathan Galaviz attended all of the festivities, and rightly so. If it were not for his foresight of having UNLV in Singapore, none of this might have occurred.

The smiles on their faces and the delight of those in attendance could not have pleased me more. But they were expressing just a small part of what I was feeling. The emotion of completing this first international campus for UNLV was one of overwhelming joy and satisfaction as I watched the events unfold. I hope you share my feelings.



BIG BREAK

continued from page 21

Network Star, she had no doubt he would win.

"She was right," Stefanelli says. "He's a good package — the appearance, the customer skills, and the technical skills all make him a good choice. I don't think any of the other candidates were in the same league, and it became obvious, at least to me, very early on."

Fieri says he's discovered that being a TV star isn't all that different from a being a star to your customers. "In the hospitality business, if you have an interest in making people happy and have personality, you can be a superstar," he says. "It's kind of the American Express card of education — if you can do hospitality, you can do anything."

To read more about Fieri, view the Fall 2006 UNLV Magazine at magazine.unlv.edu.

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WILLIAM F. HARRAH COLLEGE
OF HOTEL ADMINISTRATION

UNLV
UNIVERSITY OF NEVADA LAS VEGAS

STATION

continued from page 4

Murzl. “In turn, this helps Station diversify management ranks and invest in students today who will become the hospitality leaders of tomorrow.

“I think that Station will have a unique relationship with the scholarship recipients,” says Murzl. “We anticipate inviting them to quarterly team meetings and cultivating casual relationships with them.

“This doesn’t sound typical of a gaming company, but we’re big on hugs at all levels. We use the word ‘love’ and the heart symbol in a lot of our employee communication vehicles, and because we’re a ‘locals’ company, our team members really become friends with their local guests. We’d like to pass that philosophy on to the next generation.”

The executives at Station Casinos have high hopes for this new scholarship program. “We know that diversity plays a big part in business today,” says Murzl. “We’re fortunate here because we do have cultural diversity in all levels of our business. It isn’t something we’ve made a huge effort to do — it just naturally happens in our company and mirrors the Southern Nevada community.”

Station Casinos Inc. is the leading provider of “locals” gaming and entertainment to the residents of Las Vegas, Nev. Station’s properties are regional entertainment destinations and include various amenities, including restaurants, entertainment venues, movie theaters, bowling, and convention/banquet space, as well as traditional casino gaming offerings such as video poker, slot machines, table games, bingo, and race and sports wagering. Station owns and operates 10 hotels and casinos in Southern Nevada as well as a 50 percent interest in Barley’s Casino

& Brewing Company, The Greens Café, and Green Valley Ranch Station Casino in Henderson, Nev., and a 6.7 percent interest in the Palms Casino Resort in Las Vegas. In addition, Station manages the Thunder Valley Casino near Sacramento, Calif., on behalf of the United Auburn Indian Community.



Valerie Murzl, vice president of human resources for Station Casinos

The corporation was recently named by *Fortune* magazine as one of the 2006 “100 Best Companies to Work for.” This designation is based on two criteria: an evaluation of the policies and culture of each company, and the opinions of the company’s employees. The latter is given more weight; two-thirds of the total score comes from employee responses to a 57-question survey that goes to a minimum of 400 randomly selected employees from each company.

“Being awarded this designation really helps advance and enhance the perception of Station Casinos,” states Murzl. “Employees from all levels of our company have come up to me and expressed their excitement

over the award. Having the opportunity to give these scholarships will help connect the dots even more. We want to help the university attract even more hospitality students and, hopefully, more donors.”

Although there is nothing specifically noted in the scholarship documents that ensures an internship with Station for the recipients, Murzl has plans to hopefully offer them. “I see this scholarship as an ongoing relationship. ... If we are not able to provide internships when the students need them, they will definitely benefit from having mentors within the company. I hope that after the students graduate, they will be qualified to enter our management training program, depending upon their field of interest.”

