



HOSPITALITYnews

UPDATES AND HAPPENINGS FROM THE CECIL B. DAY SCHOOL OF HOSPITALITY

INSIDE

INTERNATIONAL
journeys *pg 5*

AVIATION courses
soaring *pg 9*

Q and A with an
industry leader *pg 10*

FACULTY news
& spotlight *pg 12*

Industry Partnerships Give Faculty and Students ‘Real-World’ Challenges

THE SCHOOL OF HOSPITALITY has developed a number of industry partnerships with leading hospitality organizations. These partnerships are essential to our program as they give our students opportunities to interact with industry professionals, increase our name recognition, help establish our place as a leader in the hospitality community and provide financial support.

CMAA Partnership

The School of Hospitality’s longest partnership has been with the Club Managers Association of America (CMAA), which represents more than 7,000 managers at 3,000+ clubs around the world.

In the 1980s, CMAA’s Business Management Institute (BMI I) was developed by then-faculty member Joe Perdue and a cadre of leading local club managers. This five-day professional development program officially kicked off in 1987 and has since graduated more than 1,500 club managers.

There are now five levels of BMI, including programs at California Polytechnic University (BMI II), Michigan State University (BMI III), Cornell University (BMI IV) and UNLV (BMI V),



Hospitality students with GSU alum Andrew Pace (center) of Hotel Equities

continued on pg 3

From the Director



Thank you for the opportunity to share the School of Hospitality's highlights from this past academic year, which has been exceptional in many ways.

Over 2009-10, the school experienced record growth. Credit hours (which equate to the number of students taking hospitality courses) grew 23.4 percent between fall '08 and fall '09. Spring of 2010 saw a 19 percent increase over fall '09 and a 39 percent increase over spring '09. With approximately 320 majors, 112 minors and 100 students in the certificate program, our hospitality student population is over 500.

Our faculty and staff are steadfastly committed to providing a top-quality educational experience for all students as well as vital support services out of the classroom. The faculty continually enhance curriculum to emphasize critical thinking, and major projects for corporations enable students to apply their learning to real-world challenges.

Having facilities that bring our students in direct contact with the industry, such as the Hospitality Learning Center inside the Georgia World Congress Center (the only dedicated university classroom inside a major convention center in the nation) and the Culinary Learning Center (in the Commerce Club), helps maximize our "classrooms without walls" philosophy.

The Southeastern Hospitality Career Fair, held in conjunction with the Robinson College of Business Career Expo in February, was a big success. Thanks to Robinson's team as well as Marlana

Parker and Kathy Brown of the School of Hospitality for their work on this event. Our students and alumni found numerous internship and career placement opportunities.

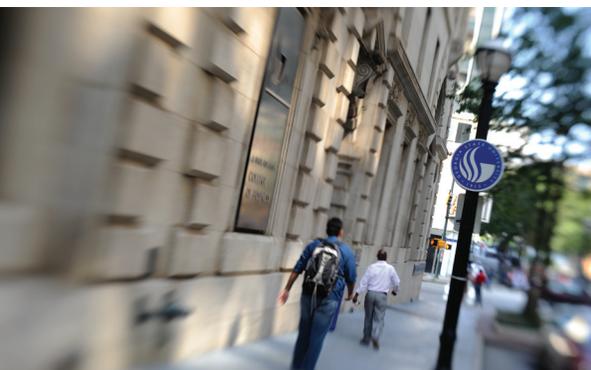
Sustainability of hospitality operations has become a research, teaching and learning focus. The school has been involved in the Green Foodservice Alliance since its inception and, as noted in the article on page 4, the school hosted the International Symposium on Green Hospitality and Tourism Management this year.

The school's faculty are crucial to these multi-faceted activities. All have industry experience as well as academic credentials. This issue gives special recognition to one of our part-time instructors, John Smith, on page 9.

Another person I would like to recognize is the school's public relations coordinator, Kathy Brown. A PR graduate from Georgia State with a minor in hospitality, Kathy has done an outstanding job in putting this publication together – from developing content to collecting and writing articles. We have always known the school has a lot of exciting information to share, and through Kathy's hard work, it is a pleasure to present a recap of this past year's activities.

Sincerely,

Debby Cannon, Ph.D., CHE
Director, Cecil B. Day School Of Hospitality



THE CECIL B. DAY SCHOOL OF HOSPITALITY Administration is committed to academic excellence in the development of students for leadership roles in the hospitality industry. We prepare students for such positions by pursuing ethical, innovative and value-enhancing strategies in a culturally diverse and technologically advanced world. We serve our local, regional, national and international constituencies through research, teaching and outreach activities. The school achieves its mission by offering a relevant, up-to-date curriculum in a teaching and learning environment that emphasizes continuous improvement.



INDUSTRY PARTNERSHIPS *continued from pg 1*

along with elective courses. Completion of certain BMI programs is a prerequisite for the Certified Club Manager exam.

CMAA and the Georgia Chapter of CMAA are also sponsors of the School's Hospitality Learning Center in the Georgia World Congress Center, where two BMI I programs are held each year as well as an annual certification review. Georgia State hospitality graduates rank among some of the country's top Certified Club Managers,

Industry partnerships provide learning and career opportunities for students and research material for faculty.

The benefits of being a founding partner with CMAA in developing BMI I have been numerous. School of Hospitality Director Debby Cannon and Associate Professor Raymond Ferreira are on the BMI I faculty, and Cannon also teaches in BMI V.

National Association of Convenience Stores Partnership – New!

The School of Hospitality's most recent partnership is with the National Association of Convenience Stores (NACS), which has selected the school to build a professional development program for its Center for Achieving Foodservice Excellence (NACS' CAFÉ).

Responding to changes in consumer habits and competition with the fast food industry, the program will provide foodservice managers in convenience retail locations with courses such as menu selection and design; marketing and merchandising; human resources management; financial analysis; and strategic planning – all designed to result in more profitable food service operations. Courses will include in-class instruction as well as online options.

The first traditional classroom programs were piloted in April 2010, with full kick-off slated for fall. Hospitality is working closely with industry sponsors of NACS CAFÉ, which include Anheuser Busch, The Coca-Cola Company, EcoLab, Georgia-Pacific, Kraft Foods and McLane. NACS board member Greg Parker, CEO of The Parker Company, which operates over 21 convenience stores throughout Georgia and South Carolina, said convenience retailers are poised to capitalize on their great locations and high customer traffic. "The playing field can be leveled through education and solutions," he added.

As with other industry partnerships, Georgia State hospitality students will benefit from learning about career options – including foodservice operations – in convenience retailing. With more than 148,000 convenience stores in the U.S., this growing sector will provide many opportunities for management and entrepreneurship.

Hunter Realty Associates Partnership

In 1988, Hunter Realty and the School of Hospitality co-founded the Hotel Investment Conference, which started with approximately 100 attendees and has grown to more than 800 attendees. Considered one of the leading hotel investment conferences in the country, it provides a unique

specialization in mid-scale hotel properties. The 2010 conference was held at the Marriott Marquis in Atlanta, where notable presenters included Rajeev Dhawan, director of the Economic Forecast-

ing Center, J. Mack Robinson College of Business at Georgia State; Roger Dow, president and CEO of the U.S. Travel Association; David French, vice president of Governmental Affairs, International Franchise Association; and Paul Breslin, managing partner of Panther Hospitality.

