Each school or college at Cornell has its own policies and procedures. Use this handbook, together with other university resources, to get the answers to your questions.

If you need assistance, check with the Office of Student Services in 180 Statler Hall, or send e-mail to student_services@sha.cornell.edu
**Academic Honors and Awards**

At the start of each spring semester, **Class Marshals and Banner Bearers** are selected by School of Hotel Administration (SHA) faculty to represent the graduating class at Commencement. Two degree marshals and three banner bearers (plus two alternates) are chosen based on academic excellence as measured by the cumulative grade-point average at the end of the preceding year fall semester.

Senior students are selected to receive **Graduation with Distinction** based on academic excellence. This is measured by the cumulative grade-point average at the end of the fall semester. Out of the top-fifteen percent of graduates for the calendar year, up to ten percent may be selected to receive this honor.

The **Latin Honors** program was established to promote the school's mission to create and disseminate knowledge about hospitality management to the global hospitality industry by encouraging student research. Students leverage theories acquired from coursework to create new knowledge, to develop meaningful relationships with faculty thesis advisors, and to demonstrate mastery of research skills to graduate schools and future employers. In the final year of study, students engage in two semesters and six credits of research directed by the school's professorial faculty and are recognized upon completion with a Cum Laude, Magna Cum Laude, or Summa Cum Laude designation. This is commensurate with the quality of their completed theses and academic qualifications. See **Latin Honors Policy** for further information.

**Merrill Presidential Scholars** rank among the top-five percent in their respective schools and colleges at the university. In SHA, two fourth-year students selected by the dean may pay tribute to the secondary school and college teachers who have had a vital effect on their academic careers. The students and their teachers are honored at a luncheon hosted by the president of the university, generally in the week immediately preceding Commencement.
Academic Integrity

Academic integrity is a critical issue for all students and professors in the academic community. All new students are required to attend a session during SHA orientation that familiarizes them with the *Code of Academic Integrity*. Students are expected to follow the code and understand that the faculty and administration of the School of Hotel Administration take academic-integrity violations very seriously.

The code’s introduction presents broad principles that should help students conduct themselves honorably:

> “Absolute integrity is expected of every Cornell student in all academic undertakings. . . Academic integrity is expected not only in formal course work but in all university relationships and interactions connected to the educational process, including the use of university resources. . . A student’s submission of work for academic credit indicates that the work is the student’s own. . .”

A student who has been found guilty of violating the code may receive a penalty that ranges from the loss of points on a specific assignment to expulsion from the university. Moreover, no student who has been found guilty of a breach of the *Code of Academic Integrity* will be eligible for Ye Hosts membership, a management internship, or academic distinction or other graduation honors and awards.

Note: For the complete Code of Academic Integrity, see

http://theuniversityfaculty.cornell.edu/policies/pol_main.html.
Academic Status Definitions

- **Good Standing**: a registered full-time student, enrolled in 12 or more credit hours (not including phys ed), whose semester and cumulative grade-point average (GPA) are 2.0 or higher.

- **Warning**: issued when a student’s semester and/or cumulative GPA fall below 2.0. The student is warned that a 2.0 must be attained in the following and subsequent semesters or he/she faces further action, such as a required leave or withdrawal.

- **Required Leave** (one or two semesters): generally issued after a student has been warned but may be issued at any time a student's semester and/or cumulative GPA fall below 2.0. The student is advised that he/she must leave the university for a period of one or two semesters. To request a return following a required leave the student must follow the readmission requirements included with the Required Leave letter.

  **Note**: Students returning from required leaves must attain a minimum 2.0 grade-point average and must not have any grades of "F" or "Incomplete" in the rejoin term. Otherwise, the student may be subject to further disciplinary action.

- **Voluntary/Personal Leave**: may be requested via petition to the Office of Student Services (180 Statler Hall) for any reason before the drop deadline (normally the end of the seventh week of classes) by a student in good academic standing. Written approval from the director of student services or the SHA registrar must be obtained. Students are advised to check with the university bursar for tuition refund policies in the event a voluntary leave is requested once the semester has commenced. Students are responsible for all tuition, fees, and administrative charges incurred, and it is the student's responsibility to contact the Office of Financial Aid, Student Housing, and the ISSO, if applicable. There will be no record of enrollment for the leave semester.

- **Conditional Leave**: is defined as any leave request after the drop deadline (must be petitioned), and/or any leave request from a student not in good academic standing (including those on Warning, Final Warning, or Rejoin status). Students who find themselves in this situation must submit a petition for a leave signed by their academic advisor. Most conditional leaves are for two semesters. The student's record for the semester will show all grades as "W." The school may set conditions for completion of work, internships, course work, or other activities during the conditional leave period. Written approval from the director of student services or the SHA registrar must be obtained. Students are advised to check with the university bursar for tuition-refund policies in the event a conditional leave is approved once the semester has commenced. Students are responsible for all tuition, fees, and administrative charges incurred, and it is the student's responsibility to contact the Office of Financial Aid, Student Housing, and the ISSO, if applicable. **A student may request a conditional leave after the 12th week of classes only in highly unusual circumstances.**

- **Health Leave**: must be requested and approved through Gannett Health Services. If granted a
health leave, which usually is at least six months in duration, the student may not return to the university until approved by Gannett.

- **Voluntary Withdrawal**: students who fail to register with the university by the end of the fifth week of the semester will be dropped from their classes and be considered to have voluntarily withdrawn, meaning they have separated from the university and are no longer students at Cornell.

- **Required Withdrawal**: issued when a student's academic record is such that the faculty deems that the student should leave the university on a permanent basis.

- **Suspension**: issued when a student has been convicted of a gross violation of the *Code of Academic Integrity* or the *Campus Code of Conduct*. A suspension is generally temporary.

- **Expulsion**: is a permanent separation from the university wherein the student may not reregister in the future.
Access to Records

The educational records of all matriculated students at Cornell, regardless of student age, are protected under both the Family Educational Rights and Privacy Act of 1974 and the Cornell University Access to Student Information Policy 4.5. Under these policies, matriculated students are treated as legal adults, with the responsibilities and privileges inherent in that status. They are expected to make decisions about course work, classes, social life, and their personal well-being. They also are expected to learn from and take responsibility for the consequences of those decisions.

To view Cornell's policy online, visit: http://registrar.sas.cornell.edu/Student/records.html.

The university regards a student’s enrollment status (for example: registered, on leave, withdrawn) as directory information that may be released unless a student submits a “no-release” request to the University Registrar. Additionally, where the university believes that it is in a dependent student’s best interest, information from the student’s educational records may, at the university’s discretion, be released to the parents or legal guardians of such a dependent student. Such a disclosure generally will be limited to information about a student’s official status at the university, but parents or legal guardians of a dependent student may also be notified when a student has voluntarily withdrawn from the university or has been required by the university to withdraw; when a student has been placed on academic warning; when the student’s academic good standing is at issue; when a student has been placed on disciplinary probation or restriction; or when a student otherwise engages in behavior calling into question the appropriateness of the student’s continued enrollment at the university. Unless otherwise indicated in writing by the student at the time of registration or thereafter, the university will presume that a full-time undergraduate student is a dependent as that term is defined in the U.S. Internal Revenue Code. Undergraduate students who are not financially dependent and do not wish to permit their parent(s) or legal guardian(s) to have access to their education records should advise the Office of the University Registrar in writing and provide evidence of financial independence. Graduate and professional students are not assumed to be financially dependent upon their parent(s) or legal guardian(s) for these purposes.

Students who want additional information on access to their records may contact the Office of Student Services, 180 Statler Hall, or the Office of the University Registrar, B7 Day Hall. An inventory of those student records maintained by Cornell University offices in Ithaca, their location, and cognizant officers are available in the Office of the Dean of Students, 401 Willard Straight Hall.
Add/Drop Deadline

Students may add and drop classes during the specified enrollment period of each term. Visit the university enrollment page for further instructions.

Add/Drop with "W" grade

Students with documentable extenuating circumstances may petition to drop a class after the university drop deadline for a term (see petition page for instruction). If the petition is approved, a grade of "W" will appear. Classes may NOT be dropped after the final scheduled day of class for the semester.

Dropping 1000- and 2000-level SHA core courses

A student must submit a signed drop-core petition—documenting extenuating circumstances—to the Office of Student Services.
Administration
Dean, School of Hotel Administration
Michael D. Johnson

Associate Dean for Academic Affairs
Steven Carvell

Associate Dean for Faculty Development
Michael C. Sturman

Director of Graduate Programs
Linda Canina

Academic Director, Center for Real Estate and Finance
Daniel W. C. Quan

Academic Director, Cornell Institute for Hospitality Labor and Employment Relations
David Sherwyn

Academic Director of the Center for Hospitality Research
Michael Sturman

Academic Director, The Pillsbury Institute for Hospitality Entrepreneurship
Steven A. Carvell
Managing Director, The Statler Hotel

Richard D. Adie
Associate Dean for Business Affairs
Tim Durnford
Executive Director of Student Services
Molly de Roos
Executive Director of Enrollment Management
Brad Walp
Director, Career Management
Kristin LiBritz
Director of Graduate Programs
David Taylor
Director, Diversity and Inclusion
Victor Younger
Registrar
Dina Kristof

Associate Dean of Alumni Affairs and Development

Meg Keilbach
Advanced Placement Credit

The primary purpose of Advanced Placement (AP) credit is to exempt students from introductory courses and to place them in advanced courses. If you receive AP credit, you may not subsequently enroll in a similar course as outlined in the Courses of Study for credit at Cornell unless the AP credit is removed.

With qualifying scores, SHA students may be awarded AP credit only in Free Electives, with two exceptions: AP Microeconomics (score of 4/5 will fulfill HADM 1410) and AP English Language and Comp or AP English Literature and Comp (score of 5 will fulfill the First-Year Writing Seminar). Also note the following for AP Statistics taken by SHA Students:

- SHA students who receive AP Stats credit (score of 4 or 5) will have it awarded toward free elective requirements only. They must still take HADM 2010, the SHA core Hospitality Quantitative Analysis course.
- SHA students may not take stats classes listed on the forbidden overlap list (STSCI, PAM, etc).
Advisors

Faculty Advising-Student-faculty interaction is a hallmark of the School of Hotel Administration. Students benefit both personally and professionally from developing relationships with individual faculty members.

The school offers two different faculty advising relationships during the undergraduate years:

Transition Advisors-These faculty members work with first- and second-year students, and are responsible for helping students make a smooth transition to life and work at Cornell and the School of Hotel Administration.

Career Advisors-These faculty advisors help students explore and connect their career interests to the curriculum and the industry, helping students network with faculty and staff members, and alumni. Students are transitioned to a career advisor during the second semester of the sophomore year (transfer students are transitioned once they have completed most of the first- and second-year core courses).

Office of Student Services (OSS) Advising-Experienced, professional staff members in the Office of Student Services supplement the advice of faculty members.

OSS advisors:

- assist students in making good decisions, and support students during difficult or vulnerable times-when they are confused, overwhelmed, or troubled by academic or personal matters.
- help students design imaginative and solid curricula that satisfy appropriate degree requirements, and inform them about the school's many special academic options, such as the Management Intern Program, the Hotel Leadership Development Program, and Study Abroad.
- help students make the fullest and best possible use of university and college resources.
- provide career-management advising, assisting students in linking their academic work to career goals.