The recipients of the scholarship will be profiled in internal employee communication newsletters and invited to a number of events. “I’d like to keep in touch with all of the students and see how the program is working,” says Murzl. “We will hold receptions for the honorees and introduce them to their various mentors.”

Murzl shared with *Premier* that Station Casinos is in a “growth pipeline” right now and has a number of new projects that are going to come on line in the next few years. That means there are going to be lots of positions to be filled. “Through this scholarship program, we hope to provide opportunities for students who have strived to be the best to actually realize their dreams. If there is a financial obstacle, this will allow them the freedom to pursue their education.

“A lot of companies miss out on potentially wonderful employees because those people were not afforded educational opportunities. We want to change that.”

WILLIAM F. HARRAH COLLEGE OF HOTEL ADMINISTRATION HONOR ROLL 2005-2006



Contributors to the Annual Fund are the mainstay of the Harrah Hotel College's development program. This unrestricted support is essential to the flexibility needed to address shifting priorities. Total giving to the Harrah Hotel College reached \$1,492,678 during the 2005-2006 fiscal year (July 1-June 30). Thanks to the generosity of 339 alumni and friends, the increase in gifts continues to grow steadily, and we are extremely appreciative to those of you who have made gifts to the Annual Fund and Dean's Associates, student scholarships, faculty enrichment, programs, endowments, and

planned giving.

The size of the gift is not as important as your willingness to help make a difference—every dollar counts, and every dollar helps. Please know how much your contributions are valued. It is with gratitude and pleasure that we acknowledge the Harrah Hotel College's benefactors in this issue of the *Premier* alumni magazine.

Thank you,

Karin J. Olsen
Director of External Relations
William F. Harrah College of Hotel Administration

HONOR ROLL OF GIVING

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The Dean's Associates Giving Program membership

begins at the \$1,000 level. Your support has tremendous influence on the entire UNLV Harrah Hotel College community. The growth of the college's ever-increasing international reputation requires us to adapt the traditional values of a hospitality education to the needs of the 21st century, which are essential to the economic and social development of Nevada and around the world.

Annual giving to the Dean's Associates program has funded student professional development, which allows students to represent UNLV at national and international academic meetings, conferences, and industry events. Due to the great need for diverse industry leaders, we have implemented a number of recruitment programs to recruit and retain minority students, who will soon graduate with a superior hospitality degree. Our students are the future of the industry, and they are truly an important investment. Your generous contributions support these critical academic efforts.

As our campus grows, so does our reliance on private funding from alumni, friends, and other community leaders. Please support our students and college programs—whether you are able to increase your gift significantly or modestly, **your support is vital to the Harrah Hotel College.**

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Professor Cheri Young meets with students to discuss their research projects.

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Founding Dean Jerry Vallen and Flossie Vallen reunite with alumna Jayne Garrett '79 (middle) at the Vallen Dinner of Distinction event.

James Mikula '78
 Barbara '92 and Thomas Miner
 Jaime and Edward Montanez
 Deanna Montorro '98
 Linda '98 and Richard Montoya
Judy Nagai
 Mary Ann and Bill Nance
 Edward Neidich '72
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 Pamela and Malcolm '89 White
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 Yurong Xu '02
 Timothy Zerniak '85

BOLD - Faculty and Staff
 * Deceased

A FINAL NOTE

We strive to ensure accuracy in this listing of benefactors who supported the Harrah Hotel College between July 1, 2005, and June 30, 2006. If there is an error in the way we listed your gift or if you wish to make a change in your name as shown, please accept our apology and bring it to our attention at (702) 895-3148 or e-mail Karin.Olsen@unlv.edu.



A student learns more about a career with GES Exposition Services during the annual Hospitality and Business Marketplace career fair.