National Automatic Merchandising Association

In 2006, the School of Hospitality established a partnership with the National Automatic Merchandising Association (NAMA), which represents the vending, coffee service and food service management industries. Together, they developed a professional training program for mid-level managers called "Emerging Leaders," first offered in 2007. Faculty who have taught in the program include Diana Barber, Dave Pavesic, Deborah Robbe and Debby Cannon.

The NAMA partnership also helps hospitality faculty and students learn more about the vending industry, including career opportunities. Rich Geerdes, NCE, president and CEO of NAMA, is slated to guest lecture to hospitality classes during fall semester 2010.



NAMA members take an Emerging Leaders Conference outing at the World of Coca-Cola.



BUILDING RELATIONSHIPS HERE AND ABROAD

The School of Hospitality is committed to providing its students with a foundation to successfully conduct business in a global hospitality environment.

Through our study abroad program our students are able to travel to four European countries and experience, first-hand, the operations of some of the world's best hospitality companies.

The Université de Savoie student exchange brings international perspectives through visiting French students and offers our students an opportunity to study abroad for one semester.

This past year we expanded our global involvement into new areas. In November 2009, President **Mark Becker** traveled to Macao, China, to sign a Memorandum of Cooperation between Georgia State and the Institute for Tourism Studies (IFT). This agreement encompasses student and faculty exchanges as well as research collaboration. The IFT offers heritage, hospitality, tourism, event, retail and marketing management degree programs as well as professional training. The institute has received high honors for its curriculum, including the Pacific Asia Travel Association's Gold Award in 1997 and 2002. In 2008 it was awarded the Chinese government's "Medal of Merit for Tourism," and in 2004, the Association for Tourism and Leisure Education (ATLAS) appointed it as an Executive Member.

In January 2010, the School of Hospitality hosted the two-day 2010 International Symposium on Green Hospitality and Tourism Management. Representatives from Chinese universities



President Mark Becker celebrates a cooperation with China for open exchange

with hospitality and tourism programs, along with faculty, presented papers on green hospitality practices. Participants also toured sustainable hospitality businesses in Atlanta. The 2011 International Symposium will be held in China with representatives from the School of Hospitality attending.

Last summer, the School of Hospitality hosted Russian restaurant and catering company owners and entrepreneurs through a visit arranged by the U.S. Department of Commerce. Delegates and hospitality faculty discussed operating challenges, education and training of management staff and exchange opportunities.



COLLEGE TOWN DOWNTOWN

On April 8, hospitality students from **Debi Robbe's** Meetings and Tradeshow Management class hosted more than 1,600 Georgia

State students, faculty and staff for "College Town Downtown," a tailgating tradeshow at the Student Recreation Center from 11 a.m. to 1 p.m. This spirited event was a pre-game warm-up for Georgia State's inaugural football scrimmage, which took place Saturday, April 10, at the Georgia Dome.

Students fired up the grills early that morning to prepare more than 2,000 hot dogs and hamburgers and 1,500 chicken wings donated by Montana's Bar and Grill of Alpharetta. College Town Downtown featured games, karaoke, rock bands, rappers, prizes and much more. Best of all, it was free for all Georgia State students.

We would like to thank our generous sponsor, T-Mobile, who donated great prizes and provided financial support for this event.

Georgia State's official football season will kick off Sept. 2, 2010, against Shorter College at the fabulous Georgia Dome!

For more information on Georgia State football and to purchase season tickets, visit the Georgia State Athletics website at www.georgiastatesports.com.

BATTLE FOR ATLANTA, SUITE TASTE OF ATLANTA

On April 15, Georgia State School of Hospitality students transformed the Georgia World Congress Center into a fiercely competitive battleground where hospitality employees from all over Atlanta competed for the title of Champion of Atlanta during the "Battle for Atlanta, Suite Taste of Atlanta 2010."

This annual fundraiser was planned and executed by **Debi Robbe's** Expos, Fairs and Entertainment Management class. Students in this hands-on course worked as a team to oversee each and every detail of this team-building event including promotion, decor, game-design, set-up, corporate registration and sponsorship solicitation.

Competitions like the Blindfolded Bed Making Contest, Luggage Cart Races and Toilet Paper Dodge Ball, all designed by Hospitality students, created total pandemonium as companies vied for the grand prize.

Congratulations go to this year's grand prize winner, the Hilton Atlanta. The Hilton has participated in this event every year since its inception and this is the



first time they have walked away with the grand prize trophy. The second place ribbon went to the Sheraton Atlanta with the Ritz Carlton Buckhead coming in third.

We would like to thank each of the 14 hospitality companies that competed in this year's event along with our sponsors, including the Georgia World Congress Center, Levy Restaurants, Shepard Exposition Services and T-Mobile. All proceeds from this event are used to fund scholarships for the School of Hospitality.



SENIOR NIGHT

Annual event showcases student's culinary skills and honors leaders

The School of Hospitality, along with the student chapters of the National Society of Minorities in Hospitality (NSMH) and the International Association of Exhibitions and Events (IAEE), kicked off the holiday season with the second annual Senior Night Gala on Dec. 3, 2009.

Students from Chef **Robert Doud's** Food Production and Service Marketing class transformed the Stern Room of the Commerce Building into a dazzling event venue, complete with a "Mocktail Bar" and serving stations featuring an array of gourmet dishes from the Southwest, Pacific Northwest, Northeast and, of course, the South.

Every dish was meticulously prepared and served by our newly trained student chefs under the watchful eye of Chef Bob and his chef assistant, **Josh Grotheer**.

The guest list included the School of Hospitality and School of Nutrition's faculty and staff, along with club members, graduating seniors and their guests.

In addition to giving our talented students an opportunity to showcase their newly acquired culinary skills at the close of each semester, this event is designed to honor graduating seniors and student organization officers as well as thank our industry guest-speakers for their continued support.

EUROPEAN STUDY ABROAD PROGRAM

Students See How It's Done Across The Pond

With more and more American businesses expanding their portfolios to include international operations, a study abroad experience should be on every college student's resume. That's why, for our students who dream about working and living in Europe – or for those who simply want to achieve a greater global awareness – the School of Hospitality offers an annual Maymester study abroad experience.

The School of Hospitality's fast-paced, educationally focused program offers valuable insights into many segments of the European hospitality industry. From exploring the inner workings of landmark hotels, to visiting the home and cooking school of famous French Chef Auguste Escoffier, our students learn first-hand the differences between European and American hospitality.

Prior to departing, students attend classroom lectures on safety and security while travelling abroad and make detailed reports and presentations on regions within the five countries on the itinerary. Additionally, international guest speakers who are currently working within the hospitality industry share their personal experiences of European hospitality.

