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Our highlights this year reflect our continued focus on three primary goals of the past several years: building the faculty, improving the student experience, and funding the future. Although we have had to adjust our sights in the face of significant financial limitations, we have made noteworthy gains in all three areas. The achievements of the past year underscore the importance of the close working relationships we have with our alumni and other industry partners as well as the high value we place on academic excellence.

**New faculty**

We continued to strengthen our core business faculty this year with the recruitment of two more outstanding scholars to our professorial ranks. Their terms as assistant professors of finance began July 1, 2010.

**Pamela Moulton**

Graduated magna cum laude from the Wharton School of the University of Pennsylvania in 1985 with a BS in economics; she earned a PhD in finance from the Columbia University Graduate School of Business in 2003. She is also a chartered financial analyst. Between her undergraduate and graduate studies, Pamela worked in fixed income research at several Wall Street investment banks. Following receipt of her doctorate, Pamela was a senior economist at the New York Stock Exchange for three years before moving to the Fordham University Schools of Business as an assistant professor. Her teaching and research interests include financial markets and market microstructure, with a special interest in liquidity. Pamela’s publications include papers on time variation in liquidity, international cross-listings, and optimal trading strategies. Her current research focuses on the impact of automation on market liquidity, the role of market design in alleviating attention constraints, and global market integration. Her research has been published in *Financial Management and the Journal of Finance, Journal of Financial Economics, Journal of Financial Markets,* and *Journal of Fixed Income.* Pamela is also a highly rated teacher and a frequent presenter at academic conferences. She won the Financial Management Association’s Market Microstructure Competitive Paper Award in 2007.

**Andrey Ukhov**

Comes to Cornell from the Kelley School of Business at Indiana University, where he has been an assistant professor of finance since 2003. He spent the 2008-09 academic year as a visiting assistant professor at the Kellogg School of Management, Northwestern University, where he taught four sections of the MBA core finance course and won two teaching awards for impact. At Kelley he was a finalist every year for the Trustee Teaching Award and won it in 2010. He has also won the Memorable Faculty Award and the Doctoral Students’ Association’s Exceptional Inspiration and Guidance Award.

Andrey holds four degrees from Yale University: a BA, with distinction, in economics (1995) and an MA (2001), MPhil (2002), and PhD (2003) in management with a concentration in financial economics. He was awarded fellowships every year as a doctoral student. His research interests are in theoretical and empirical asset pricing and risk preference, and he has taught in the areas of investments, derivatives, and fixed-income securities. He has published in the *Journal of Financial and Quantitative Analysis,* the *Journal of Fixed Income,* and the *Quarterly Journal of Economics.* Three papers that he authored or co-authored have been cited...

Before coming to the United States, Andrey studied for three years toward a bachelor's degree in applied mathematics at Odessa State University in his native Ukraine. During that time he had two papers on Russian algorithmic language implementation accepted for publication by the National Academy of Sciences of the USSR and the Ukrainian Academy of Science. He has advanced skills in software development and programming in eight computer languages.

In addition to Pamela and Andrey, we have made two other faculty appointments this year.

Susan Fleming Cabrera joined the school July 1, 2010 as a senior lecturer in finance. A veteran private-equity investor and investment banker, Susan most recently served as a partner and member of the investment committee of Capital Z Financial Services Partners, a $1.85 billion private equity fund. Soon after retiring at age 33, she enrolled at the Johnson School to pursue MS (2008) and PhD (2010) degrees in management. Stephen also has 35 years of experience as an owner of restaurants and a consultant to hotel and hospitality corporations. For the past year he taught Introduction to Foodservice Operations as a visiting lecturer. He also taught food chemistry at the school from 1972 to 1974. Stephen is incoming treasurer of the Cornell Hotel Society and treasurer of the Cornell Hotel Society Foundation.

Stephen Lipinski ’72 has been hired as a lecturer in food and beverage management. As president and principal broker of Stephen Lipinski Associates, LLC, he specializes in hospitality-related projects, municipal development, and property disposition. Stephen also has 35 years of experience as an owner of restaurants and a consultant to hotel and hospitality corporations. For the past year he taught Introduction to Foodservice Operations as a visiting lecturer. He also taught food chemistry at the school from 1972 to 1974. Stephen is incoming treasurer of the Cornell Hotel Society and treasurer of the Cornell Hotel Society Foundation.
Facilities improvements

This was an important year for facilities upgrades. The Statler Hall tower project, which was described in last year’s annual report, was completed in December, and the new space is now occupied by the Center for Hospitality Research, the Center for Real Estate Finance, the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship, and the Office of Marketing and Communications. The fifth-floor conference room, which offers spectacular views of Central and West Campus and the lake and hills beyond, has become a popular site for meetings and events.

The renovation of the Statler Hotel’s 153 guest rooms was completed in February after being delayed for a year due to budget constraints. Although the project had to be scaled back, we have succeeded in transforming the rooms with a décor that is at once sophisticated and inviting and the addition of many amenities. All of the labor was provided by the hotel’s already hardworking maintenance and housekeeping staff. Statler GM Rick Adie ’75 and rooms director Geoff Gray ’08 supervised the project. Raj Chandnani ’95 of WATG provided design expertise, and many companies contributed goods and services. We could not have accomplished so much without their help.

Hilton Scholarships

The Conrad N. Hilton Foundation has granted the school $1 million to establish the Conrad N. Hilton Foundation Scholarship Fund for undergraduate students. This current-use gift, one of the largest ever given for scholarships in the School of Hotel Administration, will support ten to 50 students per year for two years. It comes at a time of unprecedented need for financial aid and budget relief.

Young Alumni Council

The Young Alumni Council, a new advisory group made up of leading alumni who graduated five to 15 years ago, held its first meeting in New York City on June 8. Chaired by Rachel Etess Green ’98 and Raj Chandnani ’95, the council was formed to help the school engage all new graduates and other young alumni in our goals and activities. The Young Alumni Council will advise the dean on current issues within the extended hospitality industry as they relate to curriculum development and the hiring and mentoring of current students. The group will also help with fundraising.

Pillsbury named Rhodes Professor, Cornell trustee

We were delighted to see one of our most dedicated alumni, Leland C. “Lee” Pillsbury ’69, receive several significant recognitions this year from Cornell University. Lee was named a Frank H.T. Rhodes Class of 1956 Professor and was also appointed to the Cornell University Board of Trustees as a trustee-at-large.

In addition, he and his wife, Mary, were honored in April as Foremost Benefactors of the university. The Pillsburys made a transformational gift in 2006 to fund the Pillsbury Institute for Hospitality Entrepreneurship.

A native of Ithaca and uncle to five Cornellians, Lee is co-chairman and CEO of Thayer Lodging Group, a leading performer among all private real estate firms that has generated five subsequent Thayer funds. Thayer recently partnered with Jin Jiang Group, one of China’s largest state-owned enterprises, to acquire Interstate Hotels and Resorts, the largest third-party independent hotel management company in the world, of which Lee is now chairman.

Lee currently serves on the SHA Dean’s Advisory Board, the advisory board of the Pillsbury Institute, the Entrepreneurship@Cornell Advisory Council, his class’s Reunion major gifts committee, and the Cornell Rowing Association Advisory Board. He has been a member of the Cornell University Council and the Real Estate Subcommittee of Cornell’s Investment Committee. As a Rhodes Professor, Lee will spend time in residence on campus, connecting with students from many of Cornell’s schools and colleges.
e have maintained a high level of activity over the past few years as we have worked to develop a variety of curricular and programmatic initiatives. These have included the creation of the Center for Real Estate Finance and the universitywide minor in real estate; the Executive-in-Residence and Entrepreneur-in-Residence programs; the Hospitality Industry Practicum (HIP) courses and this fall’s new course, sponsored by John Rijos ’75, on senior living; the Innovation Executive-in-Residence and Entrepreneur-in-Residence programs; the Cornell Hospitality Industry Awards Dinner; the Dean’s Advisory Board has grown larger, and an outstanding colleague. We are saying good-bye to a key member of our leadership team. David Strong, associate dean for business affairs, has accepted a position at the University of Rochester Medical Center. During David’s tenure as ADBA he has been a tremendous asset to the school and the Johnson School (IT, business services, HR, and library services among the noted above, to build regional models for the shared provision of information technology, human resource management, business services, and library services). The SHA has been at the forefront in developing models for the shared provision of information technology, human resource management, business services, and library services among our school and the Johnson School (IT, business, and library services), the School of Industrial and Labor Relations (human resource management, business services, and library services among our school and the Johnson School), and the Law School (business and library services). The SHA has been at the forefront in developing models for the shared provision of information technology, human resource management, business services, and library services among our school and the Johnson School (IT, business, and library services), the School of Industrial and Labor Relations (human resource management, business services, and library services) and the Law School (business and library services). Much of the regional IT model has been implemented; implementation in the other areas is pending.

We are saying good-bye to a key member of our leadership team. David Strong, associate dean for business affairs, has accepted a position at the University of Rochester Medical Center. During David’s tenure as ADBA he has been a tremendous asset to the school and the Johnson School (IT, business services, HR, and library services). He also oversaw the building and financing of our new tower renovation. He has been a tremendous asset to the school and an outstanding colleague. Tim Durnford, MPS ’93, director of Statler Information Technologies, will continue to attract an outstanding student body and produce confident and highly experienced graduates who are poised to lead in every area of the hospitality industry.

Though we face mounting budget challenges, we remain confident in our capacity to advance our academic mission and remain the world’s leading program in hospitality management. Our alumni remain extraordinarily engaged in furthering the school’s mission, and the Dean’s Advisory Board has grown larger, more diverse, and more effective. Through highly targeted faculty recruitment we have significantly strengthened our core business faculty even as we have had to curtail half of the searches we had planned. We are blessed with a very talented and dedicated staff, which has worked hard to help the school realize efficiencies and savings without sacrificing quality or productivity. Above all, we continue to attract an outstanding student body and produce confident and highly experienced graduates who are poised to lead in every area of the hospitality industry.