Career Management Advising-Career management is an integral part of the Office of Student Services. OSS advisors can:

- assist in honing résumé and cover letter-writing skills.
- conduct mock interviews.
- guide and instruct students on school and campus job search resources.
- help to build the confidence necessary for a successful job search.
- offer students assistance in mapping out strategy and determining career goals.

Responsibilities of Student Advisees

- Be considerate of your advisors' schedules. Be on time to meetings; leave plenty of notice if you need to reschedule.
- Be open-minded and receptive.
• Get to know your faculty advisor and your OSS advisor.
• Initiate career and academic discussions with your advisors.
• Learn the degree requirements.
• Make regular appointments with your academic advisor. Come prepared with questions, course selections, and alternatives.
• Take responsibility for your decisions.
Alcohol Policy

No individual or group may bring alcohol into Statler Hall. Students under the age of 21 caught consuming alcohol risk having their names forwarded to the Office of the Judicial Administrator. Please see Policy 4.8 for more information on the university policy regarding alcohol and other drugs on campus
Auditing Classes
SHA Graduate and Undergraduate students may not audit courses. Cornell undergraduate students from other colleges may not audit SHA courses.
Binenkorb Computer Center

Use of the Binenkorb Computer Center is restricted to SHA students during the academic year. The center, which maintains and supports more than 120 state-of-the-art PC workstations, is located in 365 Statler Hall.

See Computer Classrooms for detailed information, including available equipment and hours of operation.
Undergraduate Students

From career-development sessions and resume and cover-letter writing, to opportunities to network and connect with employers on campus, we offer programming and events, individual appointments, and online resources to assist you with your career development and summer and permanent job searches. We encourage you to familiarize yourself with all of our career-management programs and services early in your academic career.

Our Career Management staff are available to meet with you and will help you map out a strategy, determine career goals and objectives, and prepare for and implement a successful summer or permanent job search. The skills that you develop will be valuable throughout your career. In the first year, with the help of our undergraduate advisors, you can begin to plan career-related experiences and investigate career options.
Certification

The Office of the University Registrar is responsible for certifying student enrollment and degree status. Certification requests can be made online at [http://certification.cornell.edu](http://certification.cornell.edu) by all students with a valid U.S. Social Security Number, and an active NetID and password.
Communication Center, School of Hotel Administration

The Communication Center provides free consulting for written and oral assignments, and can also assist with recurring writing problems. Center staff members help SHA students further develop and fine-tune their communication skills to be industry leaders. The center is located in 330 Statler Hall, 607.255.1090. Students can request an appointment online at http://sha.cornell.edu/current-students/undergraduate/comm/.
Grade Computation

The official university grading system uses letter grades with pluses and minuses. Passing grades range from A+ to D-; F is failing. INC denotes incomplete, and R is the grade given at the end of the first semester of a year-long course. A grade of W (withdrawn) is automatically assigned when a student is given permission to drop a class after the drop deadline. The grades of INC, R, S, SX, U, UX, and W do not have quality point equivalents attached.

To compute a term average, add the products of hours x the associated quality points and divide by the number of credit hours taken (in the example below, 51.2÷16=3.2).

Cumulative average (averages taken for two or more terms) equals the sum of the products of all terms at Cornell divided by the total number of credits taken. A grade of F carries no quality points but the credits are added to the total credit hours, thereby lowering the average. Incomplete, S-U, and withdrawn grades are not calculated in the grade-point average.

Quality Point Equivalents:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.3</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
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</tr>
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<td>2.3</td>
</tr>
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<td>C</td>
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<td>C-</td>
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</tr>
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</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Example: Calculating a GPA

<table>
<thead>
<tr>
<th>Course</th>
<th>Grade</th>
<th>Quality Points</th>
<th>Credit Hours</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>HADM 2360</td>
<td>C+</td>
<td>2.3</td>
<td>4</td>
<td>9.2</td>
</tr>
<tr>
<td>HADM 1150</td>
<td>A</td>
<td>4.0</td>
<td>3</td>
<td>12.0</td>
</tr>
<tr>
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<td>A-</td>
<td>3.7</td>
<td>3</td>
<td>11.1</td>
</tr>
<tr>
<td>HADM 1210</td>
<td>B</td>
<td>3.0</td>
<td>3</td>
<td>9.0</td>
</tr>
<tr>
<td>GOVT 1110</td>
<td>B+</td>
<td>3.3</td>
<td>3</td>
<td>9.9</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>51.2</td>
<td></td>
<td></td>
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51.2/16 = 3.2 GPA
Grade Computation

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<th>Grade</th>
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<tbody>
<tr>
<td>Points</td>
<td>Hours</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Grade Dispute

If you find yourself in a significant disagreement with your professor over a grade, you have options:

1. Meet with your professor
and try to resolve your differences.

2. Seek the advice of your advisor to discuss your strategy for resolving the disagreement.

3. Meet with the University's Ombudsman, 118 Stimson Hall, 607.255.432

<table>
<thead>
<tr>
<th>Course</th>
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<tbody>
<tr>
<td>Grade Option</td>
<td>Points</td>
<td>Hours</td>
<td></td>
</tr>
<tr>
<td>Letter (A through F) exclusively</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfactory/ Unsatisfactory</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Every class is offered for one of the following grade options:
ry (SX/UX) exclusively

- Student option (letter or S/U)

"Student option" allows students to choose the grade option for the class. Students must make the decision for all of their applicable classes by the university drop deadline.

See Satisfactory/Unsatisfactory Grades for policies and restrictions.

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Grade Reports

The fastest way to learn your grades at the end of the term is to view them in Student Center. Students may request official transcripts through the university registrar's office.
Hotel Ezra Cornell (HEC)

Hotel Ezra Cornell (HEC) is a student-run hospitality conference that has been a School of Hotel Administration tradition since 1925. The three-day conference takes place each March and provides School of Hotel Administration students the opportunity to educate and entertain industry professionals while showcasing what they have learned in the classroom. The mission of Hotel Ezra Cornell is “Showcasing Hospitality Education Through Student Leadership.”

Up to 3 credits of HADM 4910 may count toward SHA Electives. Student managers can earn up to 80 hours and volunteers can earn up to 40 hours of Practice Credit.

To be on the HEC Board of Directors, students must (1) be in good standing with a grade-point average of 2.0 or higher; (2) have previous HEC experience; and (3) receive approval of the course instructor.
Hotel Leadership Development Program (HLDP)

The Hotel Leadership Development Program (HLDP) offers students professional growth through experiential learning within the framework of an academic environment. Students will gain valuable management experience at the Statler Hotel while concurrently attending school. Exposure to hotel operations offers meaningful learning opportunities, challenging a student’s ability to apply critical thinking and management theory to personal experience. Interaction with hospitality leaders enable students to establish professional relationships that facilitate and help define their professional path prior to graduation.

HLDP participants progress through several different paid employment phases, from entry level positions to student director. Each phase requires a specified minimum hours of paid employment at the Statler Hotel and is completed through a certification process. To prepare for each certification, participants are trained on the basic skills of each position. After the participant masters the position, a certification evaluation is conducted.

The students are required to complete the HADM 2170 Hotel Leadership Development Program and HADM 4170 Hospitality Leadership classes in order to prepare them for their roles as supervisors and leaders. Students will also participate in the HLDP Seminar Series, a non-credit program which provides additional training on management topics. Cross Divisional work experiences are also required for students to ensure a broad exposure to hotel operations. Students who progress to the level of Statler Fellow will have reached the pinnacle of the program and are ready to become an effective hospitality manager.

For more information on HLDP including eligibility requirements and the application process, contact the Statler Payroll and Student Employment Office or stop by the office located in G23 Statler Hall.
**Incomplete Grade**

A grade of Incomplete is given when a student is unable to finish the work for a course on time due to extenuating circumstances. In order to receive a grade of Incomplete, the student must have substantial equity in the course (i.e., be passing). The final decision as to whether a grade of Incomplete will be given rests with the instructor.

If the work is completed within the designated time period agreed upon by the instructor and student, the Incomplete will be changed to a regular grade on the student’s official transcript. A course in which a student received a grade of Incomplete will be noted with an asterisk on the student's official transcript when the final grade is recorded. If the work is not completed within the designated time period, the grade of Incomplete will automatically be converted to an F.

**Note:** *A student may not graduate with an Incomplete on the transcript.*
Independent Study Projects

To enroll in an independent study, which may be conducted only with resident faculty members, students must submit a completed applications form to the Office of Student Services, 180 Statler Hall. The form must include an outline and faculty sponsor's signature. University add/drop deadlines apply to independent study projects.

**Note:** Students are permitted to take up to 3 independent study credits toward SHA electives; any over 3 will be free electives only.
International Students

The International Students and Scholars Office, B50 Caldwell Hall, 607.255.5243, provides a broad range of services to international students. All international students should maintain contact with the ISSO. You also can visit their web site at http://www.isso.cornell.edu/.
Language Requirement

All students are required upon admission to meet the qualification requirement of one language other than English. Any one of the following meets the requirement:

1. Successful completion of level 3 in one foreign language.
2. A score of 560 on the Cornell Placement Test (CPT).*
3. Passing language 1210 and 1220, or the equivalent, and attaining a minimum grade of at least C- or Satisfactory in each (C or above for transfer credit from other institutions).
4. Passing language 1230, or the equivalent.

To be exempted from the language requirement if your native language is other than English, you must still be evaluated by the appropriate language department. (See note below.)

* Placement exams are offered at the beginning of each semester, and students may receive up to 6 credits in Free Electives, depending upon the results of these exams.

**Note:** Students whose speaking, reading, and writing competence in a language other than English is at the same level we would expect our entering first-year students to have in English (as shown by completing high school in that language or by special examination during their first year at Cornell) are exempt from the school's language requirement.
Degree Requirements

To earn a Bachelor of Science you must:

1. Complete eight terms of residence, or the requirement designated for transfer students. To satisfy a term of resident study, a student must be enrolled in a minimum of 12 credits hours, not including Phys Ed credit. (Students who wish to stay beyond eight semesters or students who wish to graduate early must petition to do so.)

2. Earn a minimum of 120 credits, not including Phys Ed credit.

3. Complete the prescribed course curriculum and attain a cumulative GPA of at least 2.0.

4. Students must be in residence (on campus) during the last semester. Exceptions for extraordinary reasons may be petitioned if all other graduation requirements, such as Practice Credit, physical education, etc., have been met and the student has a cumulative GPA of 3.0 in the penultimate semester.

5. Receive a final grade in any courses in which a grade of "incomplete" was issued.

6. Complete the one-language-other-than-English requirement. Note: typically met through the admissions process.

7. Complete two units of Practice Credit.

8. Complete the physical education requirement, including a swim test, during your first year of registration and enrollment.

Note: Students who have met all graduation requirements and, therefore, can graduate are expected to do so. Financial aid, with the exception of assistance for students enrolled under the Higher Education Opportunity Act, is awarded for a maximum of eight semesters.
Latin Honors

Program Details

- Applicants’ GPAs must be in the top 10% (or be greater than 3.5, whichever is the more selective criterion) as measured by cumulative GPA up to and including the semester prior to matriculation in the program (the end of junior year).
- Applicants must submit the Latin Honors Course Enrollment Form -- signed by both student and thesis advisor -- to the Office of Student Services, by end of class period the semester prior to matriculation in the program.
- Applicants must be enrolled in the Latin Honors courses (HADM 4970 and 4971) for the duration of the thesis project, for a total of 6 credits.
- Thesis must be completed in the last two consecutive semesters before graduation.

