A Golfer’s Dream
Titleist VP Ed Abrain ’59 picks his favorite courses

Entrepreneurs reach out to new markets around the world
How to put your best foot forward in a global market
Alumni appear on market shelves, magazine covers and award stages
Reflections

Dear Alumni & Friends:

On behalf of the Johnson & Wales community, I am pleased to share with you this inaugural issue of J&W Magazine. It is designed to bring you University news, thoughtful insights, and feature articles with a twist, as well as travel tips, campus updates, and, for fun, some J&W trivia. You’ll find news about the accomplishments of your classmates, as well as information about alumni from around the world, and campaign updates.

Putting together this magazine is an exciting, collaborative, intensive and sometimes laborious process from concept to execution, but certainly one that was—and is—creatively rewarding. Special kudos to Cathy Sengel, managing editor and writer, and Ed Pereira, art director, for the wonderful words and visual presentation.

But this project would not have been launched without the vision and dedication of Rebecca Banks Zakin, director of university publications, who came to J&W less than one year ago from Family Life magazine. Thanks, Rebecca, for your insight and your expertise. A tip of the hat to the remaining members of the editorial board for keeping us focused and on track: Scott Cohoon, Kristen Adamo and Judi Johnson. And, of course, kudos to our publisher, Rick Tarantino '94MS, for assuring the University’s financial support to bring this magazine to fruition.

We’d like your feedback—ideas, comments, news, questions, letters to the editor, etc. Drop us a line at jwmagazine@jwu.edu.

Enjoy!

Paula Iacono
Director of Alumni Relations
Editor-in-Chief

FEATURES

View from the Inside
Teeing Off with Ed Abrain '59
Ed Abrain, executive vice president of sales and marketing for Titleist/FootJoy Worldwide, chooses 13 of his favorite golf courses.

From the Classroom to the Boardroom
Minding Your International P’s and Q’s
International business travelers must be able to communicate despite cultural differences. Rebecca Banks Zakin fills you in on all you need to know to conduct business in the global market. Plus a suggested reading list of where you can learn even more.

Reaching Out
The Right Time in the Right Place
Eastern Europe is welcoming entrepreneurs. Cathy Sengel reports on the situation as Ken Proudfoot, director of the Larry Friedman International Center for Entrepreneurship, and his students go abroad to seize the moment.

DEPARTMENTS

LETTERS TO THE EDITOR

AROUND CAMPUS
A new dorm goes up on Providence’s Downcity Campus and a new park-like greenspace goes in at the Harbor Slide Campus. The Gothenburg Campus gets a new director as Erin Farrell comes stateside. J&W heads west with a new campus in Denver. Florida’s Bay Harbor Inn wins an award for customer service. Athletics has a busy fall calendar and much more.

AROUND THE GLOBE
J&W Alumni get together around the country. Robert Carter '89, '99H shows up on rice boxes. Food & Wine picks a J&W alum as one of the best.

FACULTY IN FOCUS
Florida chef instructor Karen Wooley recounts her stay of six months in the coldest, driest place on earth.

CLASSNOTES

WHERE AT J&W ARE YOU?
If you recognize this hint of a place, you could win a prize.

STAY IN TOUCH
Upcoming events • Contact numbers • Alumni association services.
Dear Alumni & Friends:

As we start the first academic year of the new millennium, fueled with record enrollment, an announcement of a new campus in Denver, and the bustle of construction across all our campuses, the continued financial strength of Johnson & Wales is more important than ever.

During these exciting times, the administration has worked diligently to control expenditures without compromising commitments to our students. Although tuition is the major source of revenue for the University, in order to remain competitive, philanthropy is growing in importance and playing a significant role in our fiscal well being.

As we approach the $35 million mark of our $68 million external fundraising goal, a component of the Vision 2001 Campaign objective, we recognize that nearly $2 million has been generated from the Annual Fund. This continues to be a remarkable endorsement from alumni and friends.

The recent addition of Director of Alumni Relations Paula Iacono brings energy, experience and commitment, forging stronger bonds between the University and you. We are grateful for your continued support and look forward to your active participation in a global success story which makes us all very proud.

It is because of you that Johnson & Wales University is truly America’s Career University.

Warm regards,
Joseph J. Murgo
Vice President for Advancement
Assistant to the Chancellor

A NOTE FROM THE OFFICE OF ADVANCEMENT

J&W Magazine welcomes letters to the editor. Letters may be edited for length and clarity. Please send letters to the editor in J&W Magazine, Johnson & Wales University, 8 Abbott Park Place, Providence, Rhode Island 02906; or e-mail us at jwmagazine@jwu.edu.

J&W Magazine is published quarterly. Photos (color preferred) and news can be sent to Johnson & Wales University, Office of Alumni Relations, 8 Abbott Park Place, Providence, RI 02906. You can contact us at our E-mail address: jwmagazine@jwu.edu. Selection and publication of items is at the discretion of the Editor. J&W Magazine is produced jointly by the Office of Alumni Relations and the Office of University Public Relations.

The editor welcomes your comments. Occasionally, letters will be printed with the names of the writers.

How the West Was Won

Colorado is currently ranked the sixth leading tourist destination in the United States. Eating establishments alone generated 40 percent of the state’s retail sales in 1998. So is it any wonder that Johnson & Wales chose the city of Denver as the site for its latest campus?

“There’s no question that both the community and the hospitality industry are what attracted us to Denver,” says Dr. John A. Yena, University president. “However, our move westward is largely defined by something that is key to virtually all our strategic planning — our relationship with the employment community.”

The decision came after a year of heavy recruiting by Coors CEO Peter Coors. The brew masters at Coors already have a partnering history with the University, having contributed both money and expertise to a microbrewery laboratory for students at the Providence Campus. This time, the Adolph Coors and Coors Rock Foundations have made a $3 million commitment toward the new Denver Campus, which will be located on a 13-acre portion of the University of Denver’s former Park Hill Campus, recently purchased by J&W. The site comes with the kind of stately old buildings and leafy scenery associated with the idyllic college experience.

Mark Burke ’81, former vice president of student affairs, Marie McGovern, former director of alumni career services and employer programs; Dave McIlvain, former associate director of university recruitment; and Bill Prantie ’90, who is rejoining J&W after a stint in the foodservice industry. “We’re the ‘good ol’ boys’ they mean when they say ‘Mark Burke and others,’ ” joke Prantie and McGovern.

Plans include more than $15 million for start up costs and the renovation of eight buildings, some on the original site of the Colorado Women’s College built in 1909. Work on a residence hall and classrooms is already underway. Administrators plan on opening the doors in September of 2000 to an estimated 200 students. They are banking on seeing enrollment increase to 500 within five years and even to 2,500. Plans are being shaped around statistics that say the majority of students look within a 500-mile radius of home when choosing a college.

Educational opportunities exist for alumni, too. The campus will offer graduates who hold bachelor’s degrees the chance to obtain a culinary associate degree in just one calendar year.

Long-range plans for Denver include the possibility of purchasing an adjacent 12 acres and adding additional two-year and four-year options in culinary arts, business and hospitality programs to the initial program offerings.

Burke and his team are fielding requests from enthusiastic volunteers who would like to head west and help with the set-up effort. “There are already two dozen people who say they’re willing to pull up stakes and move their families to Denver to be part of the new venture,” says Dr. Yena.

There’s work enough in all directions. A tight labor market in tourist-rich Colorado will provide plenty of the kind of hands-on training J&W students know so well.

— Cathy Songel

J&W Magazine

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Mark Burke, president of the Denver Campus, center, shares his views with Joseph Murgo, vice president for advancement, left, and Chancellor Christiane Greve, right.
Changing the Landscape of Providence

Over the diversity skyline of Providence, the construction has ceased—for a time—and the building is ready for occupancy. The grating sounds of jackhammers and construction vehicles have been replaced with the pitter-patter of feet and laughter. No, this is not the new Providence Place Mall. This is Johnson & Wales' newest residence hall, built exclusively for freshmen students who are involved in national student organizations (NSO), and located on the west corner of the lawns of Gaspee Commons.

Similar to the architecture of McPhaul Hall, yet with its own distinct character, the 270-bed residence hall is seven stories high. The hall features double occupancy rooms with private bathrooms, and offers students the chance to live with others who share common interests and goals. The non-smoking building has NSO offices and meeting space to further foster camaraderie.

The new residence serves as a replacement for Menden Hall on Providence’s East Side. Johnson & Wales recently sold Menden to Brown University.