Once overseas, the class studies various European cultures and their approach to hospitality through dining experiences and visits to tourist venues. Students also attend a formal lecture series with leading professors at the University of Monaco who teach master's level courses on Luxury Goods and Services. In Switzerland, students explore their approach to sustainability and learn the state-of-the-art green practices of Swiss hospitality businesses.

Students interested in the meeting, tradeshow and festival sectors are able to personally experience the excitement of the Cannes Film Festival and observe how the French accommodate and produce such a successful international event.

Students also explore Munich's Nymphenburg Castle, a German brewery, an ecological farm, a casino in Monte Carlo, a 5-Star luxury hotel in the South of France, and an Italian winery and vineyard. Finally, students attend a lecture in Munich that offers insights into how Germany seeks to define itself within the tourism segment of the hospitality industry.

Preparing students for success upon graduation is one of our department's goals, and a study abroad trip offers dividends and rewards long after the plane returns to U.S. soil.

For more information on the study abroad program contact Diana Barber at dsbarber@gsu.edu.



(Above) Side street in Nice, France

(Below) Students in front of the Lion Monument in Lucerne



THE EXCHANGE PROGRAM EXPERIENCE

Interview

Two students from France
share their impressions

by Kathy Brown

The exchange agreement between Georgia State and the Université de Savoie was established in 2006 in a signing ceremony at the home of the consul general of France, the Honorable Philippe Ardanaz, with Paul Constable, directeur of the hospitality management program at Savoie, in attendance. Recently, this agreement was renewed for three years.

To date, five Savoie students have spent a semester studying at Georgia State through this agreement. Two of them, Guillaume Romain and Pauline Journet, were here this spring.

Where are you from and why did you want to experience a student exchange program?

Guillaume I am from Normandy, which is two hours from Paris. I chose to come to Georgia State University because I wanted to gain as much international experience as possible before I begin my career in hotel management. I was in the United States three years ago and did a four-month internship at the Marriott Hotel in Lexington, Ky., through the University of Kentucky.

Pauline I am from a small village of less than 5,000 people called LeVigan in the south of France. I love learning abroad. I have studied in Finland and Hungary, and I wanted to come to America for the experience and also to work on my English. There is so much to learn in America in terms of tourism and so much to see as well. In Europe, American universities are very well respected, and I wanted to experience it for myself.

Guillaume I think that having lived and worked in America provides me with common ground with business people from all over the world. When you are in Japan or India and you say that you have studied and worked in America, people will be interested in talking to you.

What classes are you taking and how are the classes at GSU different from those at Savoie?

Guillaume We are both taking the same classes Expos, Fairs and Event Management, Venue Management, Meetings and Trade Show Management and Hospitality Quality.



Within my field I have never been so close to the specifics. So much of your education here is very hands-on. I have never been on so many field trips, which I feel are the best thing a school can do for its students. It gives you real life experience. Please keep up with that; it is excellent.

Pauline The main difference is that the teaching here is more practical than at our school. It is so exciting to be able to go out and see exactly what we are learning about in the classroom. It makes everything much more exciting and fun. In the Université de Savoie they are not able to do this because of the location. They would have to get a bus and it would take a couple of hours, at least, to get anywhere.

Guillaume Yes, that is true. Here we are in the middle of everything that is going on in this industry and you only have to walk 5 or 10 minutes to see examples of anything that you are talking about in the classroom.

Pauline Here the students have more liberty than in France. Teachers expect you to be more independent. In France it is a little more old-fashioned. Here everything is up to the student....

Guillaume Yes, this is true. If you want to succeed, you just have to put your head down and go for it. It is totally up to you.

What are your career plans and how will your American experience help you obtain your goals?

Guillaume I want to go into hotel management with an international company like Intercontinental or Marriott. My dream is to be in a communications position and to move from one country to another for at least 10 to 15 years.

Pauline I am not really sure what I want to do. My focus is on tourism, so I can work for a travel agency, airlines or events management company. It is difficult for me to choose because they all interest me. That is one reason why



Student Profiles



Avraham (Avi) Spector, a June 2009 graduate of the Culinary Institute of America in Hyde Park, N.Y., enrolled as a Georgia State hospitality major in fall 2009. He currently works at Pacci Ristorante at the Palomar Atlanta Hotel and also gained extensive cooking experience at The Modern (Dining Room) in New York City and Eclipse di Luna, Park Place in Atlanta. Avi's career goal upon graduation is to become a food and beverage manager of a restaurant, with the long-term goal of opening his own restaurant. He is involved in a number of campus and community activities, including being recruitment chair of Alpha Epsilon Pi fraternity. In conjunction with Alpha Epsilon Pi, he played an important role in raising over \$1,500 for the American Cancer Society and Chai Lifeline. He is also vice president of external affairs for the Interfraternity Council at Georgia State and is active in Young Israel of Toco Hills.



Kareem Downer is in his third year at the School of Hospitality. He currently serves as president of the Georgia State chapter of the National Society of Minorities in Hospitality (NSMH) and vice president of the Club Managers Association of America (CMAA.) This past February, Downer attended the International Club Managers Convention in San Diego. He is currently employed at the Ansley Golf Club in Atlanta, where he has held positions as pool manager and in banquets. Downer started with the club in May 2009 with an internship he was offered during the Spring Career Fair. Upon graduation in 2011, he would like to move into an assistant manager or banquet captain position and eventually become general manager of a private club.



Wil Bates graduated this spring. He participated in the Disney College Internship Program in spring of 2009, during which he was a bell captain at the 2,113-room Caribbean Beach Resort. Upon his return to Georgia State he continued with the Disney program as a campus representative. Following graduation Bates plans to obtain his pilot's license and eventually start a charter airline service. He is very involved with church activities and helps plan a barbecue every year that attracts more than 700 people.

I am excited about having an internship here. I am going to intern at the Rialto Center, and I am very excited.

What has been your biggest surprise (positive) about the U.S.? What has been your biggest disappointment?

Pauline One very surprising thing here is the size of everything! Everything is so large, from the streets to the buildings to the pizza and the people. You never need to order anything large here. If I ask for a large, it is much more than I can ever eat or drink.

Guillaume Yes, this is very true, as Europeans we are not used to the size of everything.

Pauline Another thing that I notice is that people's relationship to money is very different here in America than in France. I think that people are more materialistic here. They seem to be obsessed with money.

Guillaume Yes, the negative for me is the money and the advertising. There is so much advertising about food and insurance. Everyone here is trying to make money, and if they can sell something for \$1 they will try to sell it for \$2 or \$3. France is similar but not quite as bad. We are both wealthy countries. But I love it here. Everything is possible, and the schools are great.

Tell me about your travels since you have been here in the States.

Pauline Guillaume and I went to Crystal River in northern Florida, through the Touch the Earth program with Georgia State. It was a three day tour and we traveled there in a van and camped. We went out in canoes on the river to see the manatees. They were everywhere and would swim right under our canoes. I have also been to Miami, Ft. Lauderdale and Homestead. So far this was my greatest memory in America. I loved Miami. Before I go back to France I plan to travel to California.