Advising

- Thesis advisor: Latin honors thesis advisor can be any doctoral-degree-holding SHA senior lecturer, lecturer, professor, or clinical professor.

Evaluation Procedures

Review of thesis is as follows:

- First reviewer: thesis advisor
- Second reviewer: Latin Honors thesis program coordinator or a designated SHA faculty member. The designated faculty member must meet the criteria for serving as the thesis advisor. The second reviewer may be assigned at the beginning of the process if requested by the thesis advisor.
- Each reviewer will provide independent grade, or both will agree to a common grade. The student will be informed of the final grade only after thesis is completed.
- In case of mismatch in grade assigned by two reviewers, an independent 3rd reviewer will be assigned by Dean's Office (or ADAA/ADFD).
- Honor level (Summa, Magna, Cum Laude) is calculated by SHA Registrar's office based on both thesis grade and GPA as per existing policy.

Evaluation Standards

<table>
<thead>
<tr>
<th>Level</th>
<th>GPA Performance</th>
<th>Thesis Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summa Cum Laude</td>
<td>Top 1%</td>
<td>PASS (grade of &quot;A&quot; or better in both 4970 and 4971)</td>
</tr>
</tbody>
</table>
Magna Cum Laude  Top 5%  PASS (grade of "A-" or better in both 4970 and 4971)

Cum Laude       Top 10%     PASS (grade of "B+" or better in both 4970 and 4971)

**Note:** Up to 3 credits of Latin Honors work may count toward SHA Electives.
Learning Strategies Center

The Learning Strategies Center (LSC) is the central academic support unit at Cornell University that provides undergraduate students with tutoring and supplemental courses in biology, chemistry, economics, mathematics, and physics. Assistance in improving general study skills is available through semester-long courses, workshops, individual consultations, and website resources. Please visit the LSC at 420 CCC or call 607.255.6310.
Management Intern Program

The Management Intern Program (MIP) is a one-semester work-study program for juniors and first-semester seniors who have completed required course work. Students may elect to extend the program to include a summer. The MIP is a unique opportunity for students to gain invaluable knowledge and experience in the real world while receiving twelve Free Electives and one unit of Practice Credit, as well as typically earning a salary.

For further information regarding the MIP, please contact the Office of Student Services, 180 Statler Hall.
Minors

The School of Hotel Administration lists official university minors on students’ transcripts. Students interested in minors outside SHA need to visit the appropriate college/department within the university to obtain information and apply.

See also Concentrations and Minors
Master of Management in Hospitality Program

MMH Degree Requirements

Students must complete a minimum of 48 credits, including 29 credits of required core courses (CC), 15 credits of career concentration courses, and 4 credits of additional elective courses. In addition, all students must successfully complete the Professional Development (PD) activities each semester and a winter break externship. For the Graduate Real Estate Minor or entrepreneurship concentration, students must earn a cumulative and semester grade-point average of at least 3.0 on a 4.0 scale; for the operations and revenue management concentration, the self-directed concentration, or the marketing concentration, students must earn a cumulative and semester grade-point average of at least 2.5 on a 4.0 scale.

<table>
<thead>
<tr>
<th>Semester I(a)</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HADM 7230: Corporate Finance (CC)</td>
<td>3</td>
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<tr>
<td>HADM 7240: Managerial Accounting (CC)</td>
<td>3</td>
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<tr>
<td>Professional Development (PD)</td>
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</table>

<table>
<thead>
<tr>
<th>Semester I(b)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HADM 7030: Operations Management (CC)</td>
<td>3</td>
</tr>
<tr>
<td>HADM 7430: Marketing Management for Services (CC)</td>
<td>3</td>
</tr>
<tr>
<td>HADM 7970: Leadership Development Program (LDP) (CC)</td>
<td>1</td>
</tr>
<tr>
<td>Professional Development</td>
<td>n/c</td>
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</tbody>
</table>

<table>
<thead>
<tr>
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<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HADM 6100: MMH Distinguished Lecture Series (CC)</td>
<td>1</td>
</tr>
<tr>
<td>HADM 7110: Organizational Behavior (CC)</td>
<td>3</td>
</tr>
<tr>
<td>HADM 7510: Properties Development and Planning (CC)</td>
<td>3</td>
</tr>
<tr>
<td>HADM 7610: MMH Management Communication (CC)</td>
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</tr>
<tr>
<td>Career Concentration Electives</td>
<td>5</td>
</tr>
<tr>
<td>Free Electives Courses</td>
<td>2</td>
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<tr>
<td>Professional Development (PD)</td>
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<thead>
<tr>
<th>Intersession</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>Externship (PD)</td>
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<tr>
<td>HADM 7950 Master Class</td>
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<table>
<thead>
<tr>
<th>Semester III</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HADM 7820: Human Resources Management (CC)</td>
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<tr>
<td>HADM 7144: Competitive Strategies for the Hospitality Industry (CC)</td>
<td>3</td>
</tr>
<tr>
<td>Career Concentration Electives</td>
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</tr>
<tr>
<td>Free Electives Courses</td>
<td>2-3</td>
</tr>
<tr>
<td>Total Required</td>
<td>48</td>
</tr>
</tbody>
</table>

Core Course Waiver Policy
An MMH student may waive a core course (without receiving credit) with the permission of the instructor by exhibiting an understanding of the body of knowledge covered by the course. The student must replace the course with an equivalent number of credit hours during the same term. The student must justify the waiver by submitting a written request to the instructor including a statement about how (s)he will complete the assigned credit hours. Copies should be sent to the SHA Director of Graduate Studies and the Office of Student Services. Typically, the waiver will only be considered if the student has previously completed an undergraduate major or taken graduate courses in the area, and has three or more years of related work experience.

Course Load Policy

Students may enroll in up to 20 credits for the fall and spring terms, not including the Master Class.

Career Concentration

Students will choose one of four career concentration options: Operations and Revenue Management, Real Estate Finance and Investments, Marketing Management, or Self-Directed. Students are required to complete 15 credits of career concentration courses as specified by the career concentration faculty advisor. All concentration courses must be taken for a letter grade unless they are only offered S-U.

Residency Requirement

You must complete three semesters in residence at Cornell University, enrolling for at least 12 credits each semester. As with most graduate-level degrees, it is not possible to transfer residency from other universities. The Director of Graduate Studies in conjunction with the Graduate Committee will set a maximum number of credit hours that a student may take each semester.

PLEASE NOTE: Graduate elective credit is not given for 1000- or 2000-level courses. Additionally, students will not receive elective credit in 3000- or 4000-level courses if there is an equivalent graduate course.

Students must receive permission from their concentration faculty advisor to receive credit for undergraduate courses taken outside the School of Hotel Administration.

Physical education credits do not count toward your MMH degree.

Foreign language courses, at the introductory level, may be taken for elective credit with written permission from your concentration faculty advisor.

Remember that neither Cornell University nor the School of Hotel Administration is able to offer all courses each semester.

Independent study is another option for earning elective credit. You must submit a specific proposal to a faculty member for approval. Once approved, you must obtain the appropriate form from the Office of Student Services, complete it with the assistance of the faculty member, and then return it to the Office of Student Services. Independent study courses allow you to gain expertise in a specific area of interest, and they often evolve into publishable papers.

Taking courses on a satisfactory-unsatisfactory (S-U) basis is limited to 4 credit hours each semester,
not including those courses only offered S-U, and may only be in non-concentration track courses. Core and career concentration courses must be taken for a letter grade.

**Audit**: Course auditing is not permitted.

**Academic Deficiency**

The minimum GPA for continuation in the MMH program is 2.5 in each semester of the program. If a student has a semester GPA of less than 2.5 at the end of any of the three semesters (at the end of the two summer sessions, the end of the fall semester, or the end of the spring semester), the student will be automatically dismissed from the MMH program. This dismissal is subject to appeal to the Graduate Committee, as delegated by the graduate faculty. Students who have been dismissed may not reapply to the MMH program.

**Faculty Advising**

One of the most significant parts of graduate school is your relationship with the faculty. The SHA faculty is uniquely positioned to offer you academic advice, career planning, and networking contacts. Your concentration faculty advisor is the faculty director of your particular concentration.

**Career Advising**

Equal in importance, and more specifically the objective of your education, is a promising and fulfilling career in the hospitality industry. Career Management, located in the Office of Student Services, and specifically the Director of Graduate Programs, is a resource for your winter externship and permanent job search. Additionally, the MMH Professional Development program guides you through the many crucial steps and skills necessary for a successful job search and provides you with best practices for lifelong career management.

**Leave of Absence (LOA)**

Occasionally students need to interrupt their studies by requesting a leave of absence because of extenuating circumstances beyond their control. Three types of leaves are available to graduate students:

1. Medical leave
2. Personal leave
3. Part-time study leave

To apply for a LOA, you must complete and submit the LOA form to the Office of Student Services at the School of Hotel Administration. Your request is reviewed by the Graduate Committee and the Director of Graduate Studies. Approval is not automatic and only students in good academic standing may request a LOA.

To be readmitted, you must submit the request in writing to the Office of Student Services.
Master of Science (MS)

Summary of Graduation Requirement

• Complete a minimum of 16 courses that your special committee has decided are appropriate, including methods, theory, and application.
• Be in residence at Cornell for a minimum of four semesters.
• Take a minimum of 12 credits per semester for a total of 48 credits.
• Prepare a master's thesis, according to the guidelines set forth by the Cornell Graduate School, before the deadline of early May of your graduation year.
• Please see the Graduate School's Code of Legislation for more information.
• Pass the final examination for the master's degree, an oral exam given by your special committee, covering your master's thesis.
• Maintain a cumulative GPA of 3.0.

Residency/Registration Unit Requirements

While the Graduate School requires two registration units at a minimum (two semesters of full-time study; Code of Legislation of the Graduate Faculty, p. 21), the School of Hotel Administration (SHA) requires that all MS students be in residence at Cornell for a minimum of four semesters (for 4 registration units; one registration unit represents the satisfactory completion of one academic semester of full-time study or research).

A student may earn registration units over the summer through regularly scheduled Cornell courses or extramural study, by registering concurrently in the Graduate School and Cornell's School of Continuing Education and Summer Sessions. The number of credit hours completed determines the registration units awarded: 6 credit hours earn one half of a registration unit and 11 credit hours earn one registration unit (Code of Legislation of the Graduate Faculty, p. 22). Master's degree students may not count study in other graduate schools toward the registration unit requirement (Code of Legislation of the Graduate Faculty, p. 23).

Registration is required every semester until either withdrawal or completion of degree, unless a leave of absence is granted. Each regular-degree student is expected to complete the registration unit requirement with reasonable continuity (Code of Legislation of the Graduate Faculty, p. 21). All requirements for the master's degree must be completed within four years after a student’s first registration in the Graduate School (Code of Legislation of the Graduate Faculty, p.39). In special circumstances, a master's degree student may earn registration units for work done in absentia (Code of Legislation of the Graduate Faculty, p. 25).