Improving our faculty and student experience, within a financially challenging environment, is leading us to build more and more bridges across Cornell. We are working closely with management colleagues across campus to identify those academic areas where the school will develop more research and teaching faculty and, conversely, where we will rely increasingly on other schools and colleges for teaching support. Here are some recent examples:

- We are collaborating with the College of Human Ecology’s Sloan Program in Health Administration to create a healthcare hospitality/senior living concentration within CHE’s master of health administration program.
- We are engaged in joint fundraising with the School of Industrial and Labor Relations to support collaborative teaching, research, and outreach in human resource management in the hospitality industry.
- In collaboration with the Johnson School, the College of Agriculture and Life Sciences’ Dyson School of Applied Economics and Management, and the College of Architecture, Art, and Planning, we will be participating in the coming academic year in a cluster hire in sustainability through the Cornell Center for a Sustainable Future.
- We are engaged in planning with the Faculty of Computing and Information Sciences to subsidize one or more future faculty lines in CIS to support teaching and research applications within our school.
- We are also teaming with other schools to reduce our budgets for certain essential services. The SHA has been at the forefront in developing models for the shared provision of information technology, human resource management, business services, and library services among our school and the Johnson School (IT, business, and library services). He also oversaw the building and financing of our new tower renovation. He has been a tremendous asset to the school and an outstanding colleague.
- Tina Durnford, MPS ’93, director of Statler Information Technologies, will serve as interim associate dean for business affairs.

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Tina Durnford, MPS ’93, director of Statler Information Technologies, will serve as interim associate dean for business affairs.
Dean’s Advisory Board member Dayssi Olarte de Kanavos ’85

Executive staff

Michael D. Johnson, E. M. Statler Professor of Hotel Administration, dean
Steven A. Carvell, associate professor of finance, associate dean for academic affairs
Jon Denison, associate dean for external affairs
David Strong, associate dean for business affairs
Judi Brownell, professor of management and organizational behavior, dean of students
Richard Ade ’75, general manager, Statler Hotel
Timothy Hinkin, Georges and Marian St. Laurent Professor in Applied Business Management, Richard J. and Monene P. Bradley Director of Graduate Studies
Thomas Kline, MS ’03, executive director of executive education

Dean’s Advisory Board

Michael D. Johnson (chairman), dean and E. M. Statler Professor
Robert Alter ’73, chairman, Sunstone Hotel Investors
Richard Baker ’88, president and chief operating officer, National Realty and Development Corporation
Timothy J. Dick, MPS ’88, senior vice president, TrinMont Real Estate Advisors
Michael S. Egan ’62, chairman, Dancing Bear Investments
Charles F. Feeley ’76, director, InterPacific Group
Kevin Fitzpatrick ’76, managing director, Spring Bay Property Company
Rachel Etess Green ’98 (ex-officio), chairwoman, SHA Young Alumni Council; manager of real estate, Loews Corporation
Charles S. Henry ’74, president, Hotel Capital Advisers
Robert H. Hurbut ’77, founder, ROHMS Services Corporation
Michael Z. Kay ’61, president and chief executive officer (retired), LSG Sky Chefs
J. Peter Kline ’69, president, Children’s Medical Center Foundation (Dallas, Texas)
Michelle D. La Motte ’75, MPS ’83, hospitality consultant
Virginia Mariani-Kitt ’82, director of hospitality, Barli Vintners
Hawley Hilton McAuliffe, P ’10, board of directors, Conrad N. Hilton Foundation
Jack McAuliffe, P ’10, chairman and founder, Compendium Systems Corporation
Robert J. McCarthy, P ’10, group president, North America, Marriott International
Dayssi Olarte de Kanavos ’85, principal and senior vice president, Flag Luxury Properties
Allen J. Ostroff (Hon.), P ’92, principal, Hotel Dynamics
Fred G. Peelen ’64, president and chief executive officer, International Hospitality Consultants
Leland C. Pillsbury ’69, chairman and chief executive officer, Thayer Lodging Group
Burton M. “Skip” Sack ’61, chairman and partner, Classic Restaurant Concepts
Bradley H. Stone ’77, partner, Gaming Asset Management
Chiaki Tanuma, MPS ’90, president and chief executive officer, Green House Company
Ted Teng ’79, president and chief executive officer, The Leading Hotels of the World
Andrew H. Tisch ’71, chairman of the executive committee, Loews Corporation
John P. “Jay” Treadwell ’61, principal, Optimum Hospitality Services
Simon M. Turner ’83, president, global development, Starwood Hotels and Resorts Worldwide
Nancy E. Zytko, MPS ’89

Dean Michael Johnson at Commencement 2010

Young Alumni Council

Raj Chandnani ’95 (co-chairman), vice president for strategy, WATG
Rachel Etess Green ’98 (co-chairwoman), manager, Loews Corporation
Jorge Boone ’98, MBA ’04, senior vice president, business development, KCI, Wyndham Worldwide Group
Kevin Boothe ’05, offensive guard, New York Giants
Nadahle Monge De Andres ’09, chairwoman of the board, Grupo Manta Hospitality
Raphael Fishbach ’99, director, Mesa West Capital
Randy Garutti ’97, director of operations and partner, Shake Shack
Shonette Harrison, MMH ’01, vice president of casino marketing, Harrah’s Chester Casino and Racetrack
Sean Hehir ’96, managing director, Trinity Investments
Kevin Jacobs ’94, senior vice president, corporate strategy, and treasurer, Hilton Hotels Corporation
Heather Roberts Jacobs ’94, vice president, human resources EMEA, Four Seasons Hotels and Resorts
Martin Kandrac ’96, managing director, Blackstone Group
Adam Kaplan ’04, corporate director of property operations, Senior Lifestyle Corporation
Laura Kornegay ’96, vice president of leadership development, Club Corp
Sharonne Harrison, MMH ’01, vice president of casino marketing, Harrah’s Chester Casino and Racetrack
Dean Hehir ’96, managing director, Trinity Investments
Kevin Jacobs ’94, senior vice president, corporate strategy, and treasurer, Hilton Hotels Corporation
Heather Roberts Jacobs ’94, vice president, human resources EMEA, Four Seasons Hotels and Resorts
Martin Kandrac ’96, managing director, Blackstone Group
Adam Kaplan ’04, corporate director of property operations, Senior Lifestyle Corporation
Laura Kornegay ’96, vice president of leadership development, Club Corp

Michael Nestor ’02, LIVESTRONG concierge, Lance Armstrong Foundation
Jamie Papp ’97, vice president of slot operations, Wynn Las Vegas
Brooke Patterson ’01, director of product development, Celebrity Cruise Lines
Hugh Phillips ’02, chief executive officer, Hugh Simms
Jhorna Arvindrai Rincon ’02, global leader, eCommerce Channel Sales (Asia), Marriott International
Rachel Rosen Jacobson ’96, senior vice president, business development, National Basketball Association
Ben Rowe ’97, chief financial officer, Kimpton Hotel Restaurant Group
Andrew Schleimer ’99, executive vice president, strategy development and in-park services, Six Flags
Atish Shah, MMH ’97, senior vice president, investor relations, Hyatt Hotels Corporation
Zachary Shapiro ’05, airline marketing director, Airbus Americas
Chris Simms ’97, owner/operator, The Lazy Dog Café
Seth Singerman ’99, principal, GEN Realty Capital
Cherylanne Skolnicki ’95, entrepreneur, Susheel Torgalkar ’99, managing partner, Westbrook Partners
Giancarlo Turano ’01, director of national sales, Turano Baking Company
Wendy Yang ’98, attorney, Direction International Patent Trademark and Law Offices
D. Teddy Zhang ’97, president and chief executive officer, HUBS
already long considered to have the most prestigious body of teachers and researchers of any program in hospitality management, we made further strides this year in raising the profile of our faculty. Though limited in our capacity to build our academic ranks as envisioned before the economic downturn, we have been very successful in the past several years in attracting exceptional scholars with outstanding academic credentials and strong backgrounds in business. Our faculty as a whole is very highly regarded for its contributions to research, teaching, and industry outreach and is actively enriching the scholarly experience within the school, across the university, and in many fields of expertise.

Accolades

Susan F. Cabrera, visiting lecturer: State Farm Companies Foundation Doctoral Dissertation Award


Daphne Jameson, associate professor of managerial communications: Distinguished Member, Association for Business Communication

Sheryl Kimes, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management: Lifetime Achievement Award of the Production and Operations Management Society’s College of Service Operations

Crocker Liu, Robert A. Beck Professor of Hospitality Financial Management: Power Player Award, Phoenix Business Journal


Rohit Verma, professor of operations management: Christopher Lovelock Best Paper Award, Art and Science of Services Conference

Sheryl Kimes, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management

Ted Teng ’79 Dean’s Teaching Excellence Awards

Jan deRoo, MS ‘80, PhD ‘94, associate professor and HVS Professor of Hotel Finance and Real Estate

David Dittman, Hubert E. Wirth Professor of Accounting

Rupert Spies, senior lecturer, food and beverage management

Gary Thompson, professor of operations management

Kate Walsh, Fred G. Peelen Professor of Hospitality Global Strategy

Institute for Social Sciences Small Grant Program Awards

2010 INFORMS Revenue Management and Pricing Conference: Chris Anderson, School of Hotel Administration; Anur Farahat, Johnson School; Sheryl Kimes, School of Hotel Administration; Huseyin Topaloglu, College of Engineering

Team Diversity and Financial Decision-Making: Vicki Bogan, College of Agriculture and Life Sciences; David Just, College of Agriculture and Life Sciences; Chekitan Dev, School of Hotel Administration; Funded with generous support from the President’s Council of Cornell Women

The Effects of Incentive Framing and Probabilistic Management Audits on Fraudulent Behavior: James Hesford
Promotions and appointments

Timothy Hinkin, professor of management and organizational behavior, was appointed to a five-year renewable term as the Georges and Marian St. Laurent Professor in Applied Business Management, effective January 1, 2010.

Michael Lynn, professor of marketing and tourism, was appointed to a five-year renewable term as the Burton M. Sack ’61 Professor in Food and Beverage Management, effective January 1, 2010.

Amy Newman was promoted from lecturer to senior lecturer in managerial communication, effective July 1, 2010.

J. Bruce Tracey, associate professor of human resources management, was appointed to a three-year term as editor of the Cornell Hospitality Quarterly, effective July 1, 2010.

Rohit Verma was promoted from associate professor to professor of operations management and appointed executive director of the Center for Hospitality Research, effective July 1, 2009.

Kathleen Walsh, associate professor of management and organizational behavior, was appointed to a three-year term as the Fred G. Peelen Professor of Hospitality Global Strategy, effective January 1, 2010.