This completed construction is only Phase I; however, of a larger plan. Phase II will be the construction of the second half of the hall, including a 5,000 square-foot dining hall and 200 more beds that will eventually replace the ACE residence hall in Warwick. A two-story round building with floor-to-ceiling windows will be the main entrance. The round building will be able to open up to the campus green so that students can hold concerts, barbecues and theme dinners. All told, the construction will encompass approximately 70,000 square feet.

—Jennifer Breault

The Grass is Greener on New Harborside Quad

Anyone want to play football, volleyball, or just sit and bask in the sun? When students returned to Providence’s Harborside Campus this month, they found a large outdoor space to relax in and enjoy the beauty of nature where before there had only been asphalt.

The round building between the Harborside Academic Center and the University Recreation and Athletic Center has been turned into a grassy quad in the University’s ongoing attempt to beautify the Harborside Campus.

Completed in early June, the green’s perimeter includes sidewalks, light posts, and flowering trees.

Commuting students, faculty and staff have nothing to fear, however, as far as their cars are concerned: the parking lot has been moved to the rear of the recreation center.—J.R.

J&W's Bay Harbor Inn & Suites Takes the Key

The Bay Harbor Inn & Suites, a University-owned hotel and restaurant in Miami Beach, Fla., won the Best Guest Services Award at this year’s prestigious INNKEEPER Awards hosted by the Greater Miami and the Beaches Hotel Association (GMBHA). To win the award, the Bay Harbor

...more text...

President’s Club, Annual Fund Boost Campaign

Thanks largely to the dedicated efforts of the members of its steering committee, the recently formed President’s Club has garnered 58 new members (35 percent alumni) and is well on its way to doubling that figure for the 1999-2000 campaign. According to Paula Lacombe, director of Alumni Relations/Annual Fund, “The President’s Club is open to all alumni and friends of the University for a minimum contribution of $1,000 to the Annual Fund. We are actively seeking a cadre of key donors (alumni, friends, parents, faculty, and staff) who are committed to the University and the ongoing growth and success of the Annual Fund.”

Over the course of its inaugural year, members received invitations to private receptions, insider information about the University and its future direction, and enjoyed the camaraderie and friendship of CEOs, executive chefs, and University corporate partners. More unique and exciting events are planned for the coming year.

Gothenburg Undergoes a Changing of the Guard

The Gothenburg Campus in Sweden has a new director, but hers is a familiar face. Kathryn Parchesco ’93, formerly an associate professor in the College of Business, was named as the director of the Gothenburg Campus in late June. Parchesco has extensive experience in Sweden. She has taught finite math and a number of computer courses at the campus for five of the fall terms since 1993. Parchesco spent the spring term in residence at the campus before assuming the director’s position. Erin Farrell, the former director, returned to the United States as assistant dean of the College of Business. Farrell worked at the Gothenburg Campus for seven years, four as a full-time faculty member and three as the director. But Gothenburg hasn’t seen the last of Farrell. She plans to stay involved with the campus, mentoring students transferring from the Gothenburg Campus and helping prepare American students who will be spending a term in Gothenburg.

—Helen Charles-Harris

'Net-working for the Public Schools

The School of Technology at the Providence Campus pulled out at the stops on June 2 as the host of WebNight 2.0. The event, a celebration of technology in the classroom, showcased the Web sites and Web-based teaching tools of teachers and students from around Rhode Island. Proudly ensconced at the computers in the University Library, elementary, middle, and high school students and their teachers gave virtual tours of their high-tech projects. The evening raised more than $23,000 for TechCorps Rhode Island, an organization which supports technology programs in the public schools.

—Rebecca Banks Zakin

Above: Students show off their skills. Right: State Arcade director of J&W’s School of Technology, enjoys the event with TechCorps Rhode Island director, Judy Williamson.

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Fall 1999

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Kathryn Parchesco
Soccer Teams Goal-Oriented

Both men’s and women’s soccer teams will reap the benefits of experience this year. Coach Gregg Miller ’94 welcomes back a host of veterans to the men’s squad, including all-league players Joe Epstein and Scott Boggs. Last season, Miller coached the men’s soccer team to a semifinal round berth in the Great Northeast Athletic Conference (GNAC) playoffs. The GNAC playoffs, the team’s third straight bid in the conference’s four years of existence. The Wildcats opened their season on Labor Day weekend at the University of Maine-Presque Isle, in a two-day tournament event. The on-rushing Johnson & Wales women’s soccer team will be at the same location on the same weekend to open what’s sure to be a promising ’99 campaign. Last season, new coaches

J&W Hard To Top on the Court

The challenge for the 1999-2000 Johnson & Wales tennis teams is going to be much like that old game show, “Can You Top This?” Allan Freedman’s men’s tennis team missed the Great Northeast Athletic Conference (GNAC) playoffs by a single contest, but, happily, there’s veteran talent returning for 1999. Number-one singles player Kristina Dunn of Huntington, N.Y., is ready for her junior season with the Wildcats. For the men’s tennis team, meanwhile, ran off 11 wins in a row on its way to a conference championship. Ahmed Hassan, undefeated all season long, and fellow seniors Peter Kornprij and Jon-Daniel Siguen, completed their JW careers as they had started—at the conference summit. In the last five years, Johnson & Wales’ men’s tennis teams are a combined 53-9.—J.P.

The Way We Were…1979

On the Big Screen: Norma Rae, The Way We Were, Apocalypse Now, Kramer vs. Kramer.


In the News: Pennsylvania’s Three Mile Island nuclear power plant experiences a partial core meltdown. The Soviets invade Afghanistan. Margaret Thatcher is elected first female Prime Minister of Great Britain. Sixty-six Americans are taken hostage at the United States embassy in Iran. Why? Two of them are held for 444 days. Karol Wojtyla becomes the first Polish Pope. Camp David accords are signed between Israel and Egypt. Mother Teresa wins the Nobel Peace Prize.

In Science: The first cellular phone network is introduced in Tokyo.


At J&W: The library in the Culinary Museum & Archives is dedicated to hold the collection of 7,000 cookbooks donated by Paul Fritzke, The Broadcast House is constructed at the corners of Westoboss and Dorrance streets in Providence to house radio and television stations. Now it houses the library, administration and admissions offices of the Providence Campus.
Nograd Retires After 20 Years

It's not unusual to hear some one described as being so driven he "has a fire in the belly," as being so motivated to succeed that she is "hungry." And though for others those might be figurative labels, for Robert Nograd '91H, they were a reality and they were what drove him to become a premier chef. His interest in food did not come from living food. It came from missing it," explains Nograd, dean emeritus who officially retired in May after 20 years of service. "When you have an empty stomach, you are always dreaming of food."

Born in Hungary, Nograd was orphaned at age three and raised by foster parents. At 12 years old, he began living on his own, attending school and working in a carpentry shop. When he was 14, he was deported with other Hungarian Jews to Auschwitz, a Nazi concentration camp, where he nearly starved to death.

After being freed from the concentration camp, he decided he was going to be a cook," he recalls. "I never wanted to be hungry again as long as I lived."

When the American troops liberated Auschwitz in 1945, Nograd immediately began pursuing his dream. He received foodservice instruction from the Organization of Rehabilitation through training in Germany and later in France. It was from there that he decided to move to Israel, then called Palestine.

"I met a group of young people who were going there and I went with them. It was very much a driving of the moment," he remembers.

After a stint in the Israeli Navy, Nograd became an assistant cook with the Israeli passenger line Z.A.M. and worked his way up to chief cook. He earned a bachelor's degree in hotel management and then held an impressive succession of teaching and administrative positions in Israeli foodservice and hotel schools.

A job offer from a caterer in Providence brought Nograd to the United States in 1979 and he joined Johnson & Wales soon after as food and beverage director of the Rhode Island Inn (now the Radisson Airport Hotel). In 1987, he became dean of what was then called the Culinary Arts Division. During his tenure, the American Culinary Federation named him a Certified Master Chef (C.M.C.), the highest honor the profession can bestow. For the last six years, Nograd has made the Florida Campus his home where he will continue to teach one class per term, finding it difficult to leave J&W students behind.

"I never walked through the corridors without some student stopping me to ask me a question about their career, the profession itself or anything else. The highlight of my professional career has been my time at Johnson & Wales, helping with the students and helping them prepare to be successful in the future."

A tremendous gift from a man who once had so little.