Course Requirements

Each master's student is required to complete a minimum of 16 courses that his/her special committee
has decided are appropriate to his/her area of study. In addition, each master’s student is required to register for one major and one minor. The special committee member who represents an approved subject or concentration on a special committee determines the specific requirements for the student (Code of Legislation of the Graduate Faculty, p. 33).

Additionally:

- Physical Education (PE) courses do not count toward required graduation credits.
- Graduate elective credit is not given for 1000- or 2000-level courses. Students also will not receive elective credit in 3000- or 4000-level courses if there is an equivalent graduate course.
- A student must receive permission from his/her special committee chair to receive credit for undergraduate courses taken outside SHA.

Grade Requirement

The Graduate School imposes no grade requirements on candidates; each special committee decides whether the student is making satisfactory progress toward the degree (Code of Legislation of the Graduate Faculty, p. 21).

Chair and Special Committee

Students must select their special committee chair by the third week of their first semester and committee members by the start of classes in their second semester.

Thesis Requirements

Each student is required to complete a master's thesis according to the guidelines set forth by the Cornell Graduate School, found at Thesis Guidelines. Students are expected to know the timeline required to fully complete their theses in order to graduate.

Ordinarily, the thesis or dissertation is written in the student's major subject of study and under the direction of the chair of the special committee. With the approval of the committee, a student may elect to write the thesis or dissertation under the direction of the representative of a minor subject. The special committee for each student may consider the thesis a major or minor part of the degree requirements (Code of Legislation of the Graduate Faculty, p. 37).

Examination Requirements

Passing an oral exam given by your special committee, covering your master's thesis, is required to complete your degree. Members of the graduate faculty other than members of the special committee are welcome at all examinations required by the graduate faculty. The special committee chair provides an opportunity for them to question the student. The determination of pass or fail rests exclusively with the members of the special committee, including any field-appointed member or members. For a student to pass an examination, all regular, proxy, and field-appointed members of the examining committee must approve. The examining committee reports its decision to the Graduate School within
three business days of the exam (Code of Legislation of the Graduate Faculty, p. 34).

Students schedule exams with the Graduate School at least seven calendar days in advance. The director of graduate studies in the student's field announces exams to members of the graduate faculty so that they may attend (Code of Legislation of the Graduate Faculty, p. 33).

Faculty Advising
One of the most significant parts of graduate school is your relationship with the faculty. Your special committee chair is also your faculty advisor, and along with the other members of your special committee, can offer you academic advice, career planning, and networking contacts based on expertise and depth of connections within the industry.

Career Advising
Career-planning and job-search questions should be directed to your special committee chair. If additional assistance is needed, please contact the director for graduate programs in the Office of Student Services.

Leave of Absence (LOA)
Occasionally students need to interrupt their studies by requesting a leave of absence because of extenuating circumstances beyond their control. Three types of leaves are available to graduate students:

• Medical leave
• Personal leave
• Part-time study leave

To apply for a LOA, you must complete and submit the LOA form to the SHA Office of Student Services. Your request is reviewed by the graduate committee and the director of graduate studies. If approved, it is forwarded to the Graduate School for approval. Approval is not automatic and only students in good academic standing may request a LOA.

To be readmitted, you must submit the request in writing to the Office of Student Services.
Core Curriculum

Our SHA faculty-designed curriculum prepares students for careers and leadership through a business management foundation with an emphasis on the service industry. Your SHA experience combines the best of both worlds—a focused core curriculum with the flexibility to combine your interest in hospitality and business management with the breadth of Cornell’s liberal arts curriculum.

SHA’s inverted curriculum will have you complete two-thirds of the courses in your major in the first two years. This structure allows you to explore and experience the breadth of hospitality early, to help you determine more quickly where your interests lie. You will have the opportunity to apply the knowledge you learn in the classroom to make your summer internships more relevant as you build your network and explore your career options.

**Typical Four-Year Undergraduate Core Template** (Sample Core Course schedule):

**First Year:** In addition to the classes listed below, you will take a freshman writing seminar and general electives (non-HADM) classes in the other Cornell colleges.

- Organizational Behavior and Interpersonal Skills
- Microeconomics for the Service Industry
- Managerial Communication I
- Business Computing
- Introduction to Hotel Operations
- Introduction to Food Service Operations
- Financial Accounting

**Second Year:** In addition to the classes listed below, you will take general electives (non-HADM) classes in the other Cornell colleges.

- Hospitality Quantitative Analysis
- Human Resources Management
- Managerial Accounting
- Finance
- Culinary Theory and Practice
- Marketing Management for Services
- Hospitality Development and Planning

**Third Year:** In addition to the classes listed below, you will take SHA electives, free electives, and you may decide to study abroad, pursue a minor, fulfill a concentration, or take classes to explore your interests.

- Service Operations Management
- Restaurant Management
- Principles of Hospitality Real Estate
- Hospitality Facilities Management
- Managerial Communication II
- Business and Hospitality Law
Fourth Year: In addition to the class listed below, you will have many options to explore your interests.

Strategic Management
Petition

The petition process permits students to request exceptions to existing regulations. Petitions based on documentable extenuating circumstances are considered individually, weighing the unique situation of the petitioning student against the intent of SHA and university practices and policies.

Students can avoid the necessity to petition by observing the deadlines and other policies that affect their academic program.

To determine whether a petition is appropriate, students should discuss the situation with the Office of Student Services in 180 Statler Hall.

Petition forms must be signed by the student’s faculty advisor. The advisor's signature signifies only endorsement of the petition and does not guarantee approval. Petitions will be considered on an as-needed basis. Be sure to allow sufficient time for the process. You will be notified by email of the decision.

Petition forms are available online or in the Office of Student Services.
**Physical Education Requirement**

Students are required to complete 2 credits of physical education (Phys Ed) during their first year. Students may not take two Phys Ed classes in the same semester for credit without approval by Phys Ed; however, the same Phys Ed course (with the exception of marching band) may be taken for credit two semesters in a row. It is the student’s responsibility to sign up for Phys Ed classes during university registration periods. Be sure to check add/drop deadlines for Phys Ed classes, which often are different from the normal university course add/drop deadlines.

Transfer students who have completed two or more terms of full-time study elsewhere, regardless of whether those terms included Phys Ed courses, do not need to take Phys Ed or complete the swim test at Cornell. Transfer students who completed only one term elsewhere must take one term of Phys Ed, and complete the swim test at Cornell.

For further information regarding Cornell Physical Education and requirements, please visit [pe.cornell.edu](http://pe.cornell.edu).

**Note:** The credits of Phys Ed are not included in the 120-credit graduation requirement or in the minimum 12-credits-per-semester requirement.
Practice Credit Requirement

To graduate from the Bachelor of Science program, you must have worked 800 hours, paid or unpaid, in the hospitality/service industry. Typically, this requirement is fulfilled in two summers, however part-time employment is accepted. The objective of the Practice Credit requirement is to ensure that your education has the essential balance between theory and practice. Following each work experience, students must submit a Practice Credit Employer Verification Form which is completed by both the student and the employer. For more information on the Practice Credit requirements and guidelines, please see: https://sha.cornell.edu/current-students/career-management/undergraduate/practice-credit/
Disabilities

Cornell University has been providing reasonable academic and program accommodation to students with disabilities since the implementation of Section 504 of the Rehabilitation Act of 1973. The university is committed to ensuring that all qualified persons with disabilities have the opportunity to participate in its education and employment programs and services on an equitable basis.

Students must register with Student Disability Services (SDS) to be eligible for disability services and accommodations. Documentation guidelines for each category of disability and more information about SDS can be found on the web site at: http://sds.cornell.edu/. Advance notice is needed to have some accommodations and services in place at the beginning of the semester. If you would like to meet with an SDS counselor, call 607.254.4545 to schedule an appointment. Call 607.255.6376 to make an appointment to speak to a SHA advisor regarding SDS.
Records
The Office of Student Services, 180 Statler Hall, maintains your official academic records in the School of Hotel Administration.

The University Registrar is responsible for enrollment verification and official transcripts.
Registration

University registration is the official recognition of a student's relationship with the University and is the basic authorization for a student's access to campus resources.

To become a registered student at Cornell University, a person must:

- settle all financial accounts, including current semester tuition
- satisfy New York State and University health requirements
- have no holds from their college, the Office of the Judicial Administrator, Health Services, or the Bursar.

Enrollment in courses does not constitute or imply University registration.

Checking Registration Status

To check your registration status, log in to Student Essentials and view your "Registration Status" at the top of the page.

- If you are registered, your Registration Status will state "Registered" with a green checkmark.

Holds

There are several different types of holds that may be placed on a student's record. Holds that prevent University registration require immediate attention. Holds can be viewed by logging in to Student Essentials. Click on "more information" for complete details including steps to resolve a hold.

Due Dates

All students must be registered by the end of the third week of classes. Students who complete registration requirements after this deadline will be assessed a $350.00 late fee.

Students who fail to register will be withdrawn from the University. When withdrawn, they will be dropped from classes, and services such as (but not limited to) library access, housing, dining, door access, Blackboard, and bus service will be terminated.

Students who are reinstated after being withdrawn will be assessed a $500.00 late fee.

Additional Information

See “University Registration” at courses.cornell.edu for more information, including registration dates and deadlines.
Religious Accommodation

Cornell University has an enduring commitment to supporting equality of employment opportunity by affirming the values of diversity and inclusiveness. This commitment includes embracing religious diversity. As part of this commitment, the university will make good faith efforts to provide a reasonable accommodation of an employee's sincerely-held religious belief, unless the university believes such an accommodation would create an undue hardship or is contrary to the university's commitment to diversity and inclusiveness.

Policy Number:
6.13.8

Responsible Executive:
Vice President and Chief Human Resources Officer

Responsible Offices:
Workforce Policy and Labor Relations

Date Issued:
Tuesday, March 15, 2005

Date Last Updated:
Thursday, July 14, 2011

Contact:
Your local college or unit human resources representative.

View Official Policy:
University Policy 6.13.8, Religious Accommodation
Repeating Courses

Students are allowed to register a second time for topic courses only (i.e. HADM 1910, 4980, 4990). If students re-enroll in courses they already passed with grades above "F," the second registration will not count toward graduation requirements.

Students are allowed to enroll a second time for courses in which they previously received the grade of "F." For the second enrollment, the credits will count toward graduation requirements, and the grade received will be figured into the cumulative average. The "F" remains on the record and is included in the computation of the grade-point average.
Satisfactory/Unsatisfactory Grades

Some courses are offered on a Satisfactory/Unsatisfactory (S/U) basis.

University regulations concerning the S/U system require that a grade of "S" be given for work equivalent to a "C-" or better; for work below that level, a "U" must be given.

"S" and "U" grades are not included in the computation of semester or cumulative averages; however, a course in which a student receives an "S" is counted for credit. No credit is received for a "U." Both the "S" and "U" grades appear on a student's record.

Taking courses as S/U is limited to 4 credit hours each semester, not including those offered only as S/U, and may be in only non-career track-courses (MMH) or non-SHA-elective, non-concentration courses (undergraduate). A maximum of 6 credits in total in non-SHA elective may be taken on an S/U basis.

If both letter and S/U grade options are offered for a given class, students must sign up for their chosen option during specified pre-enrollment or university add periods.

Note: The deadline for changing the grade option is the end of the seventh week of the term.
Schedule

You may view and print your course schedule at any time by accessing your Student Center.