Guillaume I have done so much already with Touch the Earth. I love it. I have been on the river trip with Pauline, and to Alabama hiking and Charlestown. I have plans to go to Tennessee rafting with Touch the Earth and also Miami. After the semester is over I am going to take another Touch the Earth trip to Colorado and Utah. Our main destination is Zion National Park. All of the trips are so reasonable. I would never be able to afford this by myself. I am very grateful that the university offers this.



IAEE CHAPTER ON THE RISE

The International Association for Exhibition and Events is for professionals in the event, tradeshow, meetings, venue and destination management segments of hospitality as well as convention services and hotel/venue sales and marketing.

The School of Hospitality established a student chapter of IAEE in 2008. **John Smith**, former general manager of the Georgia World Congress Center and part-time instructor in the School of Hospitality, was faculty advisor in 2008-2009. **Debby Cannon** currently serves as faculty advisor. Current club officers are **Sara Efstration**, president; **Virginia Temple**, vice-president; and **Kristen Bouck**, secretary.



2009-2010 IAEE Officers (l to r) Sara Efstration, Kristen Bouck and Virginia Temple

With its largest student membership to date, IAEE is dedicated to educating students on the many facets of the industry and providing assistance in gaining industry experience. Each month members receive updates on available jobs and internships as well as advice and assistance with placement.



NSMH students at Senior Night celebration

The Southeastern Chapter of IAEE welcomes student participation at their meetings and annual events. This past year Georgia State members networked with industry professionals at the Southeastern chapter meeting and luncheon at the Hard Rock Café in Atlanta.

During August 2009, two club officers, Sara Efstration and Kristen Bouck, volunteered at the IAEE Southern Classic in Birmingham. Through this event, Efstration secured an internship with onPEAK, a leading event housing and travel solutions company located in Atlanta.

Student IAEE members also provide their event planning expertise to assist with the décor and set-up for Senior Night, which is held each semester to honor graduating students.

NATIONAL SOCIETY OF MINORITIES IN HOSPITALITY

As the leading professional organization for minority hospitality students, the National Society of Minorities in Hospitality (NSMH) focuses on diversity and multiculturalism, as well as the career development of its student members. The Georgia State chapter of NSMH is dedicated to providing student members with a variety of opportunities and activities that assist them in achieving their educational and professional goals. These include hotel and restaurant tours, guest speakers, volunteer opportunities and networking events.

During 2009, the first ever South/Southeast Regional NSMH

Conference was held in Atlanta, with 136 attendees. Georgia State club president **Kareem Downer** attended this event, where students were able to network with club members from other universities as well as participate in seminars designed to develop business, networking and leadership skills. The conference was “both educational and inspirational,” Downer said.

Students also benefit from volunteer opportunities with local hospitality organizations as well as the annual career fairs and Senior Night. **Marlena Parker**, advisor to NSMH, encourages and invites all students to join.

“We have a number of students who are working in the industry as a result of their commitment to the club,” she said.

HOTEL SALES AND MARKETING ASSOCIATION

New in fall 2010.

This fall the School of Hospitality will launch the Georgia State chapter of the Hotel Sales and Marketing Association. **Mike Wien** recently hosted a panel discussion on “Marketing in the Hospitality Industry” for students interested in joining this club.

STUDENTS ATTEND WORLD CONFERENCE ON CLUB MANAGEMENT

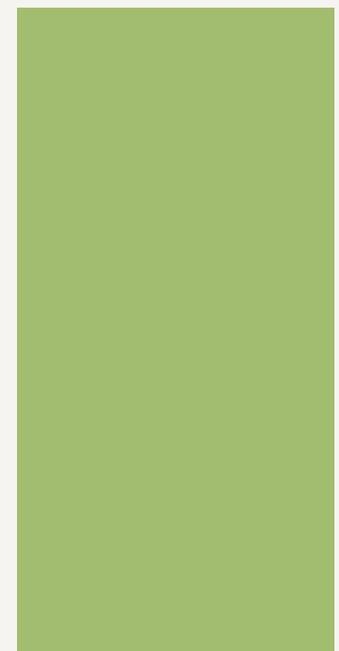
The Georgia State student chapter of the Club Managers Association of America (CMAA) is for students who are interested in a career in this sector of the hospitality industry. Georgia State has a strong CMAA chapter that is well received by our students.

This February, faculty advisor **Ray Ferreira** accompanied five chapter members to the World Conference on Club Management in San Diego. This conference, attended by more than 2,500 private club managers from around the world, is the annual highlight of CMAA’s professional development program.

During the five-day convention students were exposed to a variety of unique educational opportunities showcasing the latest trends in private club management. They attended workshops, management clinics, roundtable discussions, keynote speeches and a Career Opportunity Showcase, which gave them a chance to interview for post-graduate jobs and internships.



CMAA students in San Diego at the World Conference on Club Management



Aviation Management Concentration

Courses help students soar in thriving industry

The School of Hospitality is one of the few hospitality programs in the world offering courses in airport and airlines management. Students majoring in hospitality can focus their electives for a concentration in aviation management, and non-majors have the option of obtaining a certificate in hospitality operations with a focus on aviation management.

Consider the tremendous career opportunities in aviation based on examples of how this industry impacts the economy of Atlanta and the entire Southeast:

- *Hartsfield-Jackson Atlanta International Airport is the world's busiest airport, serving about 90 million passengers annually with nonstop service to 156 U.S. destinations and more than 80 international destinations in 50 countries.*
- *Hartsfield-Jackson employs approximately 56,000 people with estimates that this will increase to 60,000 within the next five years.*

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- *The airport's new Rental Car Center, opened on Dec. 8, 2009, is a state-of-the-art 67.5 acre center offering a central location with easy access (via the new elevated ATL Sky Train) for the more than 2 million customers who rent vehicles each year.*
 - *The Maynard H. Jackson Jr. International Terminal is slated for completion in spring 2012. The new facility will have nine security checkpoint lanes for international departures and six re-check lanes for domestic connecting customers. The baggage re-checks process for Atlanta-bound passengers will be eliminated with the new International Terminal.*
 - *In 2009, the airport and airlines joined forces to launch a new recycling program called GreenSortATL, the goals of which are to reduce the amount of trash the airport sends to the landfills by 50 percent by the end of year one and by 70 percent after two years.*
 - *Atlanta is home to the world's largest airline with the merger of Delta and Northwest Airlines. Delta Air Lines serves more than 160 million passengers each year. With its unsurpassed global network, Delta and the Delta Connection carriers offer service to more than 350 destinations on six continents.*

(Hartsfield-Jackson data adapted from the 2009 Stakeholder Report.)

Faculty Spotlight

John Smith Epitomizes Industry-Academic Background



John Smith has been a long-time friend and supporter of the School of Hospitality, having served as a frequent guest lecturer going back to the 1980s. He began teaching as a part-time instructor in 2003 while he was still general manager of the Georgia World Congress Center. He continued to teach each fall and spring semester after his retirement from the GWCC. Initially, he taught the Meetings and Tradeshow Management course.