SHA faculty, 2009-10

**Professorial faculty**

Chris R. Anderson, MS, MBA, PhD, assistant professor, operations management
Judi Brownell, MS, PhD, professor, management and organizational behavior, and dean of students
Linda Canina, MPhil, PhD, associate professor, finance
Steven Carvell, MA, PhD, associate professor, finance, and associate dean for academic affairs
HaeEun (Helen) Chun, MS, PhD, assistant professor, marketing and tourism
John B. Colel, MA, PhD, Robert C. Baker Professor of Real Estate
Jan deRoos ’78, MS ’80, PhD ’94, associate professor and HVS Professor of Hotel Finance and Real Estate, and executive director, Center for Real Estate Finance
Chekitan Dev, Master (IMHI) ’01, PhD, associate professor, marketing and tourism

David A. Dittman, MA, PhD, Hobert E. Hestgill Professor of Accounting
Cathy Enz, PhD, Louis C. Scheurman, Jr. Professor of Innovation and Dynamic Management
Michael D. Giebelhausen, MS, MBA, PhD, assistant professor, marketing and tourism
James Hadford, MBA, PhD, assistant professor, accounting
Timothy Hinkin, MBA, PhD, Georges and Marian St. Laurent Professor in Applied Business Management and appointed executive director, Center for Hospitality Research, and dean
Richard J. and Monsew P. Bradley Director of Graduate Studies
Daphne Jameson, AM, PhD, associate professor, managerial communication
Michael D. Johnson, MBA, PhD, E. M. Statler Professor of Hotel Administration and dean
Romano Catalani, MBA, PhD, associate professor, strategy
Sheeryl E. Kames, MAPA, MBA, PhD, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management

**Chekitan Dev, Master (IMHI) ’01, PhD, associate professor, marketing and tourism**

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**Richard J. and Monsew P. Bradley Director of Graduate Studies**

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**Romano Catalani, MBA, PhD, associate professor, strategy**

**Sheeryl E. Kames, MAPA, MBA, PhD, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management**

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**Selected faculty publications, cont’d**


Sturman, M. C., and Sherwyn, D. The Utility of Integrity Testing for Controlling Workers Compensation Costs.


DeRoos, J. A. Hotel Management Contracts—Past and Present.


Tabacchi, M. H. Current Research and Events in the Spa Industry.

Adjunct and visiting faculty

Carol Ann Fisher, MBA, MMH ’04, visiting lecturer, facilities management, planning, and design
Crist Inman, MBA, PhD ’97, visiting lecturer, facilities management, planning, and design
Adam Klassner, JD, adjunct assistant professor, law
Joe Lavin ’75, visiting lecturer, marketing and tourism
Daniel Lichtenberg, PhD ’08, visiting assistant professor, real estate
Stephen Lipinski ’72, visiting lecturer, food and beverage management
Lisa Klein Peano, MBA, DBA, adjunct assistant professor, marketing and tourism

Lecturers

Bill Carroll, MS, PhD, senior lecturer, marketing and tourism
Preston Clark, MS, EdS, lecturer, information systems
Laurie Hensley, CPA, lecturer, accounting
Jan Katz, PhD, senior lecturer, management and organizational behavior
David P. Lennox, MA, MBA, lecturer, managerial communication
Russell Lloyd, MS, PhD, senior lecturer, operations management
Mark McCarthy ’87, MMH ’98, lecturer, information systems
Remeta McCarthy ’94, MPS ’01, lecturer, operations management
Amy Newman, MS, senior lecturer, managerial communication
Gregory Norkus ’77, MS ’97, senior lecturer, food and beverage management
Giuseppe Pezzotti ’84, MMH ’96, senior lecturer, food and beverage management

Robert Kwortnik, MBA, PhD, associate professor, marketing and tourism
Crocker H. Liu, MS, PhD, Robert A. Beck Professor of Hospitality Financial Management
Peng (Peter) Liu, MA, MS, PhD, assistant professor, real estate
Michael Lynn, MA, PhD, Burton M. Sack ’61 Professor in Food and Beverage Management
Qingzhong Ma, MBA, PhD, assistant professor, finance
Stephen Mukkossi ’67, PhD ’76, Banfi Vintners Professor of Wine Education and Management
Richard Penner, MS, professor, facilities management, planning, and design
Gordon Potter, MS, PhD, CPA, associate professor, accounting
Daniel C. Quan, MSc, PhD, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management
David Sherwyn, JD, associate professor, law
Torry Simmons, MA, PhD, associate professor, management and organizational behavior
Michael Sturman, MS, PhD, associate professor and Kenneth and Marjorie Blanchard Professor of Human Resources
Alex Sukkind, MBA, PhD, associate professor, food and beverage management
Mary Tabacchi, MS, PhD, associate professor, food and beverage management
Gary M. Thompson, MBA, PhD, professor, operations management
J. Bruce Tracey, MS, PhD, associate professor, human resource management
Rohit Verma, MS, PhD, professor, operations management, and executive director, Center for Hospitality Research
Kate Walsh, MPS, PhD, associate professor, and Fred G. Peters Professor of Hospitality Global Strategy
Sean Wei, MS, PhD, assistant professor, human resources management

Michael Giebelhausen, assistant professor, marketing and tourism

Stephanie Rehman, ’00, MS ’99, PhD ’10, senior lecturer, facilities management, planning, and design
Craig Snow, MA, PhD, senior lecturer, managerial communication
Rupert Spies, Studienassessor, senior lecturer, food and beverage management
Paul Strebel, CFP, CPA, lecturer, accounting
Mark Talbert ’89, MPS ’93, senior lecturer, information systems
Maria Wolfe, MA, PhD, lecturer, managerial communication

16 School of Hotel Administration

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Rohit Verma, MS, PhD, professor, operations management, and executive director, Center for Hospitality Research
Kate Walsh, MPS, PhD, associate professor, and Fred G. Peters Professor of Hospitality Global Strategy
Sean Wei, MS, PhD, assistant professor, human resources management

Michael Giebelhausen, assistant professor, marketing and tourism

Stephanie Rehman, ’00, MS ’99, PhD ’10, senior lecturer, facilities management, planning, and design
Craig Snow, MA, PhD, senior lecturer, managerial communication
Rupert Spies, Studienassessor, senior lecturer, food and beverage management
Paul Strebel, CFP, CPA, lecturer, accounting
Mark Talbert ’89, MPS ’93, senior lecturer, information systems
Maria Wolfe, MA, PhD, lecturer, managerial communication

Adjunct and visiting faculty

Carol Ann Fisher, MBA, MMH ’04, visiting lecturer, facilities management, planning, and design
Crist Inman, MBA, PhD ’97, visiting lecturer, facilities management, planning, and design
Adam Klassner, JD, adjunct assistant professor, law
Joe Lavin ’75, visiting lecturer, marketing and tourism
Daniel Lichtenberg, PhD ’08, visiting assistant professor, real estate
Stephen Lipinski ’72, visiting lecturer, food and beverage management
Lisa Klein Peano, MBA, DBA, adjunct assistant professor, marketing and tourism

Lecturers

Bill Carroll, MS, PhD, senior lecturer, marketing and tourism
Preston Clark, MS, EdS, lecturer, information systems
Laurie Hensley, CPA, lecturer, accounting
Jan Katz, PhD, senior lecturer, management and organizational behavior
David P. Lennox, MA, MBA, lecturer, managerial communication
Russell Lloyd, MS, PhD, senior lecturer, operations management
Mark McCarthy ’87, MMH ’98, lecturer, information systems
Remeta McCarthy ’94, MPS ’01, lecturer, operations management
Amy Newman, MS, senior lecturer, managerial communication
Gregory Norkus ’77, MS ’97, senior lecturer, food and beverage management
Giuseppe Pezzotti ’84, MMH ’96, senior lecturer, food and beverage management

Robert Kwortnik, MBA, PhD, associate professor, marketing and tourism
Crocker H. Liu, MS, PhD, Robert A. Beck Professor of Hospitality Financial Management
Peng (Peter) Liu, MA, MS, PhD, assistant professor, real estate
Michael Lynn, MA, PhD, Burton M. Sack ’61 Professor in Food and Beverage Management
Qingzhong Ma, MBA, PhD, assistant professor, finance
Stephen Mukkossi ’67, PhD ’76, Banfi Vintners Professor of Wine Education and Management
Richard Penner, MS, professor, facilities management, planning, and design
Gordon Potter, MS, PhD, CPA, associate professor, accounting
Daniel C. Quan, MSc, PhD, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management
David Sherwyn, JD, associate professor, law
Torry Simmons, MA, PhD, associate professor, management and organizational behavior
Michael Sturman, MS, PhD, associate professor and Kenneth and Marjorie Blanchard Professor of Human Resources
Alex Sukkind, MBA, PhD, associate professor, food and beverage management
Mary Tabacchi, MS, PhD, associate professor, food and beverage management
Gary M. Thompson, MBA, PhD, professor, operations management
J. Bruce Tracey, MS, PhD, associate professor, human resource management
Rohit Verma, MS, PhD, professor, operations management, and executive director, Center for Hospitality Research
Kate Walsh, MPS, PhD, associate professor, and Fred G. Peters Professor of Hospitality Global Strategy
Sean Wei, MS, PhD, assistant professor, human resources management

Michael Giebelhausen, assistant professor, marketing and tourism
Students and Learning

Through educational opportunities that extend beyond the classroom and beyond campus, our students learn to be leaders. They graduate with not only a rigorous academic grounding but practical industry experience, an extensive worldview, an appreciation for diversity, and an eye for innovation. In short, they embody the fulfillment of our mission to produce hospitality leaders through learning.

Experiential learning

The Hotel Leadership Development Program (HLDP) gives approximately 50 students who are interested in pursuing a career in hospitality operations the opportunity to gain supervisory and management experience at the Statler Hotel. This year and last, every senior in the program had a job upon graduation, with the exception of one student who chose instead to enroll in graduate school.

In January, the HLDP fellows—students who are ready for promotion to management positions at the hotel—traveled to Atlanta to tour hospitality properties and corporate offices and meet with industry executives. The Atlanta Sports Council, InterContinental Hotels Group, PKF Hospitality, the Serenbe Community, Starwood Hotels and Resorts, and TriMont Real Estate Advisors were among the companies they visited.