Be sure to check your schedule several times during the semester to verify you are enrolled in the courses you think you are!
Student Advisory Board

The Student Advisory Board was created to give undergraduate students an effective way to communicate with the school’s senior administrators. We strive to actively and accurately represent all voices of the school, including students, staff, and faculty.

Mission Statement

The SHA Student Advisory Board works closely with Dean Johnson and his leadership team to represent the undergraduate students, gather student feedback, and recommend courses of action to improve the student experience.

Top Objectives

1. Create a satisfying education experience for SHA undergraduate students.
2. Ensure all student interests are well represented through active communication among the student body, board members, and school leadership.
3. Identify, take action, and follow up on all student concerns.

We encourage you to express your ideas and concerns, and provide input, suggestions, and feedback for us to share with the administration. You can contact us directly by email.

Advisory Board Members

Name: Soh-Hyun (Lotte) Ahn

Candidate for Bachelor of Science: May 2018

Minor/concentration: Undecided

Appointed to SAB: December 2014

Professional interests/experiences: Prior to Cornell, Lotte developed her interest in the hotel industry by interning at the Inn at Darden of the University of Virginia's Darden School of Business, working in all aspects of the inn from finance to events and more. From her experience at the inn and SHA classes, Lotte hopes to pursue concentrations in design and finance.

Class of 2018

Activities/interests:

• Hotel Ezra Cornell, Design Team - Project Manager of Saturday Breakfast
• Hospitality Students International, Events Committee
• Korean American Students Association
• Colleges Against Cancer, Publicity Committee
Advisory Board Members

**SAB engagement:** As a member of the SAB, Lotte works to relate concerns of the student body and those in her class, especially those of international students. She strives to improve student life by working closely with the administration, and to enhance the strong community bond within SHA.

**Name:** Nelson Billington

**Candidate for Bachelor of Science:** May 2019

**Minor/Concentration:** Entrepreneurship

**Appointed to the Student Advisory Board:** Fall 2015

**Professional interests/experiences:** Nelson has a passion for and interest in restaurants. Over the last five years, he has consulted for over a half-dozen companies in the Washington, D.C. area and Charleston, SC. Through work with *Washingtonian* magazine, he has written a weekly events blog post. Additionally, Nelson has worked with Venga, a technology startup focused on the hospitality industry. He will spend a month working in Rio de Janeiro, Brazil for NBC Olympics on the 2016 Summer Games.

**Activities/Interests:** Currently, Nelson works as the secretary of recreation for MilesAhead (a luxury travel agency), the lead sales and marketing specialist for Ithaca Hummus, an operations consultant for Chaia, the only food and wine intern for *Washingtonian* magazine, and the editor in chief of *Catching the Cook*. At Cornell, Nelson is the director of development and corporate partnerships for Anabel's Grocery, a guest experience manager for Hotel Ezra Cornell, and a member of the Student Assembly dining committee. He is a part of both Pi Sigma Epsilon (professional business fraternity) and Zeta Psi.

**SAB Engagement:** Through his work with SAB, Nelson hopes to educate students about the upcoming transition to the College of Business. By working with Dean Johnson and other student leaders, he wants to ensure that the values of SHA are best represented in the new structure. Nelson also wants to work with the Office of Student Services to recruit top-tier students interested in hospitality.

**Name:** Aetheline Chua

**Candidate for Bachelor of Science:** May 2018

**Minor/Concentration:** Marketing concentration, computer science minor

**Appointed to the Student Advisory Board:** Fall 2015
Advisory Board Members

**Professional interests/experiences:** Aetheline's interests lie within technology and marketing. She aspires to either market technological products to the greater consumer population, or to use technology to push marketing strategies in the future. Her roots in hospitality can be found in her leadership of a student-run food service venture in high school, and experience working at the Statler Hotel, where she spent her summer this past year.

**Activities/Interests:** Guest experience manager for Hotel Ezra Cornell, Cornell ambassador, brand consultant for HSMAI, blogger for the Cornell Gourmet Club, teaching assistant for HADM 1410.

**SAB Engagement:** As a member of the Student Advisory Board, Aetheline hopes to increase the transparency and efficiency with which students of the school are able to convey issues and opinions to the dean. Furthermore, she hopes to open up communication channels to other schools and colleges within Cornell, in the hopes of enriching the educational experiences of each School of Hotel Administration student.

Name: Matthew Guarini

**Candidate for Bachelor of Science:** December 2017

**Minor/Concentration:** Undeclared

**Transfer from:** The Culinary Institute of America

**Appointed to the Student Advisory Board:** Fall 2015

**Professional interests/experiences:** Matthew continues to refine his skills in the food-service industry and hopes to pursue a career in food and beverage management. After interning for the Four Seasons Hualalai in Hawaii, he decided to focus on front-of-house operations for luxury properties. This summer, he will be interning for Aria Resort and Casino on the Las Vegas Strip.

**Activities/Interests:** Matthew is a teaching assistant for Introduction to Wines and is hoping to attain his level-one sommelier certification this summer. He is also a member of the service team at Taverna Banfi and a member of the Student Assembly Dining Committee. He hopes to get involved with HEC's service team this semester and is becoming an active member in Club Managers Association of America.

**SAB Engagement:** While on the Student Advisory Board, Matthew hopes to best represent the students transferring from the Culinary Institute of America, as well as other non-traditional students. He sees the value in a the
Advisory Board Members

extra years of experience non-traditional students bring to the SHA, and hopes to best foster their ideas to better the school in this time of transition to the Cornell College of Business.

Name: Alyannah Kassam

Candidate for Bachelor of Science: May 2017

Minor/Concentration: Real estate minor

Transfer from: College of Arts and Sciences (Fall 2014)

Appointed to the Student Advisory Board: Fall 2014

Professional interests/experiences: Alyannah's interests reside in technology and finance. Because of these passions, she wants to explore a career in finance and real estate. In the past, she worked as a business development intern for Kinnek in New York City last summer and has completed internships with Hilton Hotels & Resorts. Upon graduation, she hopes to hone in on these skills with a career in Investment Banking.

Activities/Interests: Alyannah is an active member of the Class of 2017 Council, where she enforces the policies of programming events at Cornell. She also participates in Hotel Ezra Cornell, serving as a member of the IT Team. Additionally, she works at Statler Hotel in the Banquets Department and is a Resident Advisor in the Holland International Living Center. In her free time, she enjoys travelling, playing sports, and photography.

SAB Engagement: In SAB, she wishes to ease the transition for the transfer students in the School of Hotel Administration, as well as provide more opportunities for international students. In addition to this, she looks forward to being an active member in SHA by helping to facilitate communication between the students and administration.

Name: Armaan Singh Nirh

Candidate for Bachelor of Science: May 2017

Minor/Concentration: Real estate minor/finance, accounting and real estate concentration

Transfer from: Les Roches International School of Hotel Management in Switzerland (fall 2014)

Appointed to the Student Advisory Board: Fall 2014
Advisory Board Members

**Professional interests/experiences:** Armaan's interest lies in the strategy involved in growing businesses. He is inspired to get into consulting and asset management. He worked as a revenue management intern for [Starwood Hotels and Resorts](http://www.starwoodhotels.com) at their South Asia Regional Corporate Office and has completed a couple of internships with India's [Taj Group of Hotels, Resorts and Palaces](http://www.tajhotels.com).

**aan Singh Nirh**  
**Class of 2017**

**Activities/interests:** Armaan is an active member of the [Cornell Hospitality Consulting Club (CHC)](http://www.chc.cornell.edu) and the Cornell Real Estate Club. He is also a teaching assistant for Financial Accounting (HADM 1210).

**SAB engagement:** Armaan wishes to address some of the issues other transfers may face as they make transitions from their previous institutions into SHA. He also aims to bring a few hotel operational elements into the teachings here at SHA. Prior to college, Armaan was the head boy in his high school.

**Name:** Sebastian Ogando

**Candidate for Bachelor of Science:** May 2017

**Minor/Concentration:** Real estate minor/finance, accounting, and real estate concentration

**Transfer from:** Barry University - fall 2014

**Appointed to the Student Advisory Board:** Fall 2014

**Professional interests/experiences:** Sebastian has interned at: [Gurney’s Montauk Resort & Seawater Spa](http://www.gurneysmontauk.com), Grupo Restalia, and Massachusetts Institute of Technology (MIT).

**Sebastian Ogando**  
**Class of 2017**

**Activities/Interests:** Sebastian is a member of the Cornell Real Estate Club, Cornell Tradition Fellowship, SHA Ambassadors, International Students Admissions Ambassadors, and Phi Sigma Pi National Honors Fraternity. He is also a resident advisor in Collegetown.

**SAB Engagement:** Sebastian wants to help students find academic and professional experiences in any of the many fields of the hospitality industry. He wants to help build a collaborative and inclusive environment for everyone in SHA community.
Advisory Board Members

Name: Kayti Stanley

Candidate for Bachelor of Science: May 2018

Minor/Concentration: Information science minor/real estate concentration

Appointed to the Student Advisory Board: Fall 2014

Professional interests/experiences: Kayti is looking forward to a career in the ever-exciting and innovative hospitality industry. Before attending Cornell University, Kayti interned with the Aramark Corporation. This summer, she hopes to return home to Houston, Texas to work in a hotel and gain invaluable experience at the ground level of operations.

Activities/interests: Within SHA, Kayti is a part of Hotelies Serving Society as well as the design team for Hotel Ezra Cornell. She is also a member of Guiding Eyes for the Blind and CRU.

SAB engagement: Kayti believes an integral part of the success of any academic organization is effective communication between administration and student. Her main goals as a member of the SAB are to ensure a comfortable relationship between the two, and to promote an active student body.

Name: Tatiana Suero

Candidate for Bachelor of Science: May 2019

Minor/Concentration: Undecided

Appointed to the Student Advisory Board: Fall 2015

Professional interests/experiences: Tatiana plans on exploring different areas of hospitality in order to find her niche. At the moment, she holds a strong interest within event management.

To date, Tatiana has:

- Worked at Lui Lui of Nashua, NH as a hostess and server
- Worked at Taverna Banfi of Ithaca, NY as a server
- Externed at the Westin Georgetown in the Event Management Department

Activities/Interests:
Advisory Board Members

- Outreach chair for Comunidad Latinx in Hospitality
- Member of National Society of Minorities in Hospitality
- Member of Club Managers Association of America

**SAB Engagement:** In SAB, Tatiana wishes to continue strengthening the tight-knit community of SHA. She wants to build a strong relationship between the students and the administration to continue to make SHA the best it can be.

**Name:** Kristina Tagliente

**Candidate for Bachelor of Science:** May 2017

**Minor/concentration:** Undecided

**Appointed to the Student Advisory Board:** November 2013

**Professional interests/experiences:** Kristina's major hospitality experience lies in the food and beverage industry. During high school, she operated her own granola bar business called KBar Pro where she formulated the recipe and baked, packaged, and distributed bars to customers all over Massachusetts. Additionally, Kristina interned at Brasserie Jo with the event manager. She learned an abundance about scheduling, menu planning, and basic operations of a restaurant. These experiences made Kristina realize that the hospitality industry is a perfect fit for her.

**Activities/interests:** In her free time, Kristina enjoys cooking, running, and spending time with family and friends. She is also a member of the Delta Gamma sorority.