Merla and Robert Lysgaard
 Michael Maguire '86
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 Timothy Matousek '99
 Chris Mazza '95
 Jillian McNiff '04
 Brent McRae '87
 April Mendoza '01
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 Elba and Jan Quackenbush
 Jeffrey Quint '82
 Debra and Gregory Romboletti
 Brian Rouff
 Loron Rustom '03
 Melissa and Joseph '99 Salmore
 Sean Saunders '96

Alumni Updates

1970s

Albert Ginchereau '71 recently accepted the position of chairman of the business operations—casino concentration program at Gibbs College of Cranston, Rhode Island. This is the only college in the state of Rhode Island offering an associate degree in business operations with a casino concentration. He and his wife, Jean, live in Newport, R.I.

Jim Germain '75 and his wife, Mari, bought the Castle Valley Inn Bed and Breakfast near Moab, Utah, in November 2005. In addition to running the inn, Jim has joined the local volunteer fire department. Check out the inn's website, www.castlevalleyinn.com.

1980s

Thomas Foskaris '83 is branch manager for AIG Financial Advisors in Henderson, Nev. His practice is focused on providing retirement and estate-planning solutions to high-net worth individuals and families throughout the United States. Foskaris remains active at UNLV, currently serving as a *dean's associate* to the UNLV Division of Health Sciences and as a member of the UNLV Foundation Planned Giving Council. He is also a lifetime member of the UNLV Alumni Association.

Geoffrey Combs '84 lives on the eastern plains of Colorado with his wife, Gina, and stepson, Nick. Combs is the accounting and human resource manager for the Colorado Horse Park, located in Parker, Colo., one of the largest equestrian facilities in the United States.

Vida Chow '86 now resides in Hong Kong. Her career path has covered catering sales, convention services, front office, event management, and human resources at the Grand Hyatt Hong Kong over the past 17 years. As the director of human resources of the Grand Hyatt, she finds retaining, developing, and engaging the team very challenging and fulfilling. Bikram yoga and some laughs certainly help relieve her stress and keep her happy. Vida hopes to connect with her mates from her dormitory days, e.g., Carla Chang from Hawaii, Yuji Mori from Japan, etc. Please reach her at vidachow@yahoo.com.hk.

Scott Deveau '87 has lived in Alaska for the past four years and is enjoying life there. He has worked for GSA for 15 years, working in real estate portfolio government-owned properties and commercial real estate. Deveau is in the process of adopting two boys, ages 4 and 8.

Marcus Threats '87, '99 MBA recently moved to San Diego to earn his law degree. He is studying at Thomas Jefferson School of Law. Threats is the outgoing hotel college alumni board chairperson, having served as a founding member of the board. He can be reached at mwtvegasa@aol.com.

1990s

Christine (Paskvan) Kiely '90 recently became a full-time broker/salesperson with The Brazill Team and Elite Realty after spending 5 years in advertising/sales for Clear Channel Taxi Media and *24/7 Magazine*. She will be working with fellow alumna Stacy Bloom '90. Kiely can be reached by email at christinekiely@earthlink.net.



CONGRATULATIONS are well deserved for the college's kitchen manager, **Dale "Chef Shag" Shigenaga '90**. He received the prestigious 2006 *Chef of the Year* award from the American Culinary Federation, Las Vegas chapter, at the annual *Chef of the Year* dinner.

This award recognizes all of Chef Shag's work for the chapter, especially his coordination of culinary competitions, not only at the Las Vegas Hotel and Restaurant Show, but also nationally and internationally. Along with the honor, comes responsibility. Chef Shag will plan the next year's worth of monthly meetings and events for the chapter.

Dr. Ki-Joon Back '92, '94 MS recently joined the University of Houston as associate professor and graduate program director in the Conrad N. Hilton College of Hotel and Restaurant Management. He invites friends to contact him at kback@uh.edu.