Then in 2006 he developed Venue Management, which focuses on the management of hospitality facilities including convention centers, cultural centers, sporting venues and conference centers.

Smith has always received some of the highest student evaluations in the school. With his incredible network of contacts from almost 30 years in the industry, he routinely brings leading trade-show managers from top national and international conventions

as well as industry leaders from tradeshow and convention related corporations into his classroom. He also initiated the establishment of the Student Chapter of the International Association of Exhibitions and Events (IAEE) in 2008 and was instrumental in getting industry support for that organization.

He also played a crucial role in establishing the Hospitality Learning Center inside the Georgia World Congress Center. As general manager of the GWCC, he worked closely with Debi Robbe and other members of the Learning Center team in its planning, design and opening. His vision was integral to making this center a state-of-the-art facility, and his involvement has played an important role in its successful operation today.

Smith is retiring and will not be teaching on a regular basis after spring semester 2010, but we look forward to having him continue as a guest lecturer and remaining on our Industry Board. He and his wife, Charlene, plan to continue their worldwide travels and spend more time with their children and grandchildren located around the country.

INDUSTRY LEADER SHARES HIS INSIGHTS

Q and A | Paul Breslin

by Kathy Brown

There are few industry professionals in Atlanta who do not recognize the name Paul Breslin. During a career that spans more than 25 years, Breslin has served as general manager of both the Omni CNN Center and the Sheraton Downtown Hotel in Atlanta and is currently managing partner of Panther Hospitality, a hotel consulting firm. Since 2006, he has served as an adjunct professor with the School of Hospitality, teaching hotel management and hospitality marketing. Because of his experience and leadership, Breslin is often called upon by the school to serve as a keynote speaker, internal consultant and industry liaison.

Given your strong background in hotel operations — if a student or alumnus is interested in going into hotel development, how would you advise them?

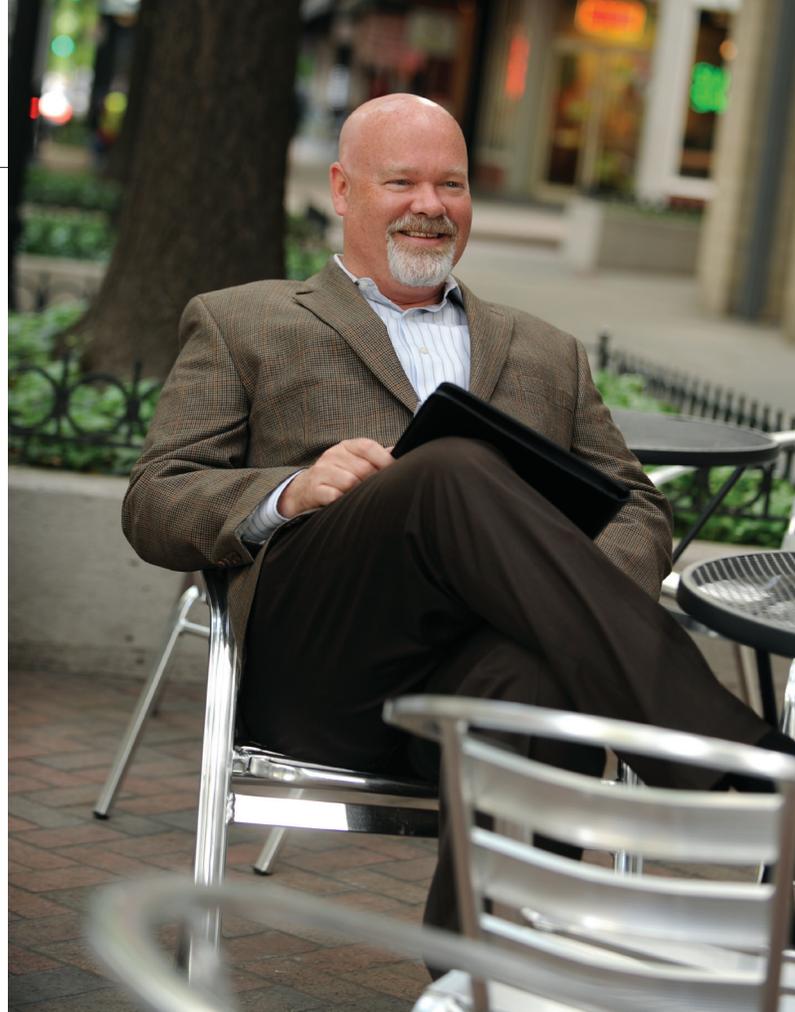
If possible, choose a position in operations. It is critical to understand operations before you move on to sales or another department. Also, it is extremely important to choose a reputable, quality organization as a place to learn. I recommend going to one of the major brands like Marriott, Hilton or Starwood. Be sure to check around and find out which are the best teaching hotel companies.

Once you have a strong foundation, then you should switch to a third-party owned and operated property that has a reputation for excellent management. This will give you additional experience from the entrepreneurial perspective.

Since your answer is operations, what areas do you feel are important to have in one's background?

The "heart of the house," also known as the back of the house, is a good place to begin. You will learn the inner workings of housekeeping, laundry, food and beverage, accounting, human resources and other critical positions. Don't worry too much about where you begin; focus on the organization and the opportunity to learn.

View every department as a laboratory, a place to explore, test and experiment. Take notes and treat each position as



a step in your learning process. Many of the less glamorous positions are extremely critical for operations as a whole. Do not let your ego get in the way. The best general managers spent a great deal of time learning on the job.

Having been president of The Atlanta Hotel Council, chair of the Georgia Hotel & Lodging Association and involved in leadership positions with the AH&LA, what are the benefits of being involved in professional associations like these?

There are numerous benefits when you volunteer. You gain knowledge and experience with a broader perspective of the industry, get to know senior level executives, develop leadership skills, handle important responsibilities and develop relationships with fellow industry associates. Relationships built on shared interests create very deep bonds.

A student wants to one day be GM of a large convention hotel — what would be your advice?

Start in operations and find a way to move into sales if you have the desire and the skills. Pick a discipline and prove yourself as a good leader. Be ready to move to learn. Don't look for safety; look for the path that will give you the most opportunity.

In a tertiary market where the people are challenged, the market is challenged, and the market is poor, you will often



find the most opportunity to learn and grow. Be sure you are clear on your expectations. Be educated and be prepared. Don't jump into a sinking boat with weights on ... you will only sink quicker. Go in with realistic expectations and be clear about what you bring to the table.

You also maintain leadership roles in philanthropic organizations outside of the hotel industry, like Safehouse Outreach, Boy Scouts of America, Wine to Water and the Shamrock Society, to name a few. What would you tell people about the value of this involvement?

There are all kinds of ways to get involved, so try to find something you feel passionate about.

When you get involved in philanthropy you need to approach it in two ways: First, get physically involved. Serve food at a homeless shelter, change bedpans, plant trees. Show humility and never be above any task. Second, give generously of your talents and use them to make the organization more successful than when you started.

There are all kinds of ways to get involved, so try to find something you feel passionate about.

What trends do you predict for the hotel industry? For example, are sustainable operations here to stay in our industry?