**SAB engagement:** Kristina is interested in the tidal changes that are taking place in the industry and wants to work with the dean and the student body to ensure that the curriculum incorporates these changes. She views her seat on the SAB as an opportunity to work closely with members of the faculty in observing and dissecting these developments in the field firsthand.
Advisory Board Members

Name: Venus Tse

Candidate for Bachelor of Science: May 2017

Minor/concentration: Hotel administration

Appointed to the Student Advisory Board: November 2013

Professional interests/experiences:

Venus has completed internships at Shanghai Xian Dai Architectural Design Group, Shanghai, China (summer 2013), and the Peninsula Shanghai, China (summer 2012); attended the Hotel Operations Management course at Cornell University (summer 2012); and worked part-time at URBN Hotel, Shanghai, China, 2011-2012.

Activities/interests:

- Vice president of Internal Affairs Committee, Hospitality Students International

- New student representative of Hong Kong Student Association

- International student admissions ambassador

- Selected member of 85 Broads (women's business society)

- Member of Hotelies Serving Society

SAB engagement: As a member of the international community, Venus fully understands the struggles that international students at SHA might face when experiencing a new and different education system and living environment. Her focus is to help fulfill the needs of international students at SHA by serving on the SAB.
Advisory Board Members

Name: Jess Shilu Wu

Candidate for Bachelor of Science: May 2017

Minor/concentration:

Transfer from:

Appointed to the Student Advisory Board: December 2014

Professional interests/experiences: Jess loves to do things that she is passionate about and devotes 100% to what she is doing. Interested in luxury hotel management, she interned with Intercontinental Shenzhen, Ritz Carlton Shenzhen, and Four Seasons Hong Kong in the past three years. In summer 2015, Jess is going to intern at the Upper House, a luxury boutique hotel located in central Hong Kong. Besides her passion for hospitality, Jess is also constantly amazed by the art of food and cooking. She is an amateur baker and has started her own pastry business called Velvet. As a sophomore student, she is keeping an eye on options and exploring more about the hospitality and related industries.

Activities/interests:

- Vice president of Mountains for Moms (climbed Mt. Kilimanjaro in January 2014)
- Event chair of Mainland Chinese Student Association
- Marketing chair of Cornell Gourmet Club
- Founder of Velvet Cakes
- Member of Cornell Undergraduate Asia Business Society (CUABS)

SAB engagement: Jess joined the SAB because she wanted to help improve the "bridge" between students and the administration to make SHA not only an outstanding school, but also a second home for students away from home. She would like to bring more fresh ideas from outside SHA.

Emeritus SAB Members

Class of 2016
Advisory Board Members

Sarah Murdoch '16
Name: Sarah Murdoch
Bachelor of Science: May 2016
Minor/concentration: Real estate minor
Appointed to the Student Advisory Board: Fall 2012

Andreas Valhouli-Farb '16
Name: Andreas Valhouli-Farb
Bachelor of Science: May 2016
Minor/concentration: Marketing
Appointed to the Student Advisory Board: Fall 2013

Class of 2015

Alec Budow '15
Name: Alec Budow
Bachelor of Science: May 2015
Minor/concentration: Real estate
Concentration: finance, accounting, and real estate
Appointed to the Student Advisory Board: Fall 2011
Advisory Board Members

**Lucas Busch '15**

**Name:** Lucas Busch  
**Bachelor of Science:** January 2015  
**Minor:** Real estate  
**Concentration:** corporate finance, financial consulting, investment banking  
**Transferred From:** Les Roches-Gruyère University of Applied Sciences in Switzerland (fall 2012)  
**Appointed to the Student Advisory Board:** August 2013

**Quinn Cox '15**

**Name:** Quinn Cox  
**Bachelor of Science:** May 2015  
**Transferred from:** Bucks County Community College (August 2012)  
**Appointed to the Student Advisory Board:** October 2012

**Francesca Filippini '15**

**Name:** Francesca Filippini  
**Bachelor of Science:** May 2015  
**Minor:** Italian  
**Transferred from:** Boston University (fall 2012)  
**Appointed to the Student Advisory Board:** fall 2012
Advisory Board Members

Name: Isabella Virginia Mongalo

Bachelor of Science: May 2015

Concentration: Services Marketing and Operations Management

Appointed to the Student Advisory Board: fall 2011

Isabella Mongalo '15

Class of 2014

Name: Stephen Breedon

Bachelor of Science: May 2014

Minor/concentration: Real estate minor; concentration in finance, accounting, and real estate (FARE)

Appointed to the Student Advisory Board: fall 2011

Stephen Breedon '14

Name: Ashley Dimond

Bachelor of Science: May 2014

Minor/concentration: Minor in real estate

Appointed to the Student Advisory Board: fall 2011

Ashley Dimond '14
Advisory Board Members

Name: Kealy Hartman

Bachelor of Science: May 2014

Minor/concentration: N/A

Appointed to the Student Advisory Board: fall 2011

Kealy Hartman '14
Student Center

The Student Center offers a way to access your information 24/7. Information is arranged in three broad areas:

- Academics-including registration status, class schedule, faculty advisor, grades, transcript requests, and Pre-Enroll and Add/Drop.
- Finances-including your bursar account and financial aid package.
- Personal Information-including home/local addresses and emergency contact information.

You should regularly check your enrollment on Student Center before the add/drop deadlines to make any necessary corrections in a timely manner.

Student Center is available at http://www.studentcenter.cornell.edu.
Study Abroad

Students are encouraged to consider studying abroad to gain international experience and an appreciation of different cultures. A minimum GPA of 3.0, completion of 1st and 2nd year core, and PE requirements are required to be considered for Study Abroad. For details on how to apply, schedule an appointment with SHA's Cornell Abroad Advisor, in 180 Statler Hall, or visit the CU Abroad office in 300 Caldwell Hall, or log onto https://www.cuabroad.cornell.edu/

Note:

1. Grades on transcripts from abroad are not incorporated in the Cornell University cumulative GPA.

2. Students are expected to take 15 credits when abroad. This is viewed as a full load with the university. If students only take 12 credit hours abroad, they will be awarded only 12 credit hours on their transcript.

3. Students must take courses for a letter grade (no S-U designations).
Summer Study Abroad

1. Students must submit the Study Abroad form, listing courses they expect to take, to the SHA Study Abroad advisor.
2. The SHA Study Abroad advisor reviews and signs the summer abroad paperwork confirming that SHA will accept the credit.
3. Students will receive credit upon receipt of a university transcript by the SHA registrar (noting a grade of "C" or better).

No approval or paperwork goes through CU Abroad.
Distance Learning

Up to a maximum of twelve credit hours of online/distance learning coursework from Cornell University only will be allowed to count toward the total 120 credit hours required for the BS degree.

Pre-approval is required. For further information, see:

Cornell's School of Continuing Education and Summer Sessions > Online Learning > Credit courses
Summer Session Courses

Any student planning to take Cornell or non-Cornell courses for credit over the summer session must complete the appropriate forms for approval well before summer session begins.

At Cornell, up to 4 credits may be taken in the three-week session, up to 9 in the six-week session, and up to 12 in the eight-week session. The total may not exceed 15 credits. Online courses will not be approved toward core course requirements. All registration and enrollment for summer coursework at Cornell is done directly through the School of Continuing Education and Summer Session.

Further information and pre-approval forms are available online and in the Office of Student Services, 180 Statler Hall.

Note: Credit is given only for courses taken at accredited institutions, and courses must be passed with a grade of "C" or above. Online courses are not accepted/permitted from schools outside of Cornell.

See also: Winter Session Courses.
Transcripts

A transcript is an official record of the courses you have taken and the credits and grades you have earned at Cornell University. Official transcripts must be requested online, or directly through the Office of the University Registrar, B7 Day Hall.
Transfer Credit Policy and Process

Policy

• Transfer students are required to complete all degree requirements with at least sixty (60) credits from Cornell University. Thus, a maximum of sixty (60) hours in transfer credit, for courses passed with a grade of "C" or above, may be allowed from other accredited colleges or universities.
  • Transfer credit is not awarded toward SHA Electives (except CIA).
  • Up to eighteen (18) credits may transfer toward SHA core required courses.
  • Up to fifteen (15) credits may transfer toward Non-HADM Electives.
  • Up to three (3) credits may transfer toward the University first-year writing requirement.
  • Up to twenty-four (24) credits may transfer toward Free Electives.

• Cornell University does not accept credit for courses sponsored by colleges but physically taught in a high school to high school students, even if the college provides a transcript of such work.

• Students who are currently accepted and enrolled may transfer in credit, but only from accredited colleges or universities. Preapproval is required.

• AP Credit is accepted as free elective credit only (except HADM 1410 and the First-Year Writing Seminar).

Process

• For students requesting transfer credit toward 1000- and 2000-level SHA core:
  • Students must provide a detailed prior course syllabi (electronic or paper) to the SHA Registrar.
  • Syllabi will be reviewed by faculty to determine whether transfer credit will be awarded toward core.
  • Registrar will notify student of decision via email and make appropriate updates to records and student schedule.

• Credit 3000- and 4000-level SHA courses are not generally accepted.

• After matriculation, any student requesting to take an alternative first-year writing course must contact the Knight Institute for review.
Winter Session Courses

Any student planning to take on- or off-campus courses for credit over the winter session must complete the appropriate forms well before winter session begins.

At Cornell, up to four credits may be taken in the winter session. Online courses will not be approved toward core course requirements. All registration and enrollment for winter coursework at Cornell is done directly through the School of Continuing Education and Summer Session.

Note: Credit is given only for courses taken at accredited institutions, and courses must be passed with a grade of "C" or above. Online courses are not accepted/permitted from schools outside of Cornell.

Further information and pre-approval forms are available online and in the Office of Student Services, 180 Statler Hall.
Appendix 1: Practice Credit- Requirements and Guidelines

http://sha.cornell.edu/current-students/career-management/undergraduate/practice-credit/

Purpose and Objective

The purpose of Practice Credit is to expose students to the hospitality industry and people who work in the industry, and to obtain practical experience in real working environments. This experience enhances the overall education students receive at the School of Hotel Administration. Students are urged to seek a variety of practical experience in the global hospitality industry.

The objective of the Practice Credit requirement is to ensure that the student's education has the essential balance between theory and practice. In attaining this objective, students will be able to:

- compare and contrast different types of organizations, company cultures, and management styles;
- explore different departments/areas within an organization, and gain invaluable perspective regarding issues, concerns, and behaviors of employees at various levels;
- improve their marketability upon graduation;
- network with key people in the industry;
- put classroom theory into practice in the real working environment and utilize this practical experience in future academic assignments;
- recognize, develop, and practice skills necessary in their future careers;
- test their career interests and gain valuable work experience in the various segments of the hospitality/service industry.

Program Administration

The Office of Student Services, 180 Statler Hall, administers the Practice Credit program. The role, scope, and authority of the Practice Credit program reside with the faculty of the School of Hotel Administration.

Fulfilling and Calculating Your Practice Credit Requirement

To graduate from the School of Hotel Administration Bachelor of Science program, students must work a minimum of 800 hours (two units), paid or unpaid, in the hospitality/service industry as defined by the School of Hotel Administration.

- You must work a minimum of two separate employment periods, holding a minimum of two significantly different positions. No single position may qualify for more than 400 hours (one unit). If students have worked in one particular job for more than 400 hours, it will only qualify for one unit.
- To receive two units of Practice Credit from the same organization, students must obtain prior
approval from the Office of Student Services. The nature of the jobs must be different.