The 85th annual Hotel Ezra Cornell, “Managing Through and Thinking Forward: Opportunities for Innovation in the Down Economy,” was held April 8-10. Nearly 400 students participated this year, with 80 of them taking on leadership roles as directors, assistant directors, or function team leaders. Guests—half of whom had never before attended HEC—were treated to executive panel discussions and lectures, gourmet meals and tastings, student-designed amenities, and “behind the scenes” tours.

The Hospitality Industry Practicum (HIP), sponsored by the Pillsbury Institute for Hospitality Entrepreneurship, is an experiential learning course that allows upperclassmen to apply their academic knowledge to real-world business questions and challenges in a consulting role. This year’s HIP projects ranged from feasibility studies for start-ups to new business activities for established companies to the development of tourism rebranding concepts for the nation of Zambia.

For the third year, students in the Catering and Events Management course, led by senior lecturer Rupert Spies, organized and hosted a charity auction in November. Proceeds went to Meals on Wheels of Ithaca, the Keith O’Donnell ’09 Scholarship fund, and Hotelies with a Heart.
Career management

Optimism about the job market grew among students and employers this year—a welcome change from last year’s decrease in employment prospects.

The fall recruiting season was still somewhat subdued, but we saw an increase in the number of recruiters on campus during the spring semester. Employers reported an increase in hiring for the year, and our Career Management staff coordinated over 1,000 student interviews for full-time or summer positions. We also continue to post student and alumni positions daily.

A full slate of programs—including a Career Q & A Session with the Dean’s Advisory Board, Hospitality Career Day, and Real Estate Career Day—helped students prepare for and navigate the job search process. Special programs such as the panel discussion “Insights from the Industry: A Conversation with Real Estate and Hospitality Professionals” gave students the opportunity to network with employers and build interviewing skills to set themselves apart in a competitive environment.

Panelists were:

- Susan Esma ’95, HR director, business dining, Northeast region, ARAMARK
- Jim Hatfield ’06, associate, Fishman Hotel and Realty
- Amanda Holleis, manager, campus recruitment, Fairmont Hotels and Resorts
- Annie Wickersham ’09, manager, Ernst and Young

Throughout the year, over 80 practice interviews were conducted by the above-named panelists, Career Management staff, and:

- Frank Apgar, A&S ’79, chief executive officer, Berkshire Property Advisors
- Dean Holleis, division vice president, Berkshire Property Advisors
- Dan Szarzynski, ILR ’73, senior vice president, human resources, Berkshire Property Advisors
- Kevin Fitzpatrick ’76, president, Spring Bay Property Company

www.hotelschool.cornell.edu/students/careers
Honors and awards

Merrill Scholars and Degree Marshals
Alexander Fisher ’10
Christina Heggie ’10

Banner Bearers
Brett Kelly ’10
Sarah Lim ’10

Latin Honors
Evelyn Chan ’10
Christina Heggie ’10
Brett Kelly ’10
Sarah Lim ’10
Michael Scheinman ’10
Earl Tannamantong ’10

Ye Hosts Honorary Society
Daniel Kahn Allon ’10
Brandon Payne Bycer ’11
Evan W. Carr ’11
Evelyn Chan ’10
Willis Cheng ’11

Ye Hosts Honorary Society launched a mentoring program this year for sophomores and transfer students. Students who opt into the program are paired with mentors based on personal and career interests. The mentors give advice on anything from time management to career paths, offer personal friendship, and help students get involved with school and university activities.

When the SHA Ambassadors start the 2010-11 academic year under the leadership of president Adam Dennett ’11, they will formalize their role as mentors to incoming students. At present, our ambassadors serve as the school’s welcoming committee, giving tours and answering questions for prospective students and parents who visit campus. They also host an orientation reception for incoming students.

Working with the Office of Student Services and Admissions, each ambassador will commit to working with five or six new students throughout the summer and their first year at the school. Ambassadors will also take on a bigger role in orientation programming, helping students understand faculty expectations and the “inside scoop” on courses.

Students supporting students

Ye Samuel-Adedoyin ’11

This year’s SHA freshman class was the most racially and ethnically diverse in recent memory. During Orientation, all incoming students were required to attend a two-hour diversity workshop, where they learned about issues of racial oppression and stereotyping. The conversations begun at the workshop continued throughout the year at events hosted by our Multicultural Programs staff, including roundtable discussions, industry visits, workshops, and panelist presentations.

We sent a delegation of 33 students to the National Society of Minorities in Hospitality (NSMH) Regional Conference, and a group of 32 students attended the NSMH National Conference. Two SHA students were elected to the 2010-11 NSMH National Board: Camille Watson ’11 will serve as national programs director, and Savion Agard ’11 will be national communications director.

Multicultural Programs

American Hotel and Lodging Educational Foundation Scholarships
Vivian Clark, MMH ’11
William Dowling ’11
Stephen Hassman ’11
Alison Hoyt ’12
Jeffrey Weiss ’10

Banfi Scholastic Tour Award
Jack Mason ’10
Sean Taron ’10

Center for Hospitality Research Emerging Scholar Award
Joy Lin, MMH ’10

Darden Restaurants Award of Excellence
Katie Tomechko ’11

Provided
L to R: NSMH members Mark Seals ’12, Jacqueline Perkins ’12, and John Gutierrez ’12 with Curtis Ferguson, assistant director of multicultural programs, at the group’s end-of-year celebration

Honors and awards, cont’d

Raina Ee-Leng Chong ’11
Krishna Jitendra Deva ’11
Jenna Leona Gegg ’11
Alison Gruber ’11
Geraldine Guichardo ’10
Stephen Gary Hassman ’11
Yue Woon Hiang ’11
Teck Hon Brandon Ho ’12
Eunjik Kim ’10
Heather K. Lee ’11
Michael McGuire ’11
Nicholas L. Mellis ’11
Sarah Lim ’10
Jennifer Lin ’10
Grace S. Oplinger ’12
Kavoom Paik ’10
Adrienne Parks ’11
Priya Patel ’10
Tommy Pho ’11
Lauren Christine Pignataro ’11
Ian Barrett Ratner ’11
Zachary Rosen ’11
Kathleen Marie Sequeira ’11
Jeremiah E. Shartar ’11
Marissa Shore ’10
Amanda Yip ’10
Jenny Zhang ’11

Provided
2010 Drown Prize finalists, L to R: Christina Heggie ’10, Alison Harrigan ’10, Molly Clauhs ’10 (winner), Michael Scheinman ’10, and Isabelle Calderon ’10

Provided
2010 Drown Prize finalists, L to R: Christina Heggie ’10, Alison Harrigan ’10, Molly Clauhs ’10 (winner), Michael Scheinman ’10, and Isabelle Calderon ’10

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2010 Drown Prize finalists, L to R: Christina Heggie ’10, Alison Harrigan ’10, Molly Clauhs ’10 (winner), Michael Scheinman ’10, and Isabelle Calderon ’10

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Provided
2010 Drown Prize finalists, L to R: Christina Heggie ’10, Alison Harrigan ’10, Molly Clauhs ’10 (winner), Michael Scheinman ’10, and Isabelle Calderon ’10
**MMH Program**

We integrated technology into the professional development component of the master of management in hospitality (MMH) program this past year through six teleconferences with career-track board members. Each teleconference involved three or four board members from one of our three career tracks: operations and revenue management, marketing management, and real estate finance and investments. Board members spoke with students about their industries and the employment climate as well as about courses students should consider while in the MMH program. The board members also advised students about experiential opportunities to seek during the school year. These sessions were an innovative way to provide students with industry connections while responding to programming budget reductions.

Many MMH students also took advantage of the master class opportunities available on the Ithaca and Singapore campuses during the winter intercession. The master class is an optional opportunity to experience an organization’s culture onsite and learn about current industry issues and practices from hospitality executives and Cornell alumni. The Ithaca-based master class took place in Orlando, Florida, where students visited the Ritz-Carlton Club, Darden Restaurants corporate headquarters, Rosen Shingle Creek, and Walt Disney World. The Cornell-Nanyang Institute students traveled to Bali and toured many resorts, including the Conrad, Amanusa, Amandari, the Bale, Alila Uluwatu, the Four Seasons, the Legian, and Alila Hotel and Resort.

Tim Hinkin, the Georges and Marian St. Laurent Professor in Applied Business Management and our new Richard J. and Monene P. Bradley Director of Graduate Studies, has been reviewing and discussing improvements to the career-track elective course options for the MMH program throughout the year with the career track advisors and the graduate curriculum committee. A revised program has been approved for the 2010–11 academic year that will offer students more flexibility and more focus in specific areas of study.

Highlights of the new program:
- The “career tracks” have been renamed “concentrations” to reflect more accurately the type of academic expertise that students develop and design their own elective course offerings and build on their unique backgrounds and specific career goals in the hospitality industry.
- The marketing, operations and revenue management, and real estate finance and investments concentrations are more specific and focused than before and are tailored to complement and build on student backgrounds and experience specific to these areas.
- A new self-directed concentration will give students the opportunity to work with a faculty advisor to develop and design their own elective course offerings and build on their unique backgrounds and specific career goals in the hospitality industry.

**MMH Outstanding Alumnus Award**

Timothy J. Dick, MPS ’88, was selected as the 2009 MMH Outstanding Alumnus of the Year, who is senior vice president at TriMont Real Estate Advisors in New York City. He received the award on November 8 at the eight annual MMH reception in New York City.