Holly (Ansley) Shumate '94 lives in La Mesa, Calif., and is the general manager of the Glorietta Bay Inn in Coronado, Calif. Prior to this position, she worked for five years with Grand Pacific Resorts as the general manager of Carlsbad Seapointe Resort and Coronado Beach Resort. She

has been a resident of the San Diego area for a little over five years. She invites friends to contact her at holly@gloriettabayinn.com. Also, take a look at the inn's web site, www.gloriettabayinn.com. It is a beautiful boutique hotel and perfectly located on Coronado Island.

Kristine (Le Blanc) Duncan '95 and her husband, Dan, welcomed their daughter, Lindsey Mae, into the world Feb. 18, 2006. They are all doing well and living in Denver, Colo.

Alumni Updates

Rachel (Ego) Conneely '96 recently accepted the position of general manager for Fox Acres Country Club, located in the northern Colorado Rockies. Previously, she served as clubhouse manager at the Powder Horn Golf Club, in Sheridan, Wyo., where she helped open a new 30,000-square-foot clubhouse facility. After graduating from UNLV, Rachel worked at The Country Club in Brookline, Mass., for eight years, holding a number of management positions. In January 2005, Rachel and her husband, Sean Conneely, were married in a beach ceremony on an island in the Caribbean. The couple now lives in Red Feather Lakes, Colo. Friends can contact her at rachel.conneely@cmuaa.org.

Kim Tun '96 was recently hired as the advertising manager for Pinnacle Entertainment, Inc. She lives in Las Vegas and advises and manages six properties' advertising departments. Pinnacle Entertainment

currently has properties in Nevada, Louisiana, Indiana, and the Bahamas.

Roger Armstead '98, '06 recently graduated with his bachelor's degree in leisure services to complement his previous degree in hotel administration. After 11 years working with Marriott Hotels, he transitioned to his current position in youth development. Armstead works with youth enrichment for the city of Henderson Parks and Recreation Department.

Ryan P. Gullion '98 lives in Houston, Texas, with his wife, Andrea, and their daughter, Caroline. He is the general manager of the Lancaster Hotel and was previously the director of operations for the Hotel Valencia Santana Row, in San Jose, Calif. Ryan invites anyone from UNLV, past or present, to contact him at rgullion@valenciagroup.com.

Tony Llanos '97 recently changed positions after

BRIAN JOHNSON '83

AzHLA Hotelier of the Year
Loews Ventana Canyon Resort
Managing Director



With more than 29 years in the hospitality industry, Johnson joined the Loews team in 2001. Johnson's commitment to both the industry and community are evidenced by his roles as current chairman for the Pima Community Advisory Council and president of the Southern Arizona Lodging and Restaurant Association, as well as executive board member for both the Arizona Hotel and Lodging Association and the Metropolitan Tucson Convention & Visitors Bureau. He has taken Loews Ventana Canyon Resort to new levels, receiving this year the AAA Five Diamond Award for dining at the Ventana Room, as well as achieving the highest guest satisfaction scores of all resorts in the Loews brand.

spending five years as controller and human resources director of the Orchard Hotel in San Francisco, Calif. Llanos is now the director of administrative services for Alcatraz Cruises LLC. The company, which is affiliated with Hornblower Cruises and Events, launched its service from Pier 33 on San Francisco's waterfront to Alcatraz Island in September 2006. Alcatraz Cruises was awarded the exclusive contract by the National Park Service to transport tourists' round-trips to Alcatraz.

Club in East Hampton, N.Y. Salisbury enjoys reading, wine studies, cooking, and spending time with the family. He can be contacted at nate.salisbury@hotmail.com.

"Jenny" Qin Yu '04 is originally from Hangzhou, China, and now lives in Las Vegas, Nev. She is in the leadership development program of the Venetian Resort-Hotel-Casino. Prior to this position, she worked for Radisson Plaza Hotel in Hangzhou, China, as well as for Treasure Island Las Vegas. Yu invites friends to contact her at jenny.yu@venetian.com.