• Entering first-year students may not receive Practice Credit for positions held prior to matriculation in the School of Hotel Administration. Work experience while in high school or the summer(s) between the high school senior year and first year at Cornell will not be considered for Practice Credit.

Students must fulfill the Practice Credit requirement and submit verification prior to university registration for their final two semesters. You will not be allowed to graduate unless you:

• submit employment verification forms for appropriate work experience to the Office of Student Services;
• receive an e-mail notification notifying you that the Practice Credit employment verification form has been processed.
Appendix 2: Election of Undergraduate Minor and/or Concentration

MINORS

Students may elect to pursue a university approved minor. For more details, students must contact the home college/school registrar to discuss a minor in a specific field. Additionally, it is the student's responsibility to verify with the home college/school registrar that they have met the requirements. The home school/college registrar will notify the SHA registrar to make note of the minor on the student's transcripts.

Note: More than one minor may be noted on a student transcript, but only one SHA concentration.

Undergraduate Minor in Real Estate (School of Hotel Administration)

Advisors: W. Boudry, J. Corgel, J. deRoos, C. Liu P. Liu, D. Quan

The Real Estate Minor is designed to prepare students for careers in the commercial real estate industry. Both the U.S. and international capital markets are undergoing fundamental changes, as is the nature of real estate ownership. This Minor field of study at Cornell specifically focuses on careers as a real estate investor, in real estate finance, in real estate consulting, in structured finance, and in real estate transaction support. Cornell University is at the forefront of knowledge in commercial real estate and will help prepare you for a rewarding career.

The Real Estate Minor consists of three components: coursework, connections, and careers. These combine to help students obtain the necessary knowledge, skills, and contacts for careers as real estate investment professionals. Some examples of these positions include: asset management analyst with a REIT, acquisitions analyst in a real estate PE fund, financial analyst with a Wall Street firm or real estate broker, associate with a Real Estate Advisory/Consulting firm, loan origination and underwriting with commercial and investment banks, and acquisitions analysis with pension fund advisor. In addition, the minor provides a foundation for a career developing and owning real estate.

Coursework, Connections, & Careers

Eligibility:
The minor is available to any undergraduate degree candidate with sophomore (or greater) standing at Cornell University. Please apply online.

Coursework:
The requirements for the minor are:

- A minimum of six (6) courses and a minimum of eighteen (18) credit hours.
- Four (4) of the six (6) courses are specifically required (see below) and two (2) of the six (6) are elective (see below).
• All courses taken for the Real Estate Minor must be taken for a letter grade, unless the course is offered S/U ONLY.
• A minimum 3.2 cumulative average at Cornell University is required, both at application and upon completion of the Minor.
• A minimum 3.2 cumulative GPA within the Minor is required at graduation for the Minor to be awarded.
• Note that students in the School of Hotel Administration (SHA) have different requirements from students in Cornell’s other colleges and schools.

The ideal sequence is as follows; see the following pages for specifics:

1. *Foundations of Financial Management – Accounting and Finance*
2. *Foundations of Real Estate – Real Estate Principles and Real Estate Finance & Investments*
3. *Enrichment and Complementary Skills Electives*

**Required courses for students in the School of Hotel Administration: (Four courses)**

*Foundations of Financial Management – Accounting and Finance*

1. HADM 1210 – Financial Accounting – 3 credit hours
2. HADM 2220 – Finance – 3 credit hours

or equivalent course, as approved by the Minor coordinator.

*Foundations of Real Estate – RE Principles and RE Finance and Investments*

1. HADM 3210 – Principles of Hospitality Real Estate – 3 credit hours
2. HADM 4230 or HADM 6210 – Hospitality Real Estate Finance – 3 credit hours

Please note: this does not count again as a Real Estate Enrichment course.

**Note:** HADM 4200 Principles of Real Estate does **not** count toward the Real Estate Minor for SHA students, nor does it count toward graduation requirements. In unusual circumstances, SHA students may substitute HADM 4200 for HADM 3210.

**Required courses for students outside the School of Hotel Administration: (Four courses)**

*Foundations of Financial Management – Accounting and Finance*

1. **Any** one of the following Accounting courses satisfies the Minor:

   AEM 2210 – Financial Accounting – 3 credit hours
   or HADM 2230 – Financial Accounting Principles – 3 credit hours
   or OR&IE 3150 – Financial and Managerial Accounting – 4 credit hours
   or equivalent course, as approved by the Minor Coordinator

   1. **Any** one of the following Finance courses satisfies the Minor:
AEM 2240/PAM5620 – Finance – 4 credit hours
or AEM 3240 – Finance
or HADM 2250 – Finance – 3 credit hours
or ECON 3330/ILRLE 4480 – Financial Economics – 4 credit hours
or ILRHR 4632 – Finance for Human Resources
or ORIE 4150 – Economic Analysis of Engineering Systems – 4 credit hours
or NCC5530 – Managerial Finance – 3 credit hours
or equivalent course, as approved by the Minor Coordinator.

Foundations of Real Estate – RE Principles and RE Finance and Investments

1. HADM 4200/6200 – Principles of Real Estate – 3 credit hours
2. HADM 4280/6280 – Real Estate Finance and Investments – 3 credit hours **Does not count again as Real Estate Enrichment course.

Elective courses for all students in the Real Estate Minor:

There are two sets of elective courses; Real Estate Enrichment courses and Real Estate Complementary Skills courses.

- Students must select at least one course from each set to complete the Minor.
- All courses taken for the Real Estate Minor must be taken for a letter grade, unless the course is offered S/U ONLY.
- All Real Estate Minor Elective courses must be 3000-level or higher (that is, junior, senior, or graduate level), unless explicitly listed below.
- Courses with less than three credit hours need to be combined with another course or courses to meet the requirements for the Minor in Real Estate.
- Deviations from the electives must be approved by the Minor Coordinator.

Real Estate Enrichment: (Minimum of three (3) credit hours)

HADM 4230 or HADM 6210 – Hospitality Real Estate Finance 3 credit hours **Does NOT substitute for HADM 4280 as a Real Estate Foundations course for students outside SHA
HADM 4250/6250 – Securitization and Structured Financial Products – 3 credit hours
HADM 4255/6255 – Real Estate Development – 3 credit hours
HADM 4280 – Real Estate Finance and Investments – 3 credit hours **Does NOT substitute for HADM 4230 as a Real Estate Foundations course for SHA Students
HADM 4510 – Restaurant Development – 3 credit hours
HADM 4570 – Project Management for Hospitality Real Estate Development – 3 credit hours
HADM 6220 – Hospitality Asset Management – 2 or 3 credit hours
HADM 4271/6271 – Investment in Real Estate Securities and Funds – 3 credit hours
or other courses, as approved by the Minor Coordinator; must be a course directly related to real estate
development or real estate finance and investments.

Note: HADM 4200 Principles of Real Estate does not count toward the Real Estate Minor for Hotel Students, nor does it count toward graduation requirements. In unusual circumstances, Hotel Students may substitute HADM 4200 for HADM 3210.

Real Estate Complementary Skills: (Minimum of three (3) credit hours)

Any of the following Courses meets the Real Estate Complementary Skills requirement; courses in the School of Hotel Administration are listed first, followed by courses in other university departments:

HADM 3510 – Hospitality Facilities Design – 4 credit hours
HADM 4110/6110 – Negotiations in the Hospitality Industry – 3 credit hours
HADM 4260/6260 – Advanced Corporate Finance – 3 credit hours
HADM 4270 – Fixed Income Analysis – 3 credit hours
HADM 4290/6290 – Investment Analysis and Portfolio Management – 3 credit hours
HADM 4530 – Foodservice Facilities Design – 3 credit hours
HADM 4550/6550 – Introduction to Sustainable Hospitality Principles – 3 credit hours
HADM 4760 – Visual Basic for Applications: End-user Programming – 3 credit hours
HADM 4770/6770 – Advanced Business Modeling – 2 credit hours
HADM 4870 – Real Estate Law – 3 credit hours
HADM 6240 – Reporting and Analysis of Financial Statements – 3 credit hours
HADM 6500 – Sustainable Development – 3 credit hours
AEM 2190 – Introduction to Applied Portfolio Management – 4 credit hours
AEM 4110 – Introduction to Econometrics – 3 credit hours
AEM 4210 – Derivatives and Risk Management – 3 credit hours
AEM 4260 – Fixed-Income Securities – 3 credit hours
AEM 4280 – Valuation of Capital Investment – 3 credit hours
AEM 4500 – Resource Economics (also ECON 4810) – 3 credit hours
CEE 5950 – Construction Planning and Operations – 3 credit hours
CRP 3270/6270 – Regional Economical Impact Analysis – 3 credit hours
CRP 3430/6430 – Affordable Housing Policy and Programs – 3 credit hours
CRP 3840/5840 – Green Cities (also LA 4950) – 3 credit hours
CRP 3850 – Special Topics in Planning – 1.5 credit hours
CRP 4040/5040 – Urban Economics – 4 credit hours
CRP 4080 – Introduction to Geographic Information Systems (GIS) – 4 credit hours
CRP 4590/5590 – Legal Aspects of Land Use Planning – 4 credit hours
CRP 5190 – Urban Theory and Spatial Development – 3 credit hours
CRP 5320 – Real Estate Development Process – 3 credit hours
CRP 5330 – Real Estate Marketing and Management – 3 credit hours
CRP 5530 – Concepts and Methods of Land Use Planning – 3 credit hours
CRP 5560 – Design in Real Estate Development – 3 credit hours
CRP 6560 – Real Estate Transactions and Deal Structuring – 3 credit hours
CRP 6590 – Special Topics: Urban Development Planning – 1-4 credit hours (variable)
CRP 6593 – Special Topics: Introduction to Green Real Estate – 1.5 credit hours
DEA 3530 – Planning and Managing the Workplace – 3 credit hours
ECON 3200 – Introduction to Econometrics – 4 credit hours
ECON 3120 – Applied Econometrics – 4 credit hours
ECON 4240 – Financial Economics, Derivatives, and Risk Management – 4 credit hours
ILRLR 6011 – Negotiation: Theory and Practice – 4 credit hours
NBA 5060 – Financial Statement Analysis – 1.5 credit hours
NBA 5061 – Comprehensive Financial Statement Analysis – 3 credit hours
NBA 5110 – Financial Modeling – 1.5 credit hours
NBA 5420 – Investment and Portfolio Management – 3 credit hours
NBA 6660 – Negotiations – 3 credit hours
NBA 6730 – Derivative Securities Part 1 – 1.5 credit hours
ORIE 5582 – Monte Carlo Methods in Financial Engineering – 2 credit hours
ORIE 5600 – Financial Engineering with Stochastic Calculus I – 4 credit hours
ORIE 5610 – Financial Engineering with Stochastic Calculus II – 4 credit hours
ORIE 5630 – Computational Methods in Finance – 3 credit hours
or other courses, as approved by the Minor Coordinator; must be related to a career in real estate.

**Note:** *HADM 4200 Principles of Real Estate does not* count toward the Real Estate Minor for SHA students, nor does it count toward graduation requirements. In unusual circumstances, SHA students may substitute HADM 4200 for HADM 3210.