**New courses 2009-10**

- Fall 2009: HA 5511 Survey of International Management
- Fall 2009: HA 5541 International Marketing
- Spring 2010: HA 5551 Sustainable Development and International Entrepreneurship

**Honors and awards, cont’d**

- Jennifer Croce ’88
- Andrew Chworowsky ’96
- Tony Calabria ’95
- Sole Mingo-Ordoñez ’94
- Frederick Parker ’93
- Barbara Pantuso ’92
- Alfred Watts ’91
- Stephen Paul ’90
- Arthur Buser ’89
- Charlene Patten ’88
- Tina Immelt ’87
- Peter Bell ’86

**Fairmont Hotels and Resorts MMH Award**

Mehrnaz Avari, MMH ’10

**Pillsbury Institute for Hospitality Entrepreneurship Business Concept Award**

The team of Daniel Boda, MMH ’10, Michelle Hocking, MMH ’10, Tyler Lavin, MMH ’10, and Varghese Paulose, MMH ’10

**R. C. Kopf Student Achievement Award**

Micah Clark ’10

**Six Flags Friends Apprenticeship Scholarship (with Union Square Hospitality Group)**

John Michael Ried ’11
Statler Hotel Executive Committee
Richard Ade ’75, general manager
Nicole Boosnab-baker ’02, director of food and beverage
Tracy Cary, director, SHA Business Service Center
Bill Dowdall, SHA director of facilities
Timothy Durnford, MPS ’93, SHA director of Statler Information Technologies
Thomas Gisler, executive chef
Geoffrey Gray ’08, director of rooms
Richard Kuhar ’86, SHA director of human resources
David Strong, SHA associate dean for business affairs
Cynthia Wild, director of sales and marketing

This April marked the 20th anniversary of the Statler Hotel, which continues to thrive as our primary experiential learning tool for hotel operations while also providing a centrally located campus venue. During Orientation, Reunion, Commencement, Homecoming, and other events, guests take advantage of the Statler’s convenient location and outstanding features and consistently praise the hotel’s service and facilities.

The hotel recently completed the most extensive room renovation in its history. WATG, one of the premier hospitality design firms in the world, led the design process and brought a contemporary style to the guest rooms, which now feature ergonomic workspaces and desk chairs plus a sleep sofa or lounge chair with ottomans that can double as extra seats. Other elements include LCD televisions, enhanced lighting, refrigerators, Four Seasons mattresses, custom-designed Cornell throws, and scenic campus photography. Fifteen leading hospitality vendors donated or significantly discounted goods and services, making the renovation possible during these challenging economic times. Guest feedback on the renovation has been outstanding.

Despite a drop in revenue due to the down economy, the hotel exceeded its budgeted net profit for the fiscal year by at least $500,000. To preserve net profit over the last two years, the hotel initiated staff reductions, job combinations, expense reductions, and curtailment of some services. For the 12-month period ending in April, the Statler’s 68-percent occupancy is 8.8 points higher, and the average daily rate of $207 is $86 higher, than the STR competitor set. The Statler continually runs at a 200-point RevPAR (revenue per available room) index, meaning that the hotel captures twice its share of business.

Group room sales remained steady this year, with a total of 17,745 room nights; due to rate growth, group room revenue increased $11,000 compared to last year. Executive education and executive MBA programs remained strong, generating 36 percent of the total group room nights, and new conference business was a key factor in the solid performance of group sales.

The Statler Hotel has partnered with the IDT Group, a TravelCLICK company, to deliver customized HTML confirmation, pre-arrival, and post-stay letters to all guests. As part of this transition, guests also receive an online guest satisfaction survey from Unifocus in their post-stay thank-you note. The hotel will soon integrate its booking engine and property management system via a two-way interface with Synxis and Opera.

The Hotel Leadership Development Program (HLDP) continues to be a point of excellence for the school and the hotel. In the fall Starwood Hotels and Resorts committed to a three-year senior partnership with the program, during which Starwood will provide financial support, participate in the HLDP Seminar Series, conduct activities and training sessions for HLDP students at Starwood-owned properties, and host HLDP participants at the Starwood corporate office to engage in educational programs.

www.statlerhotel.cornell.edu
Our Alumni

Deiv Salutskij ’71, Christine Natsios ’85, and George Bantuvanis ’51

CHS regional vice presidents, cont’d

Southeast:
Fred Hirschovits-Gerz ’75
Southwest:
Raj K. Chandnani ’95
Asia/Pacific:
Rebecca Lee ’02
Europe/Middle East/Africa:
Ivica Cacic, MMH ’98
Japan:
Chiaki Tanuma, MPS ’80
Mexico, Central America, and South America:
Hans Pfister ’95

CHS Foundation Board
William J. Caruso ’70, chairman
Joseph E. Lavin ’75, president
Phippus Miller, III, ’83, first vice president
Richard C. Nelson ’57, second vice president
Stephen Lipinski ’72, secretary-treasurer
William V. Eaton ’61, director of communications

CHS inducted two honorary members—Jim Joseph, president and CEO of Oneida, Ltd., and Eric Hilton, former chairman of Hilton Hotels. Jim was recognized for Oneida’s 50-plus years of contributing specialty china, flatware, and glassware for Hotel Ezra Cornell and other school and university events. Eric was honored for the influence he’s had on the hospitality industry and for his work as director and cofounder of Three Square Food Bank, an organization that fights hunger in Las Vegas.

www.hotelschool.cornell.edu/alumni

Elizabeth Ngonzi, MMH ’98, leading a session of the Conversations with Entrepreneurs series

Cornell Hotel Society Board 2010
Deiv Salutskij ’71, president
Mark A. Birtha ’94, first vice president
Regan Taikitsadaporn ’93, second vice president
Christine Natsios ’85, secretary
George Bantuvanis ’51, treasurer

CHS regional vice presidents
Central United States:
Dennis Langley ’74
Mid-Atlantic:
Mark Dewitt Lanyon ’72
Northeast:
Michael P. Schiff ’87
Pacific Northwest and Hawaii:
Kenneth Kuchman ’82

The Cornell Hotel Society (CHS) is a truly global community, with 60 chapters located on six continents. Our alumni came together for 104 CHS events this year, which ranged from educational panels and community service outings to holiday parties and networking receptions. Regional meetings were held in Taipei and Paris for the Asia/Pacific and Europe/Middle East/Africa regions, respectively. Several events addressed issues related to the struggling economy and included networking opportunities for those in search of employment.

The society launched an exclusive CHS member benefits program in the spring. Spearheaded by Mark Birtha ’94, first vice president of CHS, the program allows dues-paying alumni to take advantage of special offers, promotions, discounts, and other services and products from a wide range of categories. Alumni vendors can advertise products to fellow Hotelies at no cost beyond the discount. The program launched with listings from 20 vendors, and all alumni are encouraged to add to the growing list of special offers. Benefits can be accessed through the SHA website at www.hotelschool.cornell.edu/alumni/dues. Also this year, all alumni were given complimentary access to the online alumni directory.

After 15 years as CHS treasurer, George Bantuvanis ’51 announced at the CHS general meeting in April that he would be stepping down from his post. We thank him for his years of service to CHS and look forward to his continued involvement with the society as an advisor to the board.

Deiv Salutskij ’71, Christine Natsios ’85, and George Bantuvanis ’51

Our Alumni
Under the alliance, Hilton Worldwide is a senior partner of the Center for Hospitality Research (CHR), an industry fellow of the Center for Real Estate Finance, and a sponsor of the school’s premier industry events, including the Cornell Icon of the Industry Awards Dinner.

USA Today’s partnership includes a gift-in-kind worth at least $500,000 in advertising in domestic and international newspapers, on the USA Today website, and in papers distributed in-flight on Delta business shuttles serving several major airports. This two-year agreement includes USA Today’s participation as media partner in the Cornell Icon of the Industry Awards Dinner, the Dean’s Leadership Series, the Cornell/Ecole Hôtelière de Lausanne Reception at IHIF-ITB in Berlin, and Hotel Ezra Cornell, as a corporate friend of the CHR.

The school also formed three-year partnerships with Starwood Hotels and Resorts Worldwide, the Wall Street Journal, and France 24. Starwood will provide the Hotel Leadership Development Program (HLDP) with practical resources and input by participating in the HLDP Seminar Series, conducting activities and training sessions for HLDP participants at Starwood-owned properties, and hosting HLDP students at the Starwood corporate office to engage in educational programs. The Wall Street Journal will become a friend of the CHR, supporting studies by CHR research fellows and student researchers, and will participate in sponsoring the Cornell Icon of the Industry Awards Dinner and two editions of the Dean’s Leadership Series. France 24, an international media and news organization, will provide financial support for the school and partner on key industry events, including the Cornell Icon of the Industry Awards Dinner, two editions of the Dean’s Leadership Series, and the Cornell Reception at the Americas Lodging Investment Summit (ALIS).
Cornell Icon of the Industry Awards Dinner

We were delighted to recognize Charles F. “Chuck” Feeney ’56 with the 2010 Icon of the Industry Award for his lifetime achievements as an international business leader and for his extraordinary philanthropy. More than 850 alumni and industry leaders attended the sold-out gala Cornell Icon of the Industry Awards Dinner, held in June at the American Museum of Natural History in New York City, to applaud Chuck’s transformative life’s work. J. W. “Bill” Marriott, Jr., chairman and chief executive officer of Marriott International and the 2009 Cornell Icon of the Industry Award honoree, joined Cornell President David Skorton and Dean Michael Johnson on stage to present the award to Chuck.

Chuck cofounded Duty Free Shoppers in 1960, and it quickly grew to be the largest travel retailer in the world. In 1982 he created the Atlantic Foundation, a charitable organization charged with distributing the greater part of his wealth to a variety of institutions throughout the world. That organization evolved into the Atlantic Philanthropies, an international grant-making foundation that focuses on making lasting changes in the lives of disadvantaged and vulnerable people through four program areas—aging, children and youth, reconciliation and human rights, and population health—in the United States, the Republic of Ireland, Northern Ireland, South Africa, Vietnam, Austria, and Bermuda. Since its founding, the foundation has given away more than $5 billion.

Sol Kerzner, the founder, chief executive officer, and chairman of the board of Kerzner International Holdings, was also honored at the dinner. Jonathan Tisch, co-chairman of the board and member of the Office of the President of Loews Corporation and chairman and chief executive officer of Loews Hotels, joined Michael in presenting him with the Hospitality Innovator Award from the Pillsbury Institute for Hospitality Entrepreneurship.

Dean’s Leadership Series

A panel of industry experts addressed “Providing Customer Value: How to Survive as a Hospitality Business Today” at the fifth edition of the Dean’s Leadership Series in November at InterContinental the Barclay New York. The audience of over 270 hospitality leaders included 18 corporate sponsors and 18 leading members of the industry press. Panelists were Jeffrey H. Boyd, JD ’81, president and CEO, Priceline.com; Paul J. Brown, president, global brands and commercial services, Hilton Hotel Corporation; Bill Carroll, senior lecturer in marketing and tourism; Bill Glenn, president, global merchant services, American Express; Stephen G. Haggerty ’80, executive vice president, Global Hyatt Corporation, Robert J. McCarthy, P’10, group president, the Americas and global lodging services, Marriott International, and Roshit Verma, professor of operations and executive director, Center for Hospitality Research.