Let me begin by saying first and foremost that the most important thing as a leader is to be principled and centered and not go chasing fads. If you set out with clear goals and a solid mission, your ability to see the best opportunities and options, as they apply to you, will be greatly enhanced.

Sustainability has long been at the core of what the hotel industry is about. We have always been trying to figure out how to produce the greatest output and throughput with the least energy. One of the most important things to look at is reducing waste. I like to use the example of how the farmer uses every part of the cow all the way down to the hooves.

If you think about it as part of your process then you will have sustainability in everything you do. It has to become a part of your entire organization's core values and habits from the cook to the accountant, all starting with the GM.

What does the future hold and where should we focus?

Here are my top five thoughts for the industry:

1. *Human capital* – We have never been in a better situation to attract and obtain the best of the best. Every human resources department needs to come up with a strategy to build the best and the brightest team possible.

2. *Process* – Be fundamental. These are extremely difficult times, and it is not the time to experiment. In sailing terms, this is not the time to try out your new spinnaker. Focus on your jib and your main sail. The two most critical areas are revenue and customer base.

3. *Sales* – Many organizations are focused on reducing expenses and cutting costs when what they need to focus on first is selling and building the strongest customer base possible. Ask everyone in your organization to sell. Instill the importance of gaining and retaining customers.

4. *Technology* – Now, more than ever we must emphasize good technology and good use of technology. Optimize the systems you have, keep them current, invest in proven technology and maximize your tools to the fullest extent. Make sure everyone is trained to get the most out of every system you have. If not, you are wasting a lot of potential.

5. *Growth* – This is the time to be capitalizing on growth opportunities. I do not mean growth through leverage, but growth through creative thinking and opportunity. Both as a business and an individual, increase your education and experience, offer more service, capitalize on your current structure and look for new assets at great values.

There's a story you tell your students on the very first day of class. Can you share that story and explain its significance?

This is a true story. One day a farmer found a baby eagle. Not knowing what to do with it, he placed it in the chicken coop. A hen adopted the eagle as her own and for months he followed her everywhere. The eagle began to believe he was a chicken. He ate the chicken food and walked around the barnyard like the rest of the chickens. During this time the eagle never attempted to fly. One day he fell off a cliff and discovered that he could use his wings to fly. But after he saved himself, he went right back to the coop and acted like all the other chickens.

The point is that often, we are not fully aware of and don't use all of the gifts and talents we have been given. We self-impose limitations and don't challenge ourselves to be all that we can be, or soar like an eagle. My students hear this on the first day of class to encourage them to spread their wings and be the eagles we are all created to be.

Paul Breslin can be contacted at pbreslin@pantherhospitality.com. His web address is www.pantherhospitality.com.

FACULTY BRIEFS

Full-Time Faculty

Debra F. Cannon, Ph.D., CHE – Director



In 2009, Debby Cannon made a refereed presentation to the Club Managers Association of America annual conference and also presented at a

conference of international airport administrators. She participated on a panel at the meeting of the Southeast Tourism Society, was a judge for the Georgia Hotel & Lodging Association's "Salute to the Stars" program and moderated a session at the convention of the National Association of Convenience Stores. Two students attended the convention with Cannon, representing the upcoming NACS CAFÉ (Center for Achieving Foodservice Excellence). In January 2010, she hosted representatives from four Chinese universities on-campus for the International Symposium on Green Hospitality and Tourism Management of which she was the conference chair. She currently serves on the ACVB Board of Directors, Georgia Tourism Foundation Board, Green Foodservice Alliance Executive Committee, Georgia Hotel & Lodging Association Board, and Hunter Hotel Investment Conference Advisory Board, and is a commissioner with the Accreditation Commission for Programs in Hospitality Administration.

Diana S. Barber, J.D., CHE



In February of 2010, Diana Barber presented highlights from legal cases that affected the hospitality industry during 2009, which were derived from her

paper, "Hospitality Case Review: The Top 101 Cases That Impacted Us This Past Year," at the Hospitality Law Conference in Houston. She frequently writes the monthly question and answer column for the Georgia Hotel & Lodging Association newsletter. She also sold out the European Hospitality Study Abroad program for 2010 and this May will lead 22 students on an intensive study of hospitality operations in Europe which will include tours of hospitality facilities in France, Italy,

Switzerland and Germany. Professor Barber has taught the study abroad program for the past two years.

Raymond Ferreira, Ph.D., CHE



Ray Ferreira delivered a presentation to 50 private club managers at the Club Managers Association of America's (CMAA) training session at the Georgia

State Hospitality Learning Center in November 2009. He also presented a research paper at the Southeast CHRIE Hospitality and Tourism Research Conference. Ferreira facilitated a roundtable session at the CMAA National Conference in New Orleans. He gave invited lectures at the Golden State/California CMAA Chapter Meeting in Los Angeles, at the New York State Chapter of CMAA in Buffalo and at the Alberta Canadian Society of Club Managers Chapter Meeting in Calgary. As facilitator of the Georgia State Student Chapter of CMAA, Ferreira escorted five students to the CMAA International Conference in San Diego this past February.

Soon-Ho Kim, Ph.D.



Soon-Ho Kim recently published "Structural Relationships among Involvement, Destination Brand Equity, Satisfaction and Destination Visit Intentions:

The Case of Japanese Outbound Travelers" in *Journal of Vacation Marketing* (October, 2009). His article "Self, Social, and Market Constraints Factors Influencing Televised Sports Viewership" will be published in *European Sport Management Quarterly*. Kim also published "Introduction to Tourism" in 2010 and has written another book titled "Tourism and Culture" which will be published in June 2010. Kim recently completed several funded research projects including assessing the recreational facilities and programs of the Suwannee River Water Management District.

Deborah Robbe, M.S.



Deborah (Debi) Robbe was a keynote speaker at the 2009 National Western Stock Show, Rodeo and Horse Show in Denver. She

also serves on a committee that is developing a strategic plan for the DeKalb County Convention and Visitors Bureau. Robbe was selected as 2009 "Faculty Intern" for the Club Managers Association of America (CMAA.) This honor, bestowed on only one faculty member in the country, included a visit to CMAA's home office in Alexandria, Va., attending the Club Leadership Conference and a tour of some of Washington's most prestigious private clubs. Additionally, during 2009 and 2010, Robbe led her students in planning and executing numerous on-campus events including the annual city-wide competition for hospitality teams, "Battle for Atlanta, Suite Taste of Atlanta" at the Georgia World Congress Center (2009 and 2010) and two food and cooking tradeshow. In preparation for GSU's inaugural football season Robbe's students planned and hosted a pre-game event for a GSU basketball game, and an on-campus tailgating/tradeshow extravaganza. The 2010 "Battle for Atlanta, Suite Taste of Atlanta" had the largest corporate participation in this event's history.