**Connections:**
The Center for Real Estate and Finance, the Cornell Career Services office, the Real Estate faculty, and the Real Estate Club help students by providing industry networking, facilitating the search for summer internships, and for permanent jobs. The Minor will sponsor events on a regular basis to help expose students to various segments of the real estate industry. These events include ARGUS training twice per year and a Hotel Valuation Seminar once per year. Students selecting the Real Estate Minor will have the opportunity to participate in annual Cornell sponsored real estate events.

**Careers:**
All students will have the opportunity to participate in career-planning activities provided through Cornell’s career services offices. The School of Hotel Administration organizes a Real Estate Career Fair each spring that is open to all students in the Minor in Real Estate. All students are also included in a special group within CCNet (on-campus recruiting and job posting system), which allows student access to real estate jobs with School of Hotel Administration employers. Freshman and sophomore students in the Minor are asked to use their “home” career office; juniors and seniors from all Cornell colleges have limited access to a real estate specialist in the School of Hotel Administration’s Career Management Office

**Questions:**
For more information, please contact Mrs. Rhonda Dellinger at rm57@cornell.edu or 607-255-8383. The Minor in Real Estate Office is located in 465 Statler Hall, and is open Monday-Thursday 8:30a.m.-4:00p.m. and on Friday 8:30a.m.-3:00p.m.

[Apply online]
Directory

This list is categorized into areas that students inquire about most often. For more services and locations, refer to the Cornell University Faculty, Staff, and Students Directory.

Crises or Emergencies

• **Life-Threatening Emergencies, 911**
  • [Cornell Police](https://www.cornellpolice.com), G2 Barton Hall, 607.255.1111
  • [Gannett Health Services](https://www.gannetthealthservices.com), 110 Ho Plaza, 607.255.5155
  • Cayuga Medical Center at Ithaca Emergency Room, 607.274.4411
  • Advocacy Center: Domestic Violence and Youth Sexual Abuse, 607.277.5000
  • Suicide Prevention and Crisis Service, 607.272.1616
  • [Victim Advocacy](https://www.victimadvocacy.cornell.edu), 607.255.1212

Academic Difficulties

• Course Instructor
• Faculty Advisor
• [Office of Student Services](https://www.studentcenter.cornell.edu), 180 Statler Hall, 607.255.6376
• Office of the Associate Dean for Academic Affairs, 146 Statler Hall, 607.255.3692

Academic Program: Requirements and Planning

• Student's Faculty Advisor
• [Office of Student Services](https://www.studentcenter.cornell.edu), 180 Statler Hall, 607.255.6376

Admissions

• [Office of Admissions](https://admissions.cornell.edu), 180 Statler Hall, 607.255.6376
• [Internal Transfer Division](https://admissions.cornell.edu/transfer), 222 CCC, 607.255.4386

Career Management

• [Office of Student Services](https://www.studentcenter.cornell.edu), 180 Statler Hall, 607.255.6376
• [Cornell Career Services](https://career.cornell.edu), 103 Barnes Hall, 607.255.5221

Courses, Adding or Dropping

• [Office of Student Services](https://www.studentcenter.cornell.edu), 180 Statler Hall, 607.255.6376
• Student Center, [www.studentcenter.cornell.edu](http://www.studentcenter.cornell.edu)

Disability Services

• [Student Disability Services](https://www.studentcenter.cornell.edu/disability), 420 CCC Building, 607.254.4545
• SHA Representative, 180 Statler Hall, 607.255.6376

Graduation Requirements
• Office of Student Services, 180 Statler Hall, 607.255.6376

Learning Skills Improvement
• Learning Strategies Center, 420 CCC, 607.255.6310
• Communication Center - School of Hotel Administration, 390 Statler Hall, 607.255.1090

Leaves of Absence, Types of and Forms for
• Office of Student Services, 180 Statler Hall, 607.255.6376. Forms may be located at: Current Students - Academic Forms.

Petitions, Forms for
• Office of Student Services, 180 Statler Hall, 607.255.6376. Forms may be located at: Current Students - Academic Forms.

Certification of Enrollment and Degree
• University Registrar, B07 Day Hall, 607.255.4332
• Certification of Enrollment and Degree directions

Records
• Office of Student Services, 180 Statler Hall, 607.255.6376

Study Abroad
• SHA Advisor, Office of Student Services, 180 Statler Hall, 607.255.6376
• Cornell Abroad Office, 300 Caldwell Hall, 607.255.6224

Transcripts
• University Registrar, B07 Day Hall, 607.255.4232
• Ordering transcripts

Transfer Credit: Evaluation
• Office of Student Services, 180 Statler Hall, 607.255.6376

Other

Counseling and other resources
• CAPS: Counseling and Psychological Services, 607.255.5208
• Advocacy Center: Domestic Violence and Youth Sexual Abuse (24-hour hotline), 607.277.5000: provides support and services to people impacted by domestic violence, child sexual abuse, and sexual assault.
• EARS: Empathy, Assistance, and Crisis Service, 607.255.EARS (607.255.3277)
• Suicide Prevention and Crisis Service (24-hour hotline), 607.272.1616

Dining
• Cornell Dining, 607.255.5952

Financial
• University Financial Aid Office, 203 Day Hall, 607.255.5145

Grievances, Appeals, Unjust Treatment; General
• Office of Student Services, 180 Statler Hall, 607.255.6376
• Office of the Associate Dean for Academic Affairs, 146 Statler Hall, 607.255.3692
• University Ombudsman, 118 Stimson Hall, 607.255.4321

Housing
• Office of Residential & Event Services, 206 Robert Purcell Community Center, North Campus, 607.255.5368

International Students
• International Students and Scholars Office, B50 Caldwell Hall, 607.255.5243

Legal Matters
• Office of the Judicial Administrator, 607.255.4680
• University Counsel, 130 E. Seneca St., 607.255.7104
• University Ombudsman, 118 Stimson Hall, 607.255.4321
• Victim Advocacy, 607.255.1212

Medical
• Emergencies, anytime: Dial 911
• CAPS: Counseling and Psychological Services, 607.255.5208
• Cayuga Medical Center at Ithaca Emergency Room, 607.274.4411
• Cornell Police, G2 Barton Hall, 607.255.1111
• Gannett Health Services, 110 Ho Plaza, 607.255.5155

Medical and Sexual Health Counseling
• The Advocacy Center: Domestic Violence and Youth Sexual Abuse, 607.277.5000
• Cornell Women's Resource Center (CWRC), 607.255.0015
• Gannett Health Services, Health Promotion, 607.255.4782
• Lesbian, Gay, Bisexual, and Transgender Resource Center (LGBT RC), 282 Caldwell Hall, 607.254.4987
• Planned Parenthood of the Southern Finger Lakes, 314 W. State St., 607.273.1513
Multicultural Student Services
  • Office of Student Services, Advisor for Multicultural Programs, 180 Statler Hall, 607.255.6376

Religious Matters
  • Cornell United Religious Work, 119A Anabel Taylor Hall, 607.255.4214
Double Dipping/Forbidden Overlaps

Double dipping, or a "forbidden overlap," is when a course's material significantly overlaps material in a course a student has already taken. You may not take two courses that are identical or similar for credit or toward degree requirements. (This includes equivalent AP courses.) If you have any questions about this policy, consult the staff in the Office of Student Services.

List of current forbidden overlaps.
Electives

Broaden and strengthen the intellectual and analytical base of students' thinking.

Students must complete:

• 14 credit hours of SHA electives (must be taken for a letter grade unless course is offered S/U only and at the 3000 level or higher)
• 18 credit hours of Non-HADM electives (includes the 3-credit First-Year Writing Seminar)
• 24 credit hours in free electives

The following SHA courses count toward free-elective requirements only:

• HADM 1420: LWYL: Building Energy Autopsy, Engineering and Behavioral
• HADM 1910: Distinguished Lectures in Hospitality Management
• HADM 2170: Hotel Leadership Development Program
• HADM 2720: Information Retrieval & Research Methods
• HADM 4930 and 4940: Management Intern Program
• HADM 4980 and 4990: Undergraduate Independent Study (up to 3 credit hours may count toward SHA electives; any over 3 will be free electives only)
• HADM 4150: Managerial Leadership in the 21st Century
• HADM 3030: Club Management
• HADM 4910: Hotel Ezra Cornell (up to 3 credit hours may count toward SHA electives; any over 3 will be free electives)
• HADM 4960: Hospitality Industry Practicum
• HADM 4970: Latin Honors Course (first semester)/HADM 4971: Latin Honors Course (second semester; to be completed after HADM 4970) (up to 3 credit hours may count toward SHA electives; any over 3 will be free electives)
Engagement and Inclusion Programs

In support of the primary mission of Cornell University to create a more inclusive community, Engagement and Inclusion Programs, within the Office of Student Services in the School of Hotel Administration, is responsible for providing programs that enhance the successful recruitment, retention, and graduation of African American, Native American, Latino, and Asian American students, and all students in general.

Engagement and Inclusion Programs:

1. Provides developmental opportunities for students to become inclusive, culturally competent, as well as effective leaders in their interpersonal relationships with family and friends, careers, communities, and the hospitality industry.
2. Engages in research and assessment of programs that creates an inclusive campus environment which emphasizes respect for diversity and pluralism in all forms.
Enrollment

Students may search for and request enrollment in classes for upcoming semesters during the university-assigned pre-enrollment and during add/drop periods through Student Center. Students may log in 24 hours a day (with NetID and password), during the specified pre-enrollment and add/drop periods.

Students are notified of pre-enrollment and add/drop period dates through email, Student Center, the University Registrar enrollment web page, and notices in the Cornell Daily Sun.

Prior to course enrollment, students should discuss their program plans with their faculty and OSS advisors. The university's course roster is available online at http://www.cornell.edu/academics/courses.cfm.

Note: SHA students are pre-enrolled in their first and second year core courses by the Office of Student Services.
Examinations

Semester preliminary and final examination schedules are available at on the university Courses of Study website at courses.cornell.edu. Refer to that resource for complete policies on preliminary and final examinations.
First-Year Writing Seminar

Students are required to complete a first-year writing seminar during their first year of study in the School of Hotel Administration.

The requirement is waived for:

- Those students who scored a "5" on the Advanced Placement examination in English Literature and Composition or English Language and Composition, in which case the three units will be credited to the student’s required distributive electives.
- Transfer students who have completed two prior terms at another school.

Students with one prior term who have had a substantial writing course at their previous college or university may receive transfer credit.

For more information on transfer credit and the first-year writing seminars, visit http://www.arts.cornell.edu/knight_institute/.
Concentration

Students may select an optional 12-credit concentration within the SHA Elective requirement. Courses that fulfill concentrations are defined by the academic areas within the school. To declare a concentration and have it appear on your final transcript, all courses must be taken for a letter grade (unless offered as S-U), and a 3.0 minimum cumulative GPA in the concentration courses must be attained. The deadline to declare a concentration is the last day of the add period of the student's penultimate semester.

Declaration of Concentration Form

Approved Concentrations

Note: A student may complete the requirements for more than one concentration, but only one officially declared concentration will appear on the final transcript. (All verified completed minors will appear on the student's transcript.)

Note: The 12 concentration credits are often taken within the School of Hotel Administration, which naturally fulfills the degree requirement for 12 credits of upper-level SHA Electives. Some concentrations may offer the option or require that the student take courses outside the School of Hotel