The first installment of the Dean’s Leadership Series to be held abroad was “Recovery Ahead: Hospitality and Real Estate Investment in the EMEA Marketplace,” held in May at Le Méridien Etoile in Paris. Panelists were Puneet Chawla, IMHI ’91, senior vice president and chief development officer of Rezidor Hotel Group; Martin Kaudrác ’96, managing director of the Blackstone Group; Russell Kett, managing director of HVS London; Kirk Kinsell, MPS ’80, president, EMEA, InterContinental Hotels Group; and Greg Less ’77, president and owner of GLA Hotels.

H. B. Meek Executives in Residence

Robert Alter ’73, president, Seaview Investors; chairman, Sunstone Hotel Investors
Andrew Dolce, MS ’63, chairman, Dolce Hotels and Resorts
Kit Kiefer, corporate executive chef and director, culinary services, Shuan’s Foodservice
Shelley La Motte ’75, MPS ’83, hospitality consultant
Joseph Lavin ’70, president, HarborStone Hospitality
Michael Sansbury ’74, consultant
David Sheer ’63, managing partner and chief investment officer, Ascendant Lodging Partners

www.hotel-school.cornell.edu/industry
Executive Education

Corporate learning and development leaders worldwide are looking for creative and cost-effective ways to educate employees, and the Office of Executive Education is responding to their needs by creating new online learning and videoconferencing opportunities. Through these initiatives, organizations can have a world-class educational experience while meeting their training and travel budgets.

The School’s online executive education courses, launched in 2002, continue to show tremendous growth. This year our online courses offered interactive, collaborative learning experiences for participants from more than 130 countries, and we reached the milestone of 50,000 online course registrations in April. To meet growing demand for courses in financial management, the Office of Executive Education, with eCornell, added two new courses, Risk and Return and Raising Capital, to the online certificate in financial management. More than 290 participants have already enrolled in the new courses.

By partnering with IDeaS Revenue Optimization, a leading provider of pricing, forecasting, and optimization solutions and services, the school established the IDeaS Cornell Revenue Management Scholarship. The first of its kind, this scholarship covers the full cost of the school’s five-course online certificate in hotel revenue management. The new program drew 215 applications, from which nine scholarships were awarded.

In addition to reaching distance learners through online courses, the Office of Executive Education hosted video conferencing programs with clients in Ireland and the Czech Republic. Using the videoconferencing facilities at the Johnson School, Cathy Enz, the Lewis G. Schaeneman, Jr. Professor of Innovation and Dynamic Management, presented three-hour video sessions on pricing for competitive advantage. Remote participants were able to watch Cathy via live video stream and view course content by data stream. Parties on both ends interacted in real time, resulting in a valuable, collaborative experience. Client feedback was favorable, and plans are in place to expand our video-based program offerings.

While the Office of Executive Education is adopting new technologies to reach a wider audience, its traditional programs also continue to thrive. The General Managers Program (GMP), held twice a year on the Cornell campus, had 24 participants in January and 28 participants in June. Custom program participants totaled 714, and 258 Professional Development Program (PDP) courses were sold. In October a new scholarship was announced for participants in the GMP, and five scholarships of $3,000 each were distributed this year.
The Center for Real Estate Finance (CREF) was established to educate students, exchange information with a broad set of audiences, and create new knowledge about commercial real estate. In its second year, CREF has experienced growth in all three of these areas, increasing the number of students in the real estate minor as well as the programs available for these students, launching a corporate partner program, and publishing new faculty research. Jan deRoos, the HVS Professor of Hotel Finance and Real Estate, became CREF’s executive director last July.

This year 142 Cornell students—101 from this school and 41 from other schools and colleges—minored in real estate. Each student in the minor completes a six-course curriculum that focuses on real estate investments, finance, and portfolio management and prepares them for a variety of careers in the commercial real estate industry, including consulting, transaction support, investing, development, and finance. In addition to classroom learning, CREF offers students opportunities to gain practical experience.

CREF hosted the first annual Cornell Real Estate Case Competition last November in New York City. The Cornell team members—who won the competition—were all students in the real estate minor. Other teams in the competition were from American University, Indiana University, New York University, Pennsylvania State University, the University of Connecticut, and the University of Texas at Austin. The event was the first of its kind held in the eastern United States.

This year the center also sponsored an intensive two-day training program in ARGUS, the real estate industry’s standard cash flow modeling software. More than 80 students passed the qualifying exam to become certified in the use of the software. By offering this training, CREF provides Cornell students with a competitive advantage, as ARGUS is used in the vast majority of real estate investment firms.

Fifteen companies joined the CREF Industry Fellows program this year. A council of experts that provides financial support for the center’s programs, the Industry Fellows also help recruit and hire students for internships and permanent positions, assist faculty research efforts by supplying data and access to industry executives, mentor students, and participate in the classroom and at events. The Industry Fellows met in January and June in conjunction with the Americas Lodging Investment Summit and the NYU International Hospitality Industry Investment Conference, respectively.

In addition to advising students and organizing CREF programs, the center’s internationally renowned faculty continues to publish leading books and articles on commercial real estate and represent CREF at industry meetings and conferences. Joining the faculty in the fall of 2009 was Crocker Liu, the Robert A. Beck Professor of Hospitality Financial Management and editor of the top-ranked real estate journal, Real Estate Economics. We are pleased that Crocker is continuing his distinguished career as a real estate academic at Cornell.

www.cref.cornell.edu
Center for Hospitality Research

New media, new partners, and a new conference highlighted the year for the Center for Hospitality Research (CHR). Through the support of partners and friends, the CHR continued to expand its reach by sharing the latest research findings through new media channels and creating new knowledge to help the industry continue its recovery. New occupying offices in the recently constructed Statler Hall tower, the CHR can make space available for research fellows and student researchers.

Rohit Verma, professor of service operations management, began his tenure as the CHR’s executive director last July, succeeding David Sherryn, associate professor of law. In this first year of Rohit’s term, the CHR developed a webinar series in conjunction with SAS, a podcast series, and a series of research briefs, compiling studies published in mainline journals. We also began planning a new “thought leadership” conference, the Cornell Hospitality Research Summit (CHR-S), which will be held in October.

Conferences and roundtables

Planning for the CHR-S continued throughout the year. The five keynote speakers will be Christine Duffy, president and CEO of Maritz Travel Company; Frances Frei, the UPS Foundation Professor of Service Management at Harvard Business School; Adam Goldsmith, president and CEO of Royal Caribbean International; Gerald Lawless, executive chairman of Jumeirah Group; and Randell Smith, CEO and cofounder of STR.

In June the CHR sponsored the tenth annual INFORMS Revenue Management and Pricing Conference, hosted by the School of Hotel Administration. We remain active in industry conferences, giving presentations at 13 international conferences, including the National Restaurant Association conference, HITEC, the GE Global Gaming Institute, and ALIS.

We expanded the number, topics, and locations of our roundtable series this year. New topics included senior living and sustainability, and new locations included Las Vegas, in conjunction with the HR, at the Hospitality Conference, and Singapore, in conjunction with the Cornell-Nanyang Institute. Student participation continued to grow, with several sessions having over 100 students in attendance. Participants are enthusiastic about both the information and networking activities offered through the roundtable series.

Web activities

To promote sustainability and increase reach, the CHR made increasing use of its website through new products and more connections with social media. Chief among these initiatives were a series of seven webcasts, produced in association with SAS, and a new series of podcasts.

The CHR-SAS webcast series was well received, with more than 1,540 registrants watching the webcasts live or on demand. Webcast topics were “Sustaining a Balance: Green Initiatives for Hospitality and Gaming”, “Preparing for Recovery: Loyalty Rewards, and Value: What Do We Want from Our Customers?”, “Right People, Right Jobs, Right Time: The Art and Science of Labor Planning”, “Where’s My Data? Tips and Tricks for Designing a Strong Data Quality and Data Integration Strategy”, and “Getting in on the Conversation: Techniques for Social Media and Hot Issues for Hospitality and Gaming.”


Research publications and postings

This year marked the 50th anniversary of the Cornell Hospitality Quarterly, the school’s journal of applied research. The anniversary edition, developed by editor Linda Canina, associate professor of finance, featured a series of invited articles framing the key issues in industry disciplines. The CQ’s electronic circulation continues to grow, with more than 140,000 full-text page views in the past academic year.

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Chris Poult ‘91, chief executive officer,
eCornell
Carolyn Richmond, partner and
co-chair, Fox Rothschild
Steve Russell, senior vice president,
human resources, McDonald’s USA
Michele Sarkisian, senior vice
president, Maritz
Janice L. Schnabel, managing
director, Marsh
Trip Schneck, president and
co-founder, TIG Global
Adam Weissenberg ’85, vice
chairman and U.S. leader, tourism,
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Deloitte and Touche USA

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Deloitte and Touche USA
We expanded our research postings with 18 new reports, two tools, three roundtable proceedings, and a new Industry Perspectives white paper. The launch of our new Research Briefs series featured studies by Chris Anderson, assistant professor of operations management; Cherkaitan Dey, associate professor of marketing and tourism; Cathy Enz, the Lewis G. Schaeneman, Jr. Professor of Innovation and Dynamic Management; and Michael Lynn, the Burton M. Sack ’63 Professor in Food and Beverage Management.

This year’s CHR Industry Relevance Award-winning reports were “Competitive Hotel Pricing in Uncertain Times” by Cathy Enz, Linda Canina, and Mark Lomanno, and “Hotel Revenue Management in an Economic Downturn: Results from an International Study” by Sheryl Kimes. These selections were made by members of the CHR Advisory Board and registered users of our website. A more detailed version of the competitive pricing paper was named Article of the Year in the Cornell Hospitality Quarterly. Two Cornell Hospitality Tools were voted runners-up for the award. They are “The Eight-Step Approach to Controlling Food Costs” by J. Bruce Tracey and “Revenue Management Forecasting Aggregation Analysis Tool” by Gary M. Thompson.