Searching for Solutions to School Violence

The details of the April murders at Columbine High School came home to a Providence audience recently in a community forum on student safety. Sheriff John Stone of Jefferson County, Colo., who led the investigation into the tragic shooting, walked the audience through his recollection of the events of the day, and the course of the horror that gripped the nation. He spoke as part of a panel that included two psychologists, the director of Rhode Island Interscholastic Sports, the director of the Association of Rhode Island Coaches, the president of the Providence branch of the NAACP and the victim of a school shooting in 1998 at Bristol High School. Sponsored by the Johnson & Wales Office of Student Life, Center for Leadership Studies, and the Alan Shawn Feinstein Community Service Center, the event was coordinated by a student wanting to take helpful action.

Discussion considered prevention strategies for gang activities in schools, gun control laws, warning signals, family and peer involvement after school programs, uniforms and peer mentoring, media's influence in youth behavior, and school violence and the legal rights of students. Few found a need for debate.

In the course of the evening's presentations, it was revealed that such incidents are not unheard of in Providence or throughout the country. Students' graphic stories included, for example, a student who was the victim of a school shooting in 1998 at Bristol High School. The student, who wished to remain anonymous, described the experience in detail, from the initial shock and fear to the lingering effects on his daily life. He spoke about the importance of having someone to talk to, whether it be a teacher, a counselor or a friend, and emphasized the need for open communication among students, teachers and administrators.

Chef Robert Carter—On Market Shelves Near You

The woman searching the aisles of the Birmingham, Ala., grocery store was looking for her

When I started testing the rice," he says. "There's no telling what will happen now." Carter, a 1999 distinguished visiting chef and honorary degree recipient, is himself one in a million. Keep your eye out. You never know where you might see him next. —Molly Baldwin

Recent Grad Sets Record Runnin' Wild

Fifty states in 60 days is the goal Dustin Warner '99 set for himself when he conceived the idea of his marathon for a cause. On July 30, the Ohio native ran the last legs of his mission up the steps of City Hall in Providence.

Warner was so inspired by Special Olympics athletes during his senior year community service project at Johnson & Wales, that he decided to put his skills to work for their benefit. Determined to raise thousands of dollars, Warner proposed a feat worthy of Guiness by declaring he would run 10 kilometers (six miles) in every state in the nation in two months. Johnson & Wales sponsored the marketing major's effort by providing a van for transportation and tickets to Hawaii and Alaska; lodging was courtesy of Radison, and Warner set off "Runnin' Wild '99," on June 1 in Augusta, Maine.

"You get one chance in your lifetime to do something you should do while you're young," Warner says. "I want to say 'Hey, I did this. I accomplished my goal and my dreams.'" His goal is now part of the Guinness Book of Records for running in 50 states in 59 days and his dream contributed $7,000 to the Special Olympics. —C.S.

McLea's "Teacher of the Year" Returns to J&W at Norfolk

With his easy smile and good humor, Lee DeMatties may very well have been one of the most popular weekend/ evening students of Norfolk's J&W. A 20-year Navy veteran won the Young Calitarians Award both years that he studied here. After graduating, he served as the campus's culinary demonstrator from 1996 to 1997, receiving tons of fan mail from the high school teachers and students he visited. So it came as no surprise to J&W's staff and faculty when DeMatties's current colleagues at McLean High School in McLean, Va., voted him "Teacher of the Year" in only his second year at the school.

"Lee excels in his ability to relate to his audience," says one former student. "He would run 10 kilometers (six miles) in every state in the nation in two months" magna cum laude, while also serving as head of the Norfolk chapter of the Student Association for Residence Life.
Food & Wine Taps Norfolk Grad Reiter For Top 10

The call came in on a Friday, just before dinner service. "I really didn't believe it," confesses Dale Reiter '88. "I called them back on Monday to make sure it was real." It was. Food & Wine had picked the 31-year-old chef and co-owner of Acacia in Richmond, Va., as one of America's Best New Chefs, appearing in its July issue. Those who frequent Reiter's American seasonal, regional restaurant, located in a restored 1900s Baptist church in the state capital's Carytown section, needed no convincing. They know exactly how Reiter succeeds. Simplicity is his recipe for success. "That's where food is going," he explains. "Before, people were tied up with too many ingredients. I don't care how good you are, it's impossible to nail each component when there's so much going on. Let the product do what it does." Thus he devotes chunks of time to local purveyors and farmers. "The soft-shell crab guy, the shitake guy, I'll stop at any time to talk to them," Reiter says. "They help make me what I am." And what he is right now is very busy. Word of his national acclaim, the same bestowed on other prominent chefs before him such as Susanna Foo and David Bouley in years past, has spread like the wild rumpus he teams with tender buffalo hanger steak. Soon he's off to Aspen for the Food and Wine Classic.

Still, Reiter doesn't look much older than when he graduated from Norfolk's weekend evening program and became chef de cuisine for Jimmy Sneed at The Frog & The Redneck in Richmond. Later he worked under Guenther Seeger at Atlanta's Ritz-Carlton Buckhead, then returned for a stint with Sneed while saving...
Odyssey to Antarctica

Text and photos by Karen Wooley

Karen Wooley is a chef instructor at Johnson & Wales’ Florida Campus. In 1998–99, Wooley took a leave of absence to spend six months cooking in Antarctica. She was hired as part of the support staff for hundreds of maintenance workers, health professionals, housekeepers, mechanics and scientists conducting polar expeditions year-round for the National Science Foundation.

What follows are excerpts from the journal Wooley kept during her stay. The odyssey began with her first two flights from New Zealand: a 41-hour journey to the trip because of adverse weather conditions.

September 1

I was one of the few people who were first timers to fly high - ( slang for 150 “wet days” on the flight ) and have been alone in my shock and horror at the C-141 door was lifted open and the blast of cold air hit me . . . . We are arriving in the coldest part of the year — only 2 weeks since sunrise, the first peak of the sun over the horizon since the sun had set for good, the third week of February. It is still only 104 at least this time of the season and in a couple of months we will have 24 hours of sunlight . . . The longest night. The landscape is the only thing we see as we fly. We will eventually feed up to 1200 people, scientists, navy, air national guard, and the bulk of whom are our colleagues — Antarctic Support Associates employees, all of whom have a very specific role to play in support of science at the largest community in Antarctica . . . . We had plenty of schooling revolving around how easy it is to die in Antarctica,” the dried, coldest place in the world. There are outdoor safety lectures, and some get to go to “happy camper” school, outdoor survival training where you camp out in tents and build igloos . . . Camp!!

October 2

It’s all about work. The main body of people are coming in, and keeping up with the population of my staff at height is a continuing learning experience. We start at 4:30 a.m. and help finish out breakfast, and get lunch together.

The menu is actually quite decent. A vegetarian and two other main entrées every day, two vegetables, at least one starch and a fresh soup daily. There is a salad bar, also there isn’t usually fresh produce, as it flies in intermittently at best. When ‘‘freshies’’ come in they fly out so fast, people buy them. There is no meat transacted, and with most folks having ‘‘fridges in their room, they pack ‘em up. Food has a tremendous importance here. Having so few belongings, and such limited personal space, the galley experience brings the town together.

December 15

This week the weekly science lecture in the galley was presented by the team of scientists who have been studying the Weddell seals. Their focus is tracking them and figuring out their innate navigational system. They have regular lungs like us and after entering an ice hole, swim long distances, fish deep down, and return to that same hole, all this on one lungful of air. There are many cool projects going on here. One scientist has been studying the Antarctic cod for years, interested in the ‘‘ants’’ they create in their bodies. By the way, we will be cooking some of the cod for Christmas meal . . . . We have been out to see the ice- eaves, a totally unbelievable sight, the trip was one hour out in a huge transport vehicle, to the pressure ridges . . . They are lit up by reflecting light, cliffs and long ice formations that shine and glitter. It looks a lot like the opening scene of “Superman.”

Early in the season we were able to climb down a tube which was sunk into the ice, which had a Plexiglas room at the bottom. [We are] able to sit in it and watch life under the water. You could hear seals in the distance, and look up at the underside of the ice cover of the water, looking not unlike clouds. Most of the town goes in small groups to see the harp intact by early explorers. The Discovery Hut from the turn of the century is a 1-minute walk from the dorm. Further is Cape Royds Hut, I saw this and the adjoining penguin rookery (Hornell and thousands of penguins smelt like thousands of penguins) by way of a two-hour snowmobile ride — by far the most memorable experience I have had so far.