David Pavesic, Ph.D., FMP, CHE



Dave Pavesic's book, "Fundamental Principles of Restaurant Cost Control" (Pearson Prentice Hall, 2004), continues to be one of the leading texts

on this topic in the nation. He continues to contribute to a variety of trade journals including *Restaurant Start-Up and Growth* and *Restaurant Forum* and is quoted frequently by the media including in the national publication *Restaurant News*. He regularly consults with restaurants in the conceptual stage, restaurants experiencing operational and financial difficulties, and operations in need of rebranding or menu engineering.

Adjunct Faculty

Michael A. Venezia, MA, CSW



Michael Venezia is corporate director of education for United Distributors, Inc., one of the nation's largest beverage wholesale companies. With more

than 30 years of experience in the beverage industry, his primary responsibility is focused on seminars and tastings, as well as sales and



marketing related issues. In 2009 Venezia presented to more than 70 of his associates on "South American Wine Giants – Chile and Argentina." In February, 2010 he attended the ISRA Wine Expo in Tel Aviv as a guest of the Israeli Trade Commission. Venezia is also the contributing wine editor for *Cobb Life Magazine*, a publication of *The Marietta Daily Journal*, and holds an ongoing program for passionate consumers called "Boot Camp for Wine Lovers" at the Paper Mill Grill in Marietta.

Mike Wein, Hospitality Marketing



Mike Wien is founder and senior consultant at Wien & Associates, a hospitality marketing company. He recently hosted a panel discussion on "Marketing in the Hospitality Industry" for students interested in joining the Georgia State student chapter of the Hotel Sales and Marketing Association, which he will launch fall semester 2010. Wien also gave his speech "Keeping the Flame Lit for Life" to students at Georgia State University and Cornell University along with the Atlanta alumni from the Kellogg, Wharton and London business schools. The speech helps people move from ordinary to extraordinary in their personal and professional lives and uses Wien's experience training for the Ironman world championships as a metaphor for staying passionate and motivated in these turbulent times.

Fred Elsberry, Aviation Management

Fred Elsberry spent more than 38 years in customer service roles with Delta Air Lines. Currently, he is president and CEO of the Better Business Bureau serving metro Atlanta, Athens and Northeast Georgia. Fred is a frequent speaker on consumer and business issues related to an ethical marketplace and is considered an expert in the field of logistics, customer service and claims. Fred speaks annually at the University of Wisconsin's Transportation and Claims Prevention seminar.

John K. Smith, C.F.E., Meeting and Tradeshow Management, Venue Management



John Smith presented at the International Association of Assembly Manager's 2009 Performing Arts Center

Managers Conference. The presentation, "Generation 'Y' is here: Are You Ready?," included 12 students from the School of Hospitality's Venue Management class and explored the views and buying habits of next generation patrons regarding theatrical performances and concerts. A similar partnership project was also completed with The Nielsen Company – Business Media, in which students were involved with critiquing promotional websites and other marketing material for the 2009 Imprinted Sportswear Show – all in respect to projected buying trends and influences of the next generation.

Warren Jones, Aviation Management



As the Aviation Development Manager at Hartsfield-Jackson Atlanta International Airport, Warren Jones is involved in the development of new passenger and cargo routes into Atlanta and increasing various aspects of aviation development at the airport.

Chef Robert Douds, Chef Advisor



Chef Robert Douds holds degrees in both culinary arts and hospitality. He has held chef positions with Hyatt Hotels and the Ritz Carlton. For the past 20 years Douds has served as private chef to several high-profile Atlanta residents.

Evan Kaine, Hospitality Law



Evan L. Kaine is a founding partner of Kaine Law, LLC. His civil law practice assists clients with business creation and structure, employment issues, daily business operations, accounts collection, business disputes and contract issues. Kaine is an alumnus of the School of Hospitality.

Paul Breslin, CHA, CHE, Hotel Management, Hospitality Marketing



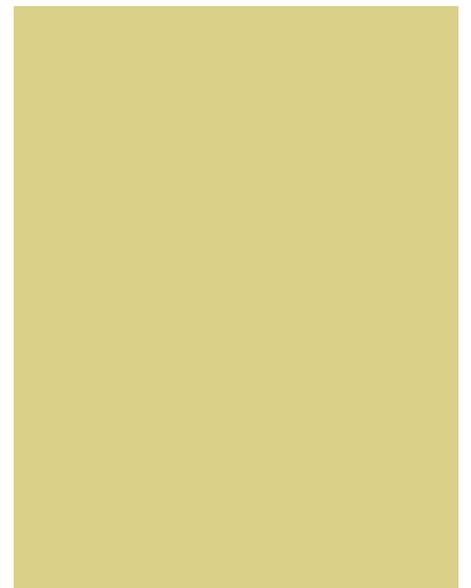
Paul Breslin draws upon more than 25 years in the hotel industry where he has served as general manager of both the Omni CNN

Center and the Sheraton Downtown Hotel in Atlanta. He is currently managing partner of Panther Hospitality, a hotel consulting firm. Recent presentations include keynote speaker for the Georgia State School of Hospitality International Symposium on Green Hospitality & Tourism Management; panel moderator for Hunter Hotel Investment Conference; presenter and moderator for the Hospitality Labor Summit; co-sponsor and presenter with Gensler Corporation at the Consumer Revolution Event – Hospitality Trends; keynote speaker and panelist at the Society of Incentive Travel Executives (SITE) conference; and presenter of Sustainability in the Hotel Industry for Green Business Works. Breslin is a current board member and past president of the Georgia Hotel & Lodging Association. He has been recognized as one of the Most Influential Atlantans and Who's Who in Hospitality by the *Atlanta Business Chronicle*.

Jennifer S. Moore, Expos, Fairs and Entertainment Management



Jennifer Moore is the assistant director of the Rialto Center for the Arts. In January of 2010, she presented at the International Ticketing Association Conference on "The Benefits of Forming a Regional Ticketing Group" and "How to Sustain Growth in Already Established Groups." She was the 2008 recipient of the Patricia G. Spira Lifetime Achievement Award from the International Ticketing Association (INTIX).





Growth in 2010

LANELLE HENDERSON, '01

President, Cecil B. Day School of Hospitality Alumni Chapter



First of all, congratulations Class of 2010! You have completed a major accomplishment, and I wish you all the best as you prepare to enter the exciting world of the hospitality industry.

Last year the newly formed Hospitality Alumni Leadership Council rechartered the School of Hospitality Alumni Club, and we are just coming up on our one year anniversary. Our first meeting was held last July at the Ansley Golf Club, hosted by the club's general manager and fellow alumnus, David Sheppard. With the university growing by leaps and bounds, this is a great time to become a part of our organization.

Our goals for 2010 are to build a connection with each of our 1,300 plus alumni and offer opportunities for all of you to share

in a network of old friends and new. We welcome everyone to share his or her personal and professional success stories and hope to offer opportunities for you to get involved and stay connected.

I invite you to become part of this growing network of professionals who will remain friends throughout your career.

Sincerely,

Lanelle

STARS SHINE ON

Two Georgia State School of Hospitality alumni were among those honored at the 2010 "Stars of the Lodging Industry" celebration on March 2 at the Sheraton Downtown Atlanta, sponsored by the Georgia Hotel & Lodging Association (GH&LA). More than 150 lodging employees from throughout the state competed for the awards, which recognize all levels of lodging employees.