### Web traffic rises

Hospitality industry practitioners and researchers responded to the CHR’s many activities by boosting Web traffic. The CHR has over 88,000 subscribers to its bimonthly newsletter and over 100,000 individuals registered to download publications on the site, with an average of 1,800 new registrants per month. Over the past year we have seen an average increase of 35 percent per month in number of page visits. The CHR site hit a traffic peak of 35 percent per month in number of page visits in September 2009, with 12,095 total downloads. In the first half of 2010 alone, CHR recorded over 526 million hits with over 917 media placements. Total media impressions for 2009-10 approached one billion. CHR has 753 followers on Twitter, 512 members on LinkedIn, and 139 friends on Facebook.


www.chr.cornell.edu

### Ten top downloads in 2009-10

<table>
<thead>
<tr>
<th>Report Title</th>
<th>Author</th>
<th>Downloads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Hotel Pricing in Uncertain Times</td>
<td>Cathy A. Enz, Linda Canina, and Mark Lomanno</td>
<td>2,936</td>
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<tr>
<td>Hotel Revenue Management in an Economic Downturn: Results from an International Study</td>
<td>Sheryl E. Kimes</td>
<td>2,816</td>
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<tr>
<td>Revenue Management Forecasting Aggregation Analysis Tool</td>
<td>Gary Thompson</td>
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<tr>
<td>Hotel Room Pricing Tool</td>
<td>Chris Anderson</td>
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<tr>
<td>How Hotel Guests Perceive the Fairness of Differential Room Pricing</td>
<td>Wayne J. Taylor and Sheryl E. Kimes</td>
<td>1,765</td>
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<tr>
<td>Product Tiers and ADR Clusters: Integrating Two Methods for Determining Hotel Competitive Sets</td>
<td>Jin-Young Kim and Linda Canina</td>
<td>1,567</td>
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<tr>
<td>Wine List Characteristics Associated with Greater Wine Sales</td>
<td>Syd S. Yang and Michael Lynn</td>
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<tr>
<td>The Wine Cellar Management Tool Worksheet</td>
<td>Gary M. Thompson</td>
<td>1,510</td>
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<tr>
<td>The Billboard Effect: Online Travel Agent Impact on Non-GTA Reservation Volume</td>
<td>Chris Anderson</td>
<td>1,508</td>
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<tr>
<td>Cases in Innovative Practices in Hospitality and Related Services: Set 1</td>
<td>Judy Sitjaw, Cathy A. Enz, Sheryl E. Kimes, Roht Verma, and Kate Walsh</td>
<td>1,442</td>
</tr>
</tbody>
</table>

**Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship**

The Pillsbury Institute (PIHE) introduced or enhanced several programs this past academic year.

**New courses:** The SHA faculty approved two new entrepreneurship courses for the 2010-11 academic year, Entrepreneurial Management and Entrepreneurial Finance. These courses will complement three existing courses: Introduction to Hospitality Entrepreneurship, Restaurant Entrepreneurship, and Developing the Hospitality Entrepreneurship Business Plan.

**Experiential learning:** Two PIHE-sponsored courses—the Hospitality Industry Practicum and the Sustainable Global Enterprise Practicum in Hospitality—enable small student teams to work under faculty supervision on live, innovation-based projects proposed by sponsoring companies. This year 53 students completed 11 projects spanning an array of industry sectors and business functions. Fourteen faculty members advised and guided the student teams in completing these projects.

PIHE staff members are busy planning for the launch of an annual business plan competition this fall. The competition will culminate in the spring with final presentations and cash awards for the winning teams.

### Conversations with Entrepreneurs

Miki Agrawal ’01, founder, Slice, The Perfect Food

Michael Harney ’77, vice president of products, Harney & Sons Tea Company

Sheila Laderberg, MMH ’06, co-founder, Punk’s Backyard Grill

Mary ’78 and Terry MacRae, founders, Hornblower Cruises and Events

Elizabeth Ngonzzi, MMH ’98, founder and president, Amazing Taste

Hans Pflister ’95, president, Cayuga Sustainable Hospitality

Lee Pillsbury ’69, co-founder, co-chairman, and chief executive officer, Thayer Lodging Group

Steve Rushmore ’67, founder and president, HVS International

Matt Russo ’90, managing partner, Northwestern Mutual Financial Network

### Entrepreneurs in Residence

Kenneth M. Blatt ’81, principal, Caribbean Property Group

Warren H. Leeds ’84, president and co-founder, Dartcor Management Services
In response to last year’s overwhelmingly successful panel on the intersections of hospitality and healthcare, this year’s Entrepreneurship @ Cornell Celebration featured a PIHE symposium cosponsored by the College of Human Ecology’s Sloan Program in Health Administration. This year’s panel—Current Applications and Entrepreneurial Opportunities at the Convergence of Hospitality and Healthcare—featured panelists William C. Jones, executive vice president of Brookshire Health Systems; James Lee, Sloan ’79, executive vice president and COO of Stellantis Health/Lawrence Hospital; Julie O’Shaughnessy, Sloan ’08, coach with the Stuber Group; and returning panelist Gerard van Grinsven, president and CEO of Henry Ford West Bloomfield Hospital.

The Hospitality Innovator Award is an annual honor that recognizes leaders who have built and sustained distinctly successful hospitality enterprises. Hotel and gaming entrepreneur Sol Kerzner, founder, chairman, and CEO of Kerzner International Holdings, received the 2010 Hospitality Innovator of the Year Award at the school’s Icon of the Industry Awards Dinner held at the American Museum of Natural History on June 8 in New York City.

The Innovation Network gathered on campus in October to meet with students, explore Cornell’s campus and take a private tour of the Cornell NanoScale Science and Technology Facility in Duffield Hall, and participate in a special Conversations with Entrepreneurs panel event featuring Lee Pillsbury ’69 and friends. Innovation Network participants convened in January in San Diego for a unique look at military innovation. This membership organization brings together senior hospitality executives who lead innovation activities at their companies and share a passion for driving innovation across the industry.

Summer Internship Program: Each year this program matches qualified students with companies where they can further explore and develop their career interests in an entrepreneurial culture. The Conversations with Entrepreneurs speaker series brings to campus hospitality entrepreneurs and innovators who share their wisdom and insights with students and faculty through both lectures and personal interactions. Ten entrepreneurs and innovators visited the Ithaca campus as part of the program this past year.

Entrepreneurs in residence: This year we welcomed two distinctly successful leaders to campus as entrepreneurs in residence—Kenny Blatt ’81 and Warren Leeds ’84. They guest-lectured, met with faculty, and provided advice and direction to students. We thank Warren and Kenny for their many contributions in helping our students learn what it takes to conceive, launch, and manage their own enterprises.

The PIHE Advisory Board grew to 22 members this year after welcoming Robert S. DeVries, Monica Digilio, and Elizabeth Ngonzi, MMH ’98.

www.pihe.cornell.edu

PIHE Advisory Board, cont’d

Elizabeth Ngonzi, MMH ’98, founder and president, Amazing Taste
Leland C. Pillsbury ’69, founder, chairman, and chief executive officer, Thayer Group
James H. Quest ’56, visiting lecturer, entrepreneurship, School of Hotel Administration
Dharmendra J. (DJ) Rama ’96, vice president, JHM Hotels
Rachel Roginsky, ISHC ’79, principal and owner, Pinnacle Advisory Group and Pinnacle Reality Investments
Phil Sandhaus ’74, principal and owner, Membrain
Bradley J. Tolkin ’80, co-chairman and chief executive officer, World Travel Holdings
Joshua J. Wells ’93, principal, American Food and Vending Corp
Lynda S. Wirth ’82, president, Schrier Wirth Executive Search
strong organizations throughout the world are facing very challenging times, and Cornell is no exception. This past year, the university has made significant strides in achieving necessary budget reductions that will enable it to be a financially healthy, successful, and leaner institution. Here at the School of Hotel Administration, we have worked to increase our competitive advantage in hospitality research and education and build an even stronger faculty and student experience, while operating within the financially challenging university environment.

The School of Hotel Administration has been—and will continue to be—a good steward of its resources. While the school remains financially sound, significant financial challenges remain. We have focused considerable time and effort on managing the impact of revenue losses, including a reduction in endowment payout, while contributing significantly to alleviating the university’s deficits and meeting a dramatic increase in demand for financial aid. Our ongoing efforts to reduce expenditures and be more efficient in all areas of the school and hotel are focused on making sure we will continue to achieve our academic mission. We are fortunate to have tremendous resources, including first-class faculty, enthusiastic and supportive alumni, and committed staff who allow us to face with confidence the financial challenges that have resulted from the recent economic downturn.

The table below shows revenues and expenses for the School of Hotel Administration, including the Statler Hotel, for FY08, FY09, and FY10. Notable factors having an impact on our budget include increasing demand for financial aid, a declining rate of payout on the endowment, an increase in university administrative fees (in addition to our contributions to easing the structural deficit) and an anticipated decline in revenues from our enterprises, including the Statler Hotel and our executive education program. A positive note is the upswing in private support, which helps significantly to reduce stress on our budget.

Three expenses are having a dramatic impact on SHA finances: university administrative fees, contributions to the university’s structural deficit, and a university withdrawal from school reserves. The university charges a fee to each college or unit to cover costs that central units at Cornell incur to provide support to the entire university. Central costs include institutional administrative costs, operations and maintenance of facilities and grounds, student services, libraries, and athletics. While this administrative charge has been in place for many years, it has increased substantially in the last three years. We faced an increase of six percent from FY08 to FY09 and an increase of 15 percent from FY09 to FY10. At the same time, the school contributed $2.35 million from the operating budget and an additional $3.5 million in unrestricted cash reserves (fund balances) to support the central university budget. In FY09, $1.13 million in unrestricted reserves were contributed to the university budget. Overall, in FY10, our school contributed $12.6 million to the university budget from three sources: administrative fees, direct contribution to the structural deficit from our operating budget, and the withdrawal of our reserves.