Please submit your own alumni update to: hotelalumni@unlv.edu

MICHAEL CHESLEY'S '88

successful restaurant and hotel career led him to be named the *2005 Restaurateur of the Year* by the New Mexico Restaurant Association. He owns and operates the restaurant *Graze* and the lounge, *Gulp!*, in Albuquerque, N.M., where he has been a resident for 14 years.



Also involved with the community, Chesley has served as president of the New Mexico chapter of the International Foodservice Association, chairman of the board of the Albuquerque Convention Visitors Bureau, and works with the New Mexico Cystic Fibrosis Foundation. When not at the restaurant, you can find Chesley cheering on the Runnin' Rebels when they play the University of New Mexico Lobos each year.

2000s

Nate Salisbury '04 lives in McLean, Va., and works at Tower Tysons, a ClubCorp property, as a food and beverage manager. Prior to living in Virginia, he was the beverage director at Maidstone

Congratulations



From left to right: Rich Products Corp. Food Service Division President Dennis Janesz, Elizabeth Blau, and IFMA President and CEO Michael J. Licata

At the International Foodservice Manufacturers Association's (IFMA's) 52nd annual Gold & Silver Plate Celebration, **Elizabeth Blau**, restaurant consultant and former executive vice president of restaurant development and marketing, Wynn Las Vegas, was named *2006 Foodservice Operator of the Year*. Blau is also a member of the Dean's National Advisory Board. The announcement was made May 22 at the Sheraton Chicago Hotel & Towers by IFMA Awards Committee Chairperson Scott Siers, vice president, industry relations and business development, PepsiCo Foodservice, before a crowd of more than 700 food service leaders and their guests. Presenting the award were IFMA Chairman Dennis Janesz, president, food service division, Rich Products Corporation, and IFMA President and CEO Michael J. Licata.

Congratulations go to Professors **Andy Feinstein**, **Carola Raab**, and **John Stefanelli**. At the CHRIE conference, they won the Journal of Hospitality and Tourism Education Article of the Year Award for their two-part study — *Instructional Systems Research in the Hospitality Industry and Educational Technology Research in the Hospitality Research*, published in 2005.



John Stefanelli

Established in 2002, the college's alumni board of directors is made up of a dedicated group of enthusiastic volunteers. The board members assist with alumni events, outreach, and planning of the annual Vallen Dinner of Distinction. The current members include **Bobbie Barnes '93, '05 M.Ed.**; **Paula Eylar '89, '97 MBA**; **Dennis Gradillas '91**; Chairperson **Christine Kiely '90**; **Holly Mae (Sparks) Lindsay '99**; **Kathy Nelson '94, '96 MS, '04 Ph.D.**; **Fayyaz "Raja" Raja '92, '95**; **Sal Semola '81**; **Jennifer (Eskin) Smith '04 MS**; and past Chairperson **Marcus Threats '87, '99 MBA**.

In July, **Andy Feinstein** assumed the position as associate dean for Strategic Initiatives within the college. He previously held the role of department chairperson of Food and Beverage Management.



Andy Feinstein

Congratulations go to **Louis Fiorentino Jr.**, a UNLV Culinary Arts Management student, who won the Mountain West regional "Almost Famous Chef" competition sponsored by S. Pellegrino. The contest was held at the Culinary Institute of the Art Institute of Las Vegas. He competed against two students from the Culinary Institute and two from Johnson and Wales University, Denver campus. His winning signature dish was veal tenderloin purses with pistachio orzo, ragu of summer squash, dark cherry reduction, and sage beurre blanc. Fiorentino will compete against nine other regional winners in the national competition to be held in Napa, Calif., in October. The grand prize is \$10,000 and a job offer from the Copia Wine Center. In July, **Al Izzolo** assumed the role as

director of career services for the hotel college. This position is in collaboration with the UNLV Division of Career Services.



Al Izzolo

Palms Hotel Casino Resort owner **George Maloof '88** was profiled in the *Las Vegas Sun* July 16 and in *In Business Las Vegas* July 21.