Robin Kreitner (B.B.A., '94) won the Outstanding Manager Award. She is currently a senior catering sales manager at the Ritz-Carlton, Atlanta.

Drew Sheth (B.B.A., '07) won the Stevan Porter Emerging Hospitality Leader Award, given in memory of Stevan Porter, past president of the Americas for InterContinental Hotels Group. Sheth is an assistant front office manager at the InterContinental Buckhead Hotel in Atlanta.

Frequent guest lecturer Marylouise Fitzgibbon won the Outstanding General Manager Award. As general manager of the W Buckhead, Fitzgibbon has mentored many Georgia State hospitality students.

Paul Breslin, adjunct faculty member who teaches hotel management and managing partner of Panther Hospitality, was the emcee for the event, which was attended by more than 500 industry members.



Robin Kreitner (Class of '94) accepts her award from GH&LA Executive Director Jim Sprouse.

Jim Abrahamson, president of the Americas for InterContinental Hotels Group and Thomas De Sousa, area director, upscale brands InterContinental Hotels Group present Drew Sheth (Class of 2007) with the Stevan Porter Emerging Hospitality Leader Award.



Alumni News

GOT ALUMNI NEWS?

E-mail us at hospitalityalumni@gsu.edu. We can be found on

Facebook: **GSU Hospitality**

Alum and on Linked-in: **"GSU Hospitality Alumni Club."**

'84

Kye Chon is the chair professor and director of the School of Hotel and Tourism Management at the Hong Kong Polytechnic University.

Layne Eggers was named assistant dean of the School of Hospitality at Pennsylvania College of Technology at the beginning of this year. Prior to joining Pennsylvania College of Technology, Layne was director of Innovation and Culinary Excellence for Gate Gourmet and regional manager of International Dining Services for Continental Airlines.

'85

David Sheppard, CCM, is general manager of the Ansley Golf Club in Atlanta.

'87

Leslie Pchola is general manager of the Hilton Austin. She joined the Austin property in 2009 from the Chicago Hilton where she was the hotel manager for two years. She was resident manager for the Hilton Atlanta until 2006 and has been with the Hilton Hotels Corporation since 1995. When she resided in Atlanta, she was active on the School of Hospitality's Industry Board and a founder for the "Hotel Olympics," which

continue today as the annual "Battle for Atlanta."

'93

Jean Perfertinni opened Anis Bistro in 1994 in Buckhead. The menu is deeply rooted in the ingredients and aromas that give dishes from the French Mediterranean region their unique flavors, and Anis is widely known as one of the most romantic dining spots in Atlanta.

'94

Steven Shumate, Ph.D., is on the faculty of the hospitality program in the Andrew F. Brimmer College of Business and Information Science, Tuskegee University. Steven received his Ph.D. from Texas Tech University.

'95

Mavis Ho is director of SEMI Taiwan and Southeast Asia in Taiwan.

Hans Rueffert is owner of the Woodbridge Inn and Restaurant in Jasper, Ga., as well author of the cookbook "Eat Like There's No Tomorrow." An article about Hans, titled "A Real Iron Chef," ran in the Winter 2010 issue of *GSU Magazine* and also was featured on the School of Hospitality home page.

'99

Pinal (Max) Patel is general manager of the Hilton Garden Inn, Atlanta North in Johns Creek, Ga.

'00

Rhonda Belser Davis is resident management fellow at the Centers for Disease Control and Prevention in Atlanta.

'03

Ingrid Strobl is European operations manager for QPC Exchange, a conference planning company in London. QPC Exchange plans invitation-only events that combine a two-day conference agenda with strategic conference sessions, and interactive workshops with 1-to-1 business meetings between C-level executives and industry leading solution providers.

'04

Jocelyn Bostock is the owner/operator of Bubba Garcia's Mexican Cantina on St. Simons Island, Ga.

Katie Miknis has been a meeting planning manager with Meeting Expectations in Atlanta since 2007

Autumn Simerson is the assistant general manager of the Artmore Hotel in Atlanta. Simerson has been with the Artmore since it was the Best Western and was an integral member of the team that oversaw the hotel's transformation to a trendy boutique hotel. The Artmore hosted the School of Hospitality's fall alumni club meeting.

'05

Jessy Manan is working with the Accor Group in Sydney, Australia, floating across three properties, the Novotel, Ibis, and Grand Mervure apartments.

Julien Saunders is part of the New Hotel Openings team for the Intercontinental Hotel Group, the largest hotel company in the world.

His primary responsibility is to consult with franchisees to

ensure an efficient and timely opening for all new Holiday Inn, Holiday Inn Express, Candlewood Suites, Staybridge Suites and Hotel Indigo properties in the U.S. and Canada.

Chaney Tate Waddell is an account manager with Travel Incorporated, a travel and meetings management firm in Duluth, Ga.

'08

Sabrina Hammond is human resources coordinator with Loews Atlanta Hotel.

'09

Jason Brown is currently general manager with Extended Stay Hotels in Kennesaw, Ga.

ALUMNI CLUB OFFICERS

President, Lanelle Henderson

Vice President, Rhonda Belser Davis

Treasurer, Jason Brown

Past President, Dale Gustafson



Hans Rueffert (B.A. '95) cooks up bananas foster at his restaurant, Woodbridge Inn and Restaurant, the in Jasper, Ga.



Rialto Center Offers Inside View of Performance Industry

GEORGIA STATE'S RIALTO CENTER FOR THE ARTS is considered one of the best performance venues in Atlanta and plays an integral role in the city's cultural arts scene with its international jazz, music and dance, education and outreach programs, and more. The theatre also hosts events including wedding receptions, family celebrations, university related events and corporate meetings.

Through our close partnership with the Rialto, the School of Hospitality is privileged to have Assistant Director Jennifer Moore, along with Director Leslie Gordon, teach our course in Expos, Fairs and Entertainment Management. Each semester a group of students is able to explore the ins and outs of the event business with two respected and seasoned professionals.

Moore and Gordon also coordinate lectures from local professionals representing every facet of the industry. According to students, these lectures bring to life the sometimes mundane pages of the text and provide them with industry exposure and opportunities that can be life-changing.

Another benefit of our strong alliance with the Rialto is that we have been able to place many students in internships, both there and at other venues. Most recently, one of our French exchange students, Pauline Journet, was offered an opportunity to work in the Rialto's sales and marketing office. In the past students have worked as ushers or in the box office, as well as being offered a variety of opportunities with companies who have made presentations to the class.



RIALTO'S HISTORY

The Rialto Center for the Arts was originally built in 1926 as a 925-seat theater and was at that time the Southeast's largest movie house.

In 1994, following a major fundraising campaign, Georgia State purchased the old Rialto Theater and the historic Haas-Howell and Standard Buildings and began renovations. Two years later, Georgia State proudly reopened this classic venue as a state-of-the-art concert and performing arts center and, in doing so, made a major cultural contribution to the city and initiated the revitalization of the downtown Fairlie-Poplar District.