<table>
<thead>
<tr>
<th>Revenue Statement of Activities</th>
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<tbody>
<tr>
<td>Revenue (in Millions) FY 2008 FY 2009 FY 2010</td>
</tr>
<tr>
<td>Tuition &amp; Fees $31.70 $34.51 $35.97</td>
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<tr>
<td>Accessory Instruction $2.19 $1.73 $1.64</td>
</tr>
<tr>
<td>Gifts to Operations $1.94 $5.87 $4.35</td>
</tr>
<tr>
<td>Investment Income $5.16 $6.03 $5.15</td>
</tr>
<tr>
<td>Executive Education $4.09 $3.65 $2.52</td>
</tr>
<tr>
<td>Hotel Operations $15.33 $14.26 $14.37</td>
</tr>
<tr>
<td>Miscellaneous $1.66 $1.33 $1.31</td>
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<tr>
<td>Total Revenue $62.27 $65.38 $65.31</td>
</tr>
<tr>
<td>Expense</td>
</tr>
<tr>
<td>Salaries, Wages &amp; Benefits $31.21 $32.00 $30.67</td>
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<tr>
<td>Debt $1.97 $1.98 $2.12</td>
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<tr>
<td>General $10.41 $11.80 $10.00</td>
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<tr>
<td>Financial Aid $5.38 $7.16 $6.84</td>
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<tr>
<td>Hotel Cost of Sales $2.32 $2.01 $1.92</td>
</tr>
<tr>
<td>Miscellaneous $0.51 $0.63 $0.26</td>
</tr>
<tr>
<td>University Administrative Fees $5.55 $5.88 $6.76</td>
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<tr>
<td>University Structural Deficit $0.00 $0.00 $2.35</td>
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<tr>
<td>Total Expense $57.35 $61.47 $60.92</td>
</tr>
<tr>
<td>Net Current Operations $4.92 $5.91 $4.39</td>
</tr>
<tr>
<td>Transfer to Capital Projects $0.00 $0.00 $1.27</td>
</tr>
<tr>
<td>University withdrawal from reserves $0.00 $1.13 $3.51</td>
</tr>
<tr>
<td>Net Balance $4.92 $2.78 $(0.39)</td>
</tr>
</tbody>
</table>
Consolidated budget

The pie charts show how our revenues and expenses break out by percentage. Tuition and fees are still by far our largest source of revenue (55 percent), followed by revenue from the hotel (22 percent).

Our major expenses are salaries, general expenses, and financial aid. Costs associated with operating the hotel include sales (three percent); wages, salaries, and benefits for hotel staff (12.5 percent); debt (four percent); and the hotel’s portion of the required contributions to easing the university’s structural deficit.

Financial Aid

The chart below shows the dramatic pressure being placed on our budget from the increased demand for financial aid. This includes an increase in direct operating expenses (in green) combined with a reduction in scholarship endowment income (in red). As part of the university’s more generous financial aid packages, designed to compete with our Ivy League peers, and the increase in student need as a result of the economic downturn, the Board of Trustees approved the allocation of special endowment income (in blue) to help offset the cost through 2014. This fiscal year, SHA spent $6.8 million of its own funds (operating expenses plus scholarship endowment income) on financial aid, compared with $5.4 million two years ago.

Of course, making financial aid available to students with need is critical to maintaining a first-rate student body with a broad range of cultural and socioeconomic backgrounds. Private support is critical and allows us to continue to offer financial aid while maintaining the integrity of our operating budget to support academic programs.
The generosity of some of our alumni and friends was a significant bright spot in an otherwise difficult year. Thanks to them, we received $9.6 million in new gifts and commitments and just over $8 million in cash. Since the launch of the Far Above campaign in October 2006, we have raised over $66 million toward our $70 million goal, which we are striving to meet before December 31, 2011.

Scholarships

Because the need for student financial aid is at an unprecedented high and demand continues to grow, endowed scholarships are a critical focus for our fundraising efforts. This year, the university instituted a matching challenge, offering to supplement scholarship gifts of $75,000 or more with an additional dollar for every three donated. Many of the following gifts qualified for this match. All of them are deeply appreciated.

- The Conrad N. Hilton Foundation made a $1 million gift to establish the Conrad N. Hilton Foundation Scholarship fund for undergraduate students. This two-year scholarship will provide tuition support for ten to 50 students each year. Jack and Hawley Hilton McAuliffe, members of the Dean’s Advisory Board and parents of Justin McAuliffe ’10, helped secure this gift for the school.

- Robert Alter ’73 gave $1 million to endow the Robert A. Alter ’73 Scholarship. He also made a five-year commitment of $100,000 to the annual fund.

- Another $1 million gift, this one from the anonymous patron of an SHA student, will benefit scholarships as well.

- Bradley Stone ’77 pledged $300,000 to establish the new Bradley Stone ’77 Scholarship for undergraduates.

- Larry Hall ’81 and his siblings, Donna Hall Miller ’79, Margaret Hall Rauch ’86, and Thomas S. Hall ’84, gave $250,000 in honor of their parents, Stephen S. J. Hall ’56 and Marjorie Hall ’58, to start a program in ethics and responsibility, which will include symposia, student discussion groups, and a weekend course. The Halls also gave a $75,000 scholarship gift, with a preference that it go to a student associated with the new program.

- Matthew and Melissa ’85 Rabel gave $200,000 to endow a new scholarship that will benefit undergraduates who have demonstrated excellence in leadership, innovation, dedication, and teamwork.

- Arthur Buser ’89 and Pamela Greacen supplemented the Greacen Buser Family Scholarship with a new $100,000 commitment and pledged $50,000 to the annual fund.

- Faisal Kaud ’68 gave $100,000 to establish the Faisal Kaud Scholarship.

- With a $100,000 gift, Kazunori Nagao, MPS ’83, established the Takanori Scholarship to benefit undergraduate students from Japan.

- David Kim, MMH ’97, gave $50,000 to establish the David and June Kim Foundation Scholarship for Korean MMH students who are graduates of the hospitality programs at either Kyung Hee University or Kyonggi University in Korea.

- Many generous donors made additional contributions to their endowed scholarships this year, including the McLamore Family Foundation and Daniel Kim ’85.

Private Support
Annual Fund

The annual fund is used to meet the current, daily need of the school, helping us send students to industry conferences, recruit renowned faculty, fund research, and purchase classrooms equipment. Most importantly, the annual fund provides critical scholarship support to our students.

- With the support of 1,096 individual donors, we exceeded our $850,000 goal for the annual fund and raised $975,235 in cash.
- Shirley Rodriguez ’57 pledged $50,000 to the SHA annual fund, the largest gift to the fund this year.
- Raj Chandhania ‘95 gave a series of gifts, totaling $50,000, which will benefit the annual fund as well as the Giuseppe Pezzoni Scholarship, the Hotel Ezra Cornell Millennium Endowment, the Statler Hotel rooms renovation, the travel fund for the Center for Real Estate Finance, and Cornell’s Quill and Dagger Tower Fund and Frank and Rosa Rhodes Scholarships.

Planned giving

More and more individuals are including the SHA in their estate plans. From gifts of cash to gifts of real estate and business assets, planned giving is a growing part of our development plan. This year Michael Jerome ’74 made an advised bequest of $350,000, which will benefit the Pillsbury Institute for Hospitality Entrepreneurship and scholarships for SHA undergraduates.

Corporate gifts

Corporations and foundations offer support by sponsoring events and programs or taking advantage of naming opportunities. Gifts-in-kind are also an important aspect of our corporate giving strategy. This year Benjamin West made a $59,000 cash gift to the Statler Hotel rooms renovation project, bringing their total contribution to the project to $115,000.

In closing

Nothing brings the essentials into high relief like a period of financial retrenchment. In a year that required us to recast some of our goals and assumptions, we remained clearly focused on our overriding purpose: to offer our students the best possible preparation and resources to excel as innovators and leaders in the hospitality industry.

Certainly, our students cannot gain the mastery they need without the inspiration of a superb faculty of teachers and researchers and the mentorship of the men and women who are shaping the industry today. We have the best minds in the business guiding the academic and professional growth of our students, and through strategic faculty recruiting and meaningful engagement with our industry partners, we are committed to ensuring that the same will be true for many generations to come.

This year’s renovation of the Statler Hotel’s guest rooms and the completion of the tower addition to Statler Hall are a boon to our students as well as our visitors, faculty, and staff. While the hotel renovations enable our students to work in an environment that reflects current industry standards, the tower has partially eased our need for office and program space. Both projects were carefully designed to minimize costs and maximize the value received.

The generosity of the Conrad N. Hilton Foundation in granting the school $1 million in current-use funds for scholarships is a significant source of encouragement to us. At a time of unprecedented need for student support, this gift will cover a significant proportion of our annual scholarship expense over the next two years. In addition to the Hilton Foundation, we are sincerely grateful to the many alumni, friends, and industry partners who helped us financially this year.

We are very proud of the freshman class we are enrolling. Our incoming students have not only excelled academically, but well over 80 percent of them have hospitality-related work experience. They are athletes, entrepreneurs, and valedictorians. They represent all regions of the
United States and the world, every ethnicity, and the full socioeconomic spectrum. They are diverse by every measure but two—their passion for hospitality and their potential to influence the future of the industry in all its dimensions.

For this year’s graduates, employment optimism is definitely on the upswing. We are just beginning to evaluate responses to our most recent postgraduate survey, but we can already see that our students have fared better overall than they did in last year’s job market. Our bachelor’s and MMH degree graduates are reporting job success in many fields, from hotel and restaurant operations and corporate positions to real estate, consulting, banking, finance, senior living, teaching, e-commerce, and event planning.

Our newly created Young Alumni Council will help us stay connected with our recent graduates and keep them involved in the life of the school. The perspectives of its members will be most helpful to us in staying abreast of trends in the industry that will matter to our students and their preparation for high-value employment. I would like to express my appreciation to Rachel Etess Green ’98 and Raj Chandnani ’95 for agreeing to serve as inaugural chairs of the council.

Finally, I would like to express the great pleasure we took in conferring upon Chuck Feeney ’56 this year’s Cornell Icon of the Industry Award. Chuck’s accomplishments are remarkable; if not unique, in the annals of commerce and philanthropy, and we are extremely proud to count him among our alumni. The gala dinner at which we honored Chuck along with Sol Kerzner, this year’s Hospitality Innovator Award winner, was a tremendous celebration of entrepreneurial genius and commitment to the highest ideals of world citizenry. It was wonderful to see so many alumni and other industry leaders gather at the American Museum of Natural History to be part of this once-in-a-lifetime event.

I look forward to another year of challenges and opportunities, confident that the School of Hotel Administration will only grow in its capacity to deliver on its mission in partnership with our alumni and friends in the worldwide hospitality industry.

Sincerely,

Michael D. Johnson
Dean and E. M. Statler Professor of Hotel Administration
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Design: Harp and Company Graphic Design
Printer: Cayuga Press, 8/10 3.5M