Patti Shock, chairperson of the tourism and convention administration department, has been named one of the 100 most influential people in the trade show industry by *Tradeshaw Week Magazine*. Shock has been an administrator and faculty member at UNLV since 1988.



Patti Shock

Welcome, New Faculty!

Carl Braunlich joined the college as a tenured associate professor after a 15-year career with Purdue University. He holds a Doctor of Business Administration in International Business from United States International University, San Diego, Calif. Braunlich teaches and conducts research in the areas of human resources management and educational technologies.



Carl Braunlich

Mehmet Erdem '03 Ph.D. is a new faculty member teaching Introduction to Hospitality and Hotel Operations. Erdem joined UNLV after leaving the University of New Orleans. His research focuses on human performance technologies, operations management research, and instructional systems.



Mehmet Erdem

Alumnus **Pat Moreo '69, '83 Ed.D.**, formerly with the School of Hotel and Restaurant Administration at Oklahoma State University, was recently selected

Congratulations

as chairperson of the Department of Food and Beverage Management. He has been appointed with tenure at the rank of full professor. He focuses on the areas of hospitality graduate higher education, hospitality administration, hotel front-office operations, and graduate hospitality management.



Pat Moreo

Carola Raab '93, '96 MBA, '03 Ph.D. joins the Tourism and Convention Department as an assistant professor. After graduating in 2003, Raab taught as an assistant professor at Chinese University of Hong Kong, which is a top-tier school in Asia, and also taught at the University of New Hampshire. Raab's major research focus is the application of activity costing to the hospitality industry, innovative pricing methods, and internal marketing.



Carola Raab

Ashok Singh joined the Hotel Management Department in January 2006 after working as a full professor in UNLV's Mathematical Sciences Department since 1993. He previously taught mathematics at New Mexico Tech and holds a Ph.D. in statistics from Purdue University, W. Lafayette, Ind. His research interests lie in predictive models for gaming, slot performance investigations, multivariate statistical methods, regression modeling for engineers, geostatistics, reliability theory, and Bayesian methods.

Welcome, New Staff!

Welcome to new staff in the college. New to the Food & Beverage Management Department: **Hekili Apao '04** and **Sean Radley**. New to the Office for Student Advising: **Matt Cutia '06 MS**, **Kim Ensigne**, **Kia Frericks**, and **David Singleton**.



Kim Ensigne



Kia Frericks

For more than a decade, **Jean Hertzman '06 Ph.D.** has been a faculty member in the Food and Beverage Department. She was given special recognition at UNLV's spring commencement as an outstanding graduate; she received her doctor of philosophy degree in Educational Leadership with a concentration in Higher Education Administration.



After 12 years as a lecturer at UNLV, Hertzman was also promoted to a tenure-track assistant professor position. She is responsible for the management of catering operations and teaches courses that focus on food preparation. In addition, she serves as the funding dinner coordinator and host of the annual "Friends of Nevada Dinner," where she has helped raise a significant amount of money for the Poverello House homeless shelter in Las Vegas. She recently completed a substantial work grant from the U.S. Department of Agriculture focusing on proper food handling in the catering industry, and she is a past recipient of "Chef of the Year," a prestigious award from the American Culinary Federation.



Congratulations to the Tokyo UNLV Alumni Club, which hosted its first alumni event in August. Event coordinators were Yuichi Tanaka '94, Shigeru Suzuki '79, and Masaaki Hiroyama '76, pictured with Judy Nagai, director of alumni affairs.

THE INTERNSHIP PROGRAM

The internship program is designed to provide students with an opportunity to relate current theory from the college classroom to practical experience under the direction of professionals in extended work assignments.