January 4

The holidays are over and “lestricch” is over. It is one day off for everyone. The only time the galley staff gets a holiday. The firefighters cook chili for the town and there was an outdoor concert as it was fairly warm out—20’s (until a storm rolled in). They say people get moody this time of year and to be ready for it, as it signifies sadness in some of the end of the experience, and the tremendous amount of work left to do when the ships come in, the icetacker, followed by the oil tanker, to supply us, and then the Nathaniel B. Palmer, the NSF research ship, and finally the Greenwate, which brings our food and supplies for the following year — this all signifies the end of a season and a lot of work resupplying all areas, including the sending back of old equipment, recyclables, and trash. The middle of January will be the first people out — expellable employees, or as some call it, the “plane of shame,” and planes will head out, weather permitting, until the last plane out (usually the aircraft maintenance guys and management are on this flight) which is scheduled for Feb, 23. The planes coming back from cheech [Christchurch, NZ] will carry the “winter-overs” weather permitting. “Weather permitting” is a very often used phrase. Me and Nature continues to rule our lives.

February 17

My boxes are long since packed and sent, my room is clean and ready for inspection. Now all there is left to do is drink in and imprinted this view on my memory to last forever. The videos and pictures will never satisfy the sensory trance I go into when I look across the ice at the mountains, more shades of white and blue to count or recreate; drinks in the sun and sharp air all in one glorious gulp. I am so humble, so grateful, we are so fragile. I leave tomorrow, but part of me will always be here.
Teeing off with Ed Abrain '59

Golf equipment manufacturer Titleist's executive vice president tells J&W Magazine about some of his favorite courses

As the executive vice president of sales and marketing, COO for Titleist, Footjoy Worldwide, the largest manufacturer of premium golf balls in the world, Ed Abrain '59 gets to play the game around the globe. We asked him for a pick of some of his favorite courses and came away with an eclectic list that includes a few of the golf world's most noted courses, a few of the most memorable Abrain has played in his 45 years as a golfer and three of the ones he considers best near his home in southern New England.

While professionals focus on the sheer challenge to all the facets of one's game when ranking golf courses, Abrain says, for most recreational golfers, the splendor of the setting is of equal importance.

"That's part of the magic of golf," he marvels. "Unlike other sports, it's one of the few that is played on totally different terrain and in totally different environments." Here, then, are Ed Abrain's picks:

**Pebble Beach Golf Links**
Pebble Beach, California

Ranked on the "Top" lists for major magazines, the public course at Pebble Beach Golf Links covers a dramatic terrain on the Monterey Peninsula with small greens and deep roughs. "It's a golfer's dream on a spectacular piece of land. Holes 6, 7, 8, 9, 10, 17 and 18 are all along the ocean, so you're playing along crashing waves and huge cliffs. There are back-to-back par-3 holes—numbers 15 and 16—that are two of the most challenging."

**Coeur D'Alene Golf Club**
Coeur D'Alene, Idaho

Designed by Scott Miller and built in 1991, the course at Coeur D'Alene Golf Club features a floating green on hole 14, a 150-yard, par 3. The island it sits on...
is moveable and on a daily basis it's sailed closer to or farther from the tee. An open resort, the course features bent grass fairways with water in play and has made a number of "Best" lists. "It's not the challenge of the course that makes it tops," says Abrain. "It's my pick for most memorable resort courses—one of those great places you can go and the scenery is just breathtaking. It's like walking through the pages of National Geographic."

Banff Springs Hotel Golf Club  
Alberta, Canada

High in the Canadian Rockies, this challenging 27-hole course has been described by South African golfer Bobby Locke as "out of this world." In fact, it was nature unspoiled that put it on Abrain's list. "It's not uncommon to see herds of elk grazing on the course. For a mountain golf course it has the most spectacular scenery." The course is 80 miles west of Calgary.

Bel-Air Country Club  
Los Angeles, California

Built in 1927, this scenic and hilly private course has an abundance of wildlife roaming the fairways and ranks among the top 100 classics. "It's got a wonderful setting with little foot-bridges over a deep canyon and it's also spectacularly challenging," remarks Abrain. "The 10th hole is a splendid par 3 over a deep canyon and up to a slightly elevated green. It's the kind of hole you remember."

Cypress Point Club  
Pebble Beach, California

Another course consistently rated among the top 10 in the nation by major golf magazines, Cypress Point uses the splendor of the setting to toughen the challenge of the course. Golfers cross over ocean inlets in three places on the course, and the ocean literally comes into play on four other holes. Sand dunes and bunkers are strategically placed and the 16th hole is arguably the toughest on the PGA Tour. "I don't think God made a better piece of land than Monterey peninsula," Abrain says. "You're playing and you can see sea lions along the rocky cliffs. Golfers from all over the world talk about Cypress Point. If they've had a chance to play it, they remember it always."

Los Leones Golf Club  
Santiago, Chile

Created in 1927, Los Leones is tucked beautifully into a Chilean mountain valley in this South American nation's capital. "This is 18 holes of golf carved out of an oak forest—and not oaks planted along a course," says Abrain. "Most of the trees are 100 feet high or taller. I didn't expect to find that topography in Chile. It was overwhelmingly beautiful."

Augusta National Golf Club  
Augusta, Georgia

Course designer Bob Jones and Alistair Mackenzie took advantage of the natural landscape—the shape of the land as well as the gorgeous plantings already there—to create this unforgettable course. "Wow," Abrain exclaims. "This existed as a nursery before Bobby Jones wanted to build a course there as his legacy to the game. It's the finest manicured golf course you can play. It's exquisite and pristine. With all the dogwoods and azaleas, you feel like you're in a garden. There are tall Georgia Pines and red clay paths. It's in rural Georgia and it's on an exquisite piece of topography."

Pine Valley  
Pine Valley, New Jersey

Pine Valley, a private course with wide fairways and large, fast greens, was designed in 1918 by George Crump. Sand and grass bunkers are sprinkled around the course, and water hazards come into play on four holes. It too, makes the "Best" lists again and again. In the continental United States, Pine Valley has been awarded the highest slope and course ratings for men. "Pine Valley has its own uniqueness. It's in the southeast corner of New Jersey and it makes you think of Cape Cod with all its pines and dunes and dune grass. It's a real challenge in shot-making. If you're not on the fairway, you're in a sand dune. It's not enough to just hit the green. You have to be on the green on a good spot."

Shinnecock Hills Golf Course  
Southampton, New York

With a course designed by Willie Dunn Jr. in 1891 and a clubhouse by Stanford White, Shinnecock is one of the five clubs that founded the United States Golf Association. It has the first and oldest clubhouse in the U.S. and was the first club to allow women as members. A variety of grasses come into play and the course is of a narrow, links-style design. "It's on the end of Long Island and it's built on a rise of land that looks out to Long Island Sound. The clubhouse is just a wonderful building and you don't have to be a student of architecture to appreciate it. It's white clapboard with green shutters and trim. This is a great links golf course. There are not a lot of trees, but lots of wild grasses. You feel like you're walking along the oceanfront."

West Course at Winged Foot Golf Club  
Mamaroneck, New York

Designed by famed golf course architect A.W. Tillinghast, this 18-hole Bermuda grass course was built in 1923. In its 76-year history, Winged Foot has hosted four U.S. Opens, two Women's Opens, the PGA Championship, the U.S. Senior Open, a U.S. Amateur
tournaments and the Walker Cup matches. Winged Foot's fairways are narrow and the rough, deep, requiring long, straight tee shots. Winged Foot consistently makes Golf Digest's list of top-10 courses. "The fact that this course is almost in [New York City] makes it a valuable piece of land, but the course is also a miraculous test of golf. Its history is remarkable in itself."

The Newport Country Club
Newport, Rhode Island

The 10th hole at the Newport Country Club is on the oldest original green in the country. Designed in 1893 by Donald Ross and A.W. Tillinghast, the course includes a 4th hole that's a 225-yard par 3 that runs right along the ocean. "I love the sheer majesty of just turning up the drive and seeing that clubhouse," says Abrain. "It's a beautiful and exciting piece of architecture. Eight or nine greens are along the sea and there's a majestic view from the clubhouse. It's sitting on Brenton Point with a full view of the Atlantic Ocean with a lot of links-style holes."

Wannamoissett Country Club
Bomford, Rhode Island

Donald Ross designed this 18-hole bent grass course in 1914. Thick roughs lining the fairways and tricky greens provide challenges for golfers. "It's a little like Winged Foot with some wonderful problems," comments Abrain. "It's one of Donald Ross' most outstanding courses and from a golfer's standpoint, it really challenges. It's a par-69 and the greens are classics—fast and undulating and there are a few long, long par 4s that really humble you."

Kitansett Country Club
Marion, Massachusetts

A seaside 18-hole spread of water and woods, Kitansett opened as a private course in 1922. "This sits on a little peninsula in Buzzard's Bay and it's reminiscent of Scottish courses. It was the site of a Walker Cup. It's outstanding and challenging and when the winds come up in the afternoon, it makes it very tricky. The pine groves give you a feeling of being on two totally different courses."

Golf Becomes a Family Affair

If you think that all golfers these days are men in funny looking pants, you haven't been out on the links lately. According to the National Golf Foundation (NGF), golf is one of the fastest growing sports for families. In fact, women and juniors (boys and girls ages 12 to 17) represent more than half of all first-time golfers. NGF statistics show that 57 percent of golfers who started playing as juniors have golfing fathers; thank for influencing their interest in the game. The "Tiger Woods effect" is another factor in the game's recent popularity with youth. A number of hotels and resorts offer enticing programs to court families vacationing together. Hyatt Hotel & Resorts offers a "Kids Play Free" program which allows any child between the ages of eight and 17 to play 18 holes of golf at no charge when accompanied by a paying adult. Information is available at 1-800-GOLF-RES (465-3737) or www.hyatt.com.

Sandestin, a family-oriented seaside resort in the Florida panhandle, encourages parents to enroll their children in its Golf Learning Center. During the summer, Sandestin offers families special "twilight" rates on its Links and Baytowne courses. Walking on the course is allowed at all times, so juniors can play when there isn't an adult to drive a cart. For information call 1-800-277-088 or look on the Web at www.sandestin.com.

Kiawah Island Resort in South Carolina offers both golf clinics and an academy for golfers ages eight to 17. Call 1-888-834-2924 or check www.kiawahgolf.com. — Brenda Foskell

Minding Your International P's & Q's

What you can learn from J&W's Cultural Aspects of International Business class

By Rebecca Banks Zakin

The stories are famous in business circles. Some have achieved near legendary status—the gaffes and miscommunications that have killed multi-million dollar deals, damaged brand images, injured relations. An American IBM executive in Japan to negotiate computer prices...
Coca Cola billboard that shows an expressionless man in panel one, the same man drinking a Coke in panel two, and, finally, a happy, smiling man in the last panel. Fine concept until you realize the billboard was designed to be displayed in the Middle East where, because residents read right to left, it has the opposite effect than intended: a happy, contented man drinks a Coke and becomes un-happy.

Business has gone global, we all know that. A successful company today cannot limit its markets or attention solely to the United States. But to be successful internationally, you must know more than the workings of markets and varying economies. You must understand the people you will be dealing with abroad, how they think and why.

"If you look at most business deals, they happen because of [personal] relationships," says Veera Sarawgi ’91MS, associate dean of the Alan Shaw Feinstein Graduate School at Johnson & Wales and creator of the graduate course Cultural Aspects of International Business. "When you go across cultures, the first impression people get of you becomes very important. To create that first impression, you need to know as much as you can about the culture you are going to, or not to offend."

In offering Cultural Aspects of International Business, J&W is recognizing the very real need for this type of training in the greater corporate world, at the same moment that corporations themselves are catching onto the idea. There has recently been a boom in diversity training for business executives. Companies such as AT&T, Merrill Lynch, Hewlett Packard and others are turning to outside firms to educate their employees.

Training prepares employees who are going abroad on brief, one- or two-week business trips, as well as those who are being sent on longer assignments.

Mauricio Velasquez, founder and president of the Diversity Training Group, whose clients include Merrill Lynch, Hewlett Packard and Sony Pictures, believes it is imperative for a corporation to determine whether it is an "American company doing business overseas, or a global company based in the United States." The difference, he points out, is more than semantics. A global company understands not only the language of the country where it is conducting business, but the customer and the culture, the laws and the regulations. "Ask Motorola, ask Intel, ask Nike, they'll tell you they're global companies based in the U.S.," Velasquez says. For many companies, the realization that they need cultural education to engage in international business comes only after a first, sometimes large mistake has been made. "The biggest step for most of my clients is to admit, 'You know what, we don't know what we're talking about here. We need help.' Typically, that realization, that 'ah-ha,' that enlightenment doesn't come until after they're really in trouble," says Velasquez.

"The biggest problem with most of my clients is to admit, 'You know what, we don't know what we're talking about here. We need help.' Typically, that realization, that 'ah-ha,' that enlightenment doesn't come until after they're really in trouble," says Velasquez.

Despite the fact that technology has done much to shrink our world, there is still plenty we don't understand—and should not assume—about cultures different from our own. In his book Future Shock, written almost 30 years ago, Alvin Toffler explained: "Culture shock is what happens when a person suddenly finds himself in a place where yes may mean no, where a fixed price is negotiable, where to be kept waiting in an outer office is no cause for insult, where laughter may signify anger. It is what happens when the familiar psychological clues that help an individual to function in society are suddenly withdrawn and replaced by new ones that are strange or incomprehensible." That definition remains true today for both casual and business travelers.

You Say Tomato, I Say Tomato

There are many characteristics that differentiate cultures from one another—from the system of government and the way labor is divided to religious rituals, from accepted forms of gift giving to accepted hair styles. In business, an important cultural trait relates to power structure. "The United States is a very flat organizational structure," explains Sarawgi. "You can simply walk into your boss's office and talk; people usually call others by their first names. Yet there are lots of other cultures in the world where you can work for someone for 20 years and still call them Mr. or Mrs. Somebody."

For many Americans, the biggest challenges come in doing business with Asian corporations which operate under such fundamentally different philosophical, religious and economic principles from American companies. "Many of [the Asian] cultures put a lot of stock in relationship building, in harmony versus conflict, in agreement versus disagreement, and in taking the time to get to know the person before signing the contract," Sarawgi says. "Americans are used to a much quicker pace of doing business and they find the time it takes to do business frustrating. As a result, they often give up faster than they should or they don't follow up with the relationship-building end of things. Doing business is a much more time-consuming affair than it is in the United States," she says, where we are used to reporting business developments on a quarterly basis.

And while differences might seem more obvious between certain cultures—Asian versus American, for example—Sarawgi suggests executives shouldn't assume too much about any culture other than their own. Assumptions even about other western cultures or English-speaking nations can be wrong, she says. "I often caution my students that just because you understand the language doesn't mean you understand the culture. Sometimes, for example, we forget that things are different in Australia and New Zealand because they sound the same as we do. But we can make some really big mistakes." Sarawgi recalls an advertising campaign for the Electrolux vacuum company that was a success in England, but somewhat less so in the U.S. The tag line: "Nothing sucks like Electrolux."

Johan Nordquist ’97, ’98MBA, a country manager for STS, a travel agency in Copenhagen, Denmark, currently works with American and European nations, all western cultures. Yet he sees a significant difference between his country's business practices and those of his neighbors to the south. "Being a northern European, I work closely with the Latin countries like Spain and Italy and France and so on. In daily working life I can see that we think differently, we plan differently, we prioritize differently."

A Frame of Reference

In the Cultural Aspects of International Business class, students are taught not the specifics of hundreds of cultures, but rather theoretical frameworks within which many cultures fit. Based on a particular framework, students then know exactly how to proceed—the right questions they should ask, the research, the practical applications they should rely upon.

Understanding the cultural aspects involves two areas: there are business-minded questions such as who are the decision-makers, what is the role of women in the workplace, how is power distributed, which does work mean and how is achievement measured. And there are social etiquette questions like do you bring gifts and if so what kind, what is the proper way to address someone, how is personal space viewed and what is the protocol around meals and cocktails.

Sometimes it's the simple things that seem so strange, says Sarawgi. "When I first came to this country I used to get up set—I'd walk by someone in the corridor and they'd say 'Hi, how are you doing?' and they'd keep walking! They never waited to hear my response," she laughs—now. "Now I tell students at international orientation, when people say 'Hi, how are you doing?' They're not actually asking you a question. They are just acknowledging your presence in the corridor."

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"What we try to do in the graduate class," says Sarawgi, "is to figure out how to understand if not accept" another culture's way of doing business. "I may not accept the fact that when I walk into a Saudi Arabian meeting at 9:30 I'm not going to get seated until 11 because their concept of time is different from mine. But do I understand where they are coming from?"

"One of the challenges I have is trying to get students to see that the way you have always learned something is the right way for you, but it's only the right way for you, not necessarily for everybody else."

**Things You Should Know Before Doing Business Abroad**

- Common courtesies you should observe
- Traditional greetings
- Whether or not gift-giving is appropriate
- Social class or ethnic divisions
- Whether or not there is a state religion, what it is and when the major holidays are
- Whether or not religion is an appropriate topic of conversation
- The role of women in the workplace
- The dominant business values
- Whether or not punctuality is important

That concept should not be hard for Americans to grasp considering the diversity within our very own borders. Velasquez reels off the diversity statistics: The United States is the fourth largest Spanish-speaking country in the world; Los Angeles has the second largest Iranian population of any city outside of Iran itself. San Francisco's Asian population is between 35 and 40 percent of its total.

Sarawgi believes that Americans can use our nation's diversity as a lesson when dealing overseas. "The American culture is like a salad bowl where every ingredient retains its texture and its flavor but it's all dressed with this one American salad dressing. Well, keep in mind that other cultures are going to retain what they think is important—you're not going to make that carrot into lettuce no matter how hard you try. But can you get the carrot to taste a little more like the lettuce because it has the same dressing on it? Yes. And that's what you want to do—you want to get to the point where you understand where the other person is coming from."

But does understanding that you must always be punctual in China, and you must never eat with your left hand in Egypt really ensure a successful deal? Not necessarily. "Everything is about getting to know individuals, but knowing something about the cultural background gives you a place to start a business conversation," says Sarawgi. "Unlike the United States, most cultures take a long time to build relationships."

Historically, American businesses have been slower to realize the need to learn about other cultures than business people from other nations. There has been a long-standing and pervasive attitude in the corridors of United States corporations that others should adopt and accept the American way of doing business, should acquire American products just because they are American.

"Americans are very ethnocentric," says Velasquez. "We think we're the cat's meow—not all Americans, of course, but many."

Part of this attitude is a result of our own geography. Sarawgi points out. In the United States, after all, you can travel thousands of miles and, taking into consideration regional differences, you never leave the American culture. On the other hand, as Nordquist observed, travel 1,000 miles in Europe and you might encounter three, four or more different cultures.

**All the World's a Stage**

The Alan Shawn Feinstein Graduate School at Johnson & Wales is itself an example of diversity with 52 percent of the students coming from countries other than the United States; in international business classes that percentage can be as high as 70 or 80. "They bring their own stories from their own cultural backgrounds," says Sarawgi of her students, many of whom have worked in their native homelands before coming to school in the states. "They can give you the inside scoop in many cases of how business really gets done in China or Taiwan."

What these students share with one another is what Sarawgi calls "backstage" culture. "Frontstage culture is what people want and be able to tell you about themselves," she explains. "Backstage culture is what you find out because you've lived there long enough or worked with someone long enough to figure it out. It doesn't exist in a textbook. It comes from interacting and watching and observing. I come from India, but if you asked me to tell you some backstage knowledge of India I couldn't because it's so ingrained in me that I don't know what's different for you. But when you start talking to me and working with me, you will see things that I will do differently."

Both Sarawgi and Velasquez stress that the best way to learn about the culture of a nation where you will be doing business—especially the important backstage culture—is to spend time with someone from that country. Sarawgi suggests getting in touch with a nearby college that has an international population. "See if you can get a student to co-op or work with you, help you do some research on the company you are going to do business with and maybe even help you prepare your presentation." In working with this individual, you will begin to glimpse the backstage culture and gain an understanding that will help smooth the way for upcoming negotiations.

If all of this sounds like a new touchy-feely, hyper-politically correct way of doing business, it's not. The bottom line is at the bottom of all. "I come from the school of negotiation that says the better prepared you are, the more likely things are going to go your way," says Sarawgi. "Keep in mind that when you are going abroad to do business, you are on someone else's home territory. Don't you think you ought to know as much about that territory as possible?" Mere tolerance, she continues, is not the goal of understanding cultural differences. It's creating a "dynamic synergy. It's like good material that has waves that come from different directions. If all the threads went in the same direction you wouldn't get cloth. The more cultures you have, the thicker the weave, the more intricate the pattern, and that's what really should happen in the international workplace." A weaving of ideas, a successful project built on the meeting of different perspectives and, in the end, a fruitful partnership that is the true bottom line of understanding cultural differences.

**Suggested Reading List and Web Sites**

- *The Diversity Training Group*, www.diversitytdg.com
- *Intercultural Management Institute*, www.imi.american.edu
- *The David M. Kennedy Center for Intercultural Studies*, www.byu.edu/culturgrams
The Right Time in the Right Place

Students from J&W’s Larry Friedman International Center for Entrepreneurship tour the Czech Republic and Hungary

By Cathy Sengel

It is a primary tenet in entrepreneurship: You have to be in the right place at the right time — and recognize the fact. And it’s the reason 12 students and Professor Kenneth Proudfoot, director of the Larry Friedman International Center for Entrepreneurship at Johnson & Wales, trekked to Eastern Europe in July. Over the course of their stay, they toured factories, spoke with liaisons to American chambers of commerce, listened to lectures at Budapest University and got tips from expatriate entrepreneurs making their way in the Czech Republic.

At every stop the consensus was the same: Eastern Europe is a hotbed of economic development right now and entrepreneurs are playing a pivotal role. Proudfoot’s field study was a scouting mission as much as an educational endeavor. As commerce goes global, opportunities to finance and shape enterprise in emerging nations are not only abundant, but crucial. There is great interest on the part of local industrialists in business knowledge and management practices in addition to international marketing, and alternative financing. While surveying the state of business abroad, Proudfoot was laying the early groundwork for what he hopes will be the first international center for entrepreneurship studies in Eastern Europe by an American university.

“We need to be over here,” Proudfoot said while in Eastern Europe. “Johnson & Wales has one of the most imaginative and active entrepreneurship programs in the nation and an endowment to fuel it. It seems to me, now that I’ve been over here for a while, that one of the pieces missing from other entrepreneurship programs around the United States is a program in global entrepreneurship.”

Proudfoot, a man of bold ideas, high energy, and an unflagging belief that anything is possible, spent the last year making contacts all around Eastern Europe. His lesson plan for the three-week journey took students well beyond an hour or two of simple classroom exercises and into a 15-hour a day immersion in real life. Off on their own when not touring or in classes, they had to navigate unknown transportation systems, make themselves understood, use restaurants, see sights, convert funds to foreign currencies and make purchases and friends. The itinerary was a glimpse of the type of in-depth study a satellite program abroad would provide.

“We need to expose our students to all the things that this area represents — not only about business, but about culture and art, because those things influence business — they are business, just as much as soap, or cars or anything else,” Proudfoot says.

The Larry Friedman International Center for Entrepreneurship was established in 1997, fueled by a $500,000 challenge grant from entrepreneur Edward P. Grace III and matched by Larry Friedman. Proudfoot, the center’s director since its inception, developed the Summer 1999 Study Abroad Program to focus on international sites where entrepreneurs can lend their assistance to create new business opportunities for countries that are in economic chaos or failing to reach full business potential. He is developing “100 Entrepreneurs,” a peace corps-style program to send entrepreneurs into the developing countries of Eastern Europe and the former Soviet Republic.

One of the key components of the entrepreneurship program is daily meetings with business leaders and up-close analysis of going concerns. In the Czech Republic and Hungary, Proudfoot used tours of factories to help students understand the forces at work in privatization and economic development. At a foundry in Prahonice, C.R., they toured a family company founded in 1938 and nationalized after World War II. In 1998, the company was sold back to the family, who basically had to start again from step one. Czech industry gets little to no assistance in the form of subsidies from government, and what few government loans are available carry interest as high as 17 percent or more. A factory that should and could be growing to meet its expanding market is straining to keep up for fear of shouldering higher debts. Outside investment would inject needed resources, but the owners are reluctant to put their assets in the hands of a foreign partner.

Weston Stacy, executive director of the American Chamber of Commerce in Prague, told students the reluctance is fairly characteristic of current Czech politics. After 40 years of submission to an outside power, any intervention is suspect as a threat to the new republic’s autonomy. Foreign assistance is being stifled by politics. Though Czechs welcome investment, they distrust investors. Opportunities for financing from within the country are abysmal. Membership in the European Union offers the stability the country now lacks, but divisions in political leadership are both moving toward and pulling away from the EU, viewed as something of an occupying power’s creating regulations from abroad. Despite the country’s
ambivalence toward outside funding, investment by U.S. companies began in 1992 with Phillip Morris and Procter & Gamble, and has since grown steadily. The United States is now among the top three foreign investors in the Czech Republic. In fact, U.S. owned companies employ 100,000 people in a land of 10 million.

Though government decisions are currently paralyzing progress, Stacy emphasized the need and opportunities for entrepreneurs here who are acquainted with the workings of a capitalist system and market economy. "Just know, you're going to encounter an infuriating bureaucracy." Considering conditions, Stacy believes it may take five to 10 years for the nation to realize its business potential. Lulled by the security of a government that guaranteed a job, a home, food and health care for everyone, service and customer satisfaction are ideals less ingrained here than in the West. One of the weaknesses of a people waging from the social sedative of communism is the lack of competitive drive. While products reflect the high quality of a capable workforce, marketing is a new concept. The American Chamber of Commerce in Budapest provides the comparison between the two nations both politically and economically. The Chamber's offices in the Czech Republic essentially act as mediator of legal problems. In Hungary the organization serves as a resource for networking the United States and 21 other contributing nations, and also lobbies the Hungarian government. The country has a highly motivated and educated work force, she said, and incentives for foreign investors including tax allowances, tax breaks, grants and subsidies.

A tour of the Dreher Brewery on the outskirts of Budapest served as an example of industry in a nation friendly to foreign investment. A family operation from 1796, it was nationalized in 1948. South African Breweries Ltd. purchased two Hungarian breweries and in 1997 merged the pair. Equipment was upgraded, buildings renovated and millions of dollars invested in operations in Hungary. In addition to a multitude of other brands, Dreher markets Guinness and Tuborg Gold. With the vast resources of a multinational behind it, it has grown and prospered quickly, despite trends that say beer consumption is down due to competition from soft drinks and health conscious attitudes. It is typical of Eastern European enterprise quickly gaining on the competition, a pattern sometimes over-shadowed by an outdated image.

"Many in the United States have a subconscious mindset that the Iron Curtain is still up in Eastern Europe—about this area and the role that it plays," Proudfoot says. He, however, sees nothing but potential here. After surveying the educational landscape of the area, Proudfoot has concluded that Hungary could serve as an ideal base for an entrepreneurship program with a truly global philosophy. With characteristic entrepreneurial dedication, he has already focused on both a market and a product.

"Eastern Europe's universities don't provide the educational or vocational programs many people here need," he says. "They want to go out and they want to run their own business. Well the universities here aren't teaching that and, as far as I can tell by looking around, nobody else is."

He believes global entrepreneurship as a program is a natural area of expansion for Johnson & Wales University's School of Global Management. "We could offer basic entrepreneurship classes for an associate's course of study, but then concentrate on building a global program including studies abroad."

Proudfoot hopes to develop a base affiliated with Budapest University. Programs could be tied in with American companies operating in the area to form partnerships "right out of the box." Businesses interested in developing managers could provide sites for internships and co-ops that combine management practices of both American and Eastern European companies.

Reception from officials at Budapest University has been very positive. Proudfoot has already made arrangements for an international faculty exchange with professors from their International Management Institute, and has established a framework for a fully-funded student exchange program to begin in the summer of 2000. He has been invited to speak at the annual business conference in Eisenstadt, Austria, in May focusing on entrepreneurship in Eastern Europe.

Over the course of the three-week jaunt, Proudfoot gathered insights from his students about what they found interesting or jarring. Eastern Europe has shaken the naive assumptions of some that they would be visiting "third world countries." In others it has awakened a sense that history goes back farther than 200 years. It has given one or two of the students ideas about business ventures here of their own.

One thing they've learned from the adventure is how much of what is in the region now has been a result of the transition from the past politics and particularly communist domination. Moving away from that has meant changes which have been difficult for certain groups and profitable for others. "There's a realization that freedom opens up many doors, both for the local people, but also for the entrepreneurs and the explorers," says Proudfoot. "Everything over here says OPPORTUNITY in big neon lights."

Those with an entrepreneurial spirit just have to read the signs.
1960

Robert Hayden is an account representative at W.B. Mason Co. Inc. He lives in Lincoln, R.I.

1966

Thomas Moller is the principal for Rockland Middle School. He lives in Thomaston, Maine.

1970

Linda F. Rydzik is a medical transcriptionist at the Riverside Community Hospital in Riverside, Calif., where she lives.

1977

Doug Armstrong has recently taken the position of chief instructor at New Hampshire Community Technical College in Laconia, N.H. Doug also owns and operates Armand & Co. Catering, located in Concord, N.H.

Eric J. Mortenson is currently a quality manager at ARMAR Technology Corporation in Milford, N.H. He resides in Hudson, N.H.

John Ellaway is a veteran of the Providence food scene and co-founder/architect of X.O. Café. He lives in Rumford, R.I.

1978

Stephen P. Henderson was recently named the assistant vice president of Citizens Bank. He lives in Bellingham, R.I.

Emeril Lagasse was featured in People magazine as one of the top 100 intriguing people of 1998. He is the owner and executive chef at Emeril’s in New Orleans.

1982

Vera (Shaw) Romolosa is the food service manager for Lackmann’s, Ltd. She resides with her husband Walter in Franklin Square, N.Y.

Michael DiBenedetto is the owner of Deto Food Service. Michael was awarded a three-year contract to operate the food service at H. Smith Richardson golf course. He lives in Fairfield, Conn.

1984

William S. Spitznagel is the senior project director of PriceWaterhouseCoopers. He lives with his wife Marilyn in Cranston, R.I.

Ed Armstrong is a chef at Our Gourmet Food and he lives in Old Saybrook, Conn.

1985

Nicholas D. Marien is the director of culinary at Rare Hospitality Inc. He resides in North Kingston, R.I.

Christopher Rosica is vice president of Rosica, Mullern & Associates and director of marketing at NetTech. He lives in Red Bank, N.J.

Matthew E. Schlotz is the executive chef of Brown’s Restaurant in Lakeland, Fla., where he also lives.

Kathy Walker is a sales representative for Bestfoods Food Service. She lives in Scarsdale, N.Y.

1986

Jean Gannon is the owner and chef of Brass City Catering. She lives in Waterbury, Conn.

Ken Harmad is the food and beverage director for Boar’s Head Inn. He lives in Waynesboro, Va.

Dean Moore of Abington, Mass., is an executive chef at Mount Spout Association. He resides in West Reading, Pa.

Lisa McInerney is manager of the Montpelier Branch of AAA of Northern New England.

Karl A. Cabuco is a general manager of the Holiday Inn. He resides in Assonet, Mass.

Dina P. Scollit is a community safety advocate for Americorps. She lives in Portland, Ore.

Jay Schwartz is the manager of White Plains Bistro. He lives in West Plains, N.Y.

1987

Gordon R. Buchbaum is an executive chef for Aramark. Gordon lives in Boston.

Jeffrey Martin is the executive chef at Palm River Country Club. He lives in Bonita Springs, Fla.

Jim Cialo is the owner of Crepeuse Beau Monde. He resides in Philadelphia, Pa.

1988

Pam (Panneton) Halloran and her husband Michael announce the birth of Emily Rose on September 29, 1998. She and her family live in South Coventry, Penn.

Paul Davis is employed by Pioneer College Caterers/Pepato Café in Clarks Summit, Penn. Paul and his wife, Michele, live in Lake Winola, Penn.

Craig J. Bodnar is an assistant head chef at Mount Sports Association. He resides in West Reading, Penn.

Lisa McInerney is manager of the Montpelier Branch of AAA of Northern New England.

Anthony Cambria is the owner/chef of Bella Vila City Grille in St. James, N.Y. He lives in Stonybrook.

James Metzger married Marsha Danzig on May 8 in Lake Placid, N.Y. James is a sous chef for Sodexo Marriott Services at Dana Farber Cancer Institute. They live in Salem, Mass.

Craig J. Bodnar is an assistant head chef at Mount Sports Association. He resides in West Reading, Penn.

Lisa McInerney is manager of the Montpelier Branch of AAA of Northern New England.

Karl A. Cabuco is the general manager of the Holiday Inn. He resides in Assonet, Mass.

Dina P. Scollit is the community safety advocate for Americorps. She lives in Portland, Ore.

Robert S. Young is the president of Young & Associates. He resides in Rumford, R.I.

Scott Chapman is a sales representative for Leiblau & Assoc. He resides in Stafford Springs, Conn.

1989

Brian J. Donlon is the supervisor of customer relations at National Discount Brokers in New York City. He resides in Floral Park, N.Y.

Elyzabeth Anderson is a doctoral student in nutrition at Florida State University doing research in the area of sports nutrition and gender differences in substrate utilization. She resides in Tallahassee, Fla.

Robert Carter is an executive chef at the Peninsula Grill in Charleston, S.C. He was awarded an honorary degree from Johnson & Wales University at the May ’99 commencement ceremonies. Dr. Carter lives in Charleston.

Nicola Shirley is a proprietor of her own restaurant, Jamaican Jerk Hut, She lives in Philadelphia.

Erwin Ramos is the owner of Old Mexican Grill. He lives in Arlington, Mass.

Charles Barletta is a customer software specialist at E-Travel Inc. He lives in Plymouth, Mass.

1990

Paige Davies is the director of purchasing for Boston Harbor Hotel. She lives in Lynn, Mass.

Peter Horska is a general manager at Alphagraphics. He lives in Cooper City, Fla. with his wife Sara and three children.

Eraly Gallo is an executive chef for The Village Restaurant. He resides in Barrington, Conn.
Jim Major is a food service director for Aramark Corporation, assigned to the Campus Dining Services of Boston University.

Karen Chassey has been named culinary arts bakery instructor for South Eastern Regional Vocational Technical High School. She lives in Carver, Mass.

Kevin Crooke is the director of sales and marketing at the Millennium Hilton. He lives in New York City.

Francine Bettelouw is the EDP coordinator for The Clark Companies. She lives in Arlington, Mass.

Carol Urofsky is a pastry chef for her own business, Parvenu. Carol resides in Philadelphia, Penn.

Virginia Pearson and her husband Brian Adams announce the birth of their daughter, Maconie Nicole, on January 6, 1999. They reside in Leonardtown, Md.

Matthew M. Zavatsky is a broker associate at ERA Van Syoc, Weser & Lyte in Bridgewater, NJ.

Deora M. Zavatsky is a certified public accountant and consultant at Amper, Politziner & Matta in Edison, NJ.

Venthon Balasubramanian is a guest service manager at the Sheraton Cleveland City Centre Hotel in Ohio.

Julie Wieliczkiewicz-Khaler and her husband Martin are proud to announce the birth of their son, Benjamin James on February 2, 1999. They live in Lafayette, Ind.

Bert Vincent Ferguson is an executive sous chef at the Algonquin Hotel. He lives in Haverhill, NJ.

Amy L. Conger is the owner and chef of Amy's Catering. She lives in Cranston, N.C.

Carolyn J. Furman is an HR administrator/employee relations recruiter for the Wyman Gordon Company. She lives in Westerly, R.I.

J. Max Jorto is an executive steward at the Ritz Carlton in Los Angeles, Calif.

Brandon W. Crosby is a regional catering sales manager for Souper Salad II in Westfield, Mass.

Maxwell Maxon is the owner and chef of Sunny Burger Cafe and Juice Bar. He lives in Nantasket, Mass.

Margo (Irwin) Nelson and Jonathan Nelson live in Garland, Texas. Margo manages various parties and Jonathan opened a Marriott Fairfield Inn as a general manager.

Lisa Carter is working in Orlando as a accounting supervisor for Gencor Industries. She resides in Palm Bay, Fla.

Maryellen Catalina is a health inspector for the Nassau County Health Department. She resides in Merrick, N.Y.

Melanie Clemente is a banquet supervisor at Hanham's. She lives in Brownwood, TX.

Matthew Anderson is a district restaurant manager for Aramark. He lives in St. Cloud, Minn.

Carolyn J. Furman is a general manager at Cook Ventures LLC. She also owns a luxury cruise yacht available for corporate and private events. He lives in Mt. Pleasant, S.C.

Jill Waldorf is a pastry chef for the Hyatt Regency Hilltop Hotel, S.C. He lives in Bluffton, S.C.

Charles Shapiro is a banking officer at KeyBank. He lives in Miami, Fla.

Pat Book has started Confection Connection Inc. rated the "best" gourmet handmade chocolate confectionary and specialty cakes in Miami, Fl.

Scott Doggett is a banquet director for the Hyatt Regency Hilltop Hotel, S.C. He lives in Bluffton, S.C.

Tim Ward is a chef and general manager of Mulligan's Restaurant & Sports Pub. He lives in Baltimore, Md.

Jason C. Vaughan is the owner and executive chef for Café DOMES. He resides in Lancaster, S.C.

Leslie Bartosh is a chef instructor at the Houston Art Institute. He lives in Galveston, Texas.

Christy Oslewaicz is a catering sales manager at The Westin in Denver, Colo.

Peter D. Paige is the owner of French Bread and Blueberry Muffins; Matapotamiss, Mass.

Bart Krug is the owner of Pets & Stems Flower Design. He lives in Rumford, R.I.

Mark L. Ainsworth is an executive pastry chef at the Ritz Carlton Amelia Island. He resides in Fernandina Beach, Fla.

Jennifer A. Kopp is a pastry cook at Desserts International Inc. in Eston, Penn.

Joseph P. Arcilli is the executive chef for the Gatehouse Restaurant in Providence, R.I. He resides in Warwick, R.I.

Gunvar V. Engbergson is a general manager of Venture Capital Finance. He lives in Iceland.

Dana M. Goldstein resides in Vancouver, Wash. She is installing hotel property management systems as a software implementation consultant for Innovative Hospitality Solutions Inc.

Russ Chalin received a promotion to general manager of the Sweetgrass Cafe, an American-style restaurant in Miami Beach and Tennis Resort, S.C.

David McHenry is working for Noble/SYSKO Food Service Inc. as a Marketing Associate.
In Memoriam
The Alumni Association extends deepest sympathies to the families of the following members:

John Clark '77, July 13, 1998
Albert C. Coppola '79, January 1999
Thomas DeFilippo '99, June 1999
Neil Finkelstein '78, November 1, 1998
Michelle Rini '90, November 13, 1997

Faculty Obituary
The Johnson & Wales community is saddened by the passing of Christian Barney, an associate instructor since 1994, who taught beverage and dining service at the Norfolk campus. Barney died on May 11 from complications of brain cancer.

"With his vast knowledge and wry sense of humor, he touched all who were blessed to know him as colleague, as mentor, as friend. His indomitable strength and spirit during his illness serve as an inspiration to us all. He truly will be missed," said Norfolk Campus president Deb Gray, remembering him.
It's not too late to...
Meet us in Providence for
HOMECOMING & FAMILY WEEKEND
October 1-3, 1999

Friday, October 1
7-8 p.m. Welcome Reception, JW Inn, Seekonk, Mass. $15 per person includes food, door prizes, evening entertainment.
8 p.m. The Magic of Lyn, JW Inn, Seekonk, Mass.
8 p.m. Greek Reunion, Finnegans Wake, Providence, cash bar; hors d'oeuvres; advance registration requested.
8 p.m. NSU Alumni Reunion at the Atomic Grill, cash bar; hors d'oeuvres; advance registration requested.
8 p.m. Decade Reunion: 1985-1995 at the Atomic Grill, cash bar; hors d'oeuvres; advance registration requested.

Saturday, October 2
9 a.m.-1 p.m. Bookstore Open House, Downey and Harbourside Campuses
10 a.m. Homecoming Parade, Harbourside Campus
10 a.m.-4 p.m. Culinary Archives & Museum Tours, Harbourside Campus
Noon Women's Volleyball, main gym, Harbourside Rec Center; JW vs. Albertus Magnus
1 p.m. Historic Providence Tour, every half hour
Lunch on your own
1 p.m. Women's Soccer, Pierce Stadium, E. Providence; JW vs. Salve Regina
Women's Tennis, Wheeler School, Providence; JW vs. Albertus Magnus

Sunday, October 3
10 a.m. Roman Catholic Mass, Xavier Chapel, Providence
11 a.m. Ecumenical Service, Multicultural Center, Providence
11 a.m.-1 p.m. Buffet Brunch, Harbourside Rec Center, 2nd floor, limited space available; $12 per person, first-come, first-served; advance registration strongly suggested.
11 a.m. Parents Council Brunch, Hospitality Center, by invitation.
Noon Men's Baseball, Pierce Stadium, E. Providence; JW vs. Salve Regina
3 p.m. Simchut Torah Service, Citizens Bank Center, Providence

To register: Call 1-888-JMU-ALUM or register online at alumni@jwu.edu. Mastercard and VISA accepted.