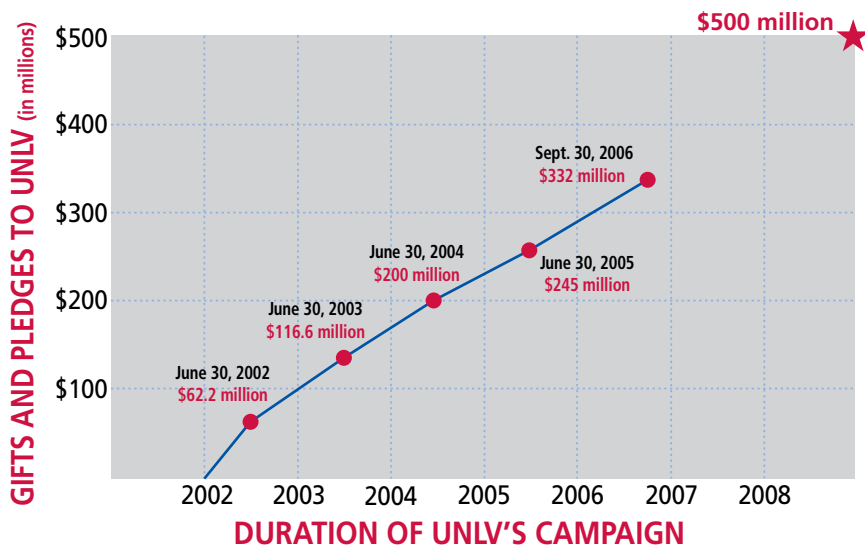
An 'intern' is an advanced or upper division student gaining supervised practical experience in a field of endeavor he/she intends to pursue a career in, or learn more about. From an academic perspective, an intern is viewed as a student in an environment offering opportunities to see the similarities and differences in the classroom learning and practical application. He/she receives academic credit and a grade based on the completion of the required hours, on-site internship performance, and assignments completed.

A few students complete their final intern requirements after they have completed all their other course work. They find a permanent position within the hospitality industry that meets all program criteria. Following completion of the required employment hours and all reports, the intern coordinator and the employer jointly arrive at a grade, as in any internship. But instead of returning to campus, these students continue as permanent employees, and in time will receive their diplomas.

If you are interested in working with our internship program please contact the Harrah Hotel College Dean's Office at (702) 895-3161, and press option 8.

Campaign Update

Private support for the Harrah Hotel College programs during the Invent the Future campaign will support students and faculty in a hands-on hospitality and leisure services learning environment and provide a forum for cutting-edge research and development. We are pleased to announce some of the major gifts we have received: Gaming Standards Association (GSA) has committed \$900,000 for two joint appointment professorships for the School of Informatics and the Harrah Hotel College; we have received \$1.2 million from an anonymous donor to enhance our Career Services Center; and multiple other major gifts from the \$10,000 to \$100,000 gift levels. We thank everyone for their participation to help our college continue as the preeminent leader in undergraduate and graduate hospitality and tourism education.



Invent the Future is UNLV's first comprehensive effort to secure the promises of tomorrow through a \$500 million fundraising initiative. With your help, private funding for students, faculty, research, facilities, and programs will map a course for Las Vegas' next decade.





The Jerry Vallen Professorship

HONORING A LEGACY

When Jerry Vallen came to Las Vegas in 1967 to begin the hospitality education program at UNLV, he received a warm welcome from the resort industry, which financed the original startup of the college. For the next 22 years, Jerry created a hospitality education program that would become one of the best in the world. Through his tenure as dean, the college graduated more than 2,400 students, feeding the industry's demand for college-educated hospitality managers.

To commemorate our founding dean's commitments and accomplishments for the college and to the profession, we have established an endowed professorship. The Jerry Vallen Professorship will make funds available to bring distinguished industry and educational leaders with significant achievements in the hospitality industry to the Harrah Hotel College. This executive or professor-in-residence would come to UNLV to provide guest lectures, workshops, consultation, and advisement sessions with faculty, staff, and students on research and professional development projects.

I/we are pleased to support the Jerry Vallen Professorship

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 I would like information on how I can give through my estate plans.

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Name _____
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For more information, please contact:



Karin Olsen
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William F. Harrah College
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(702) 895-3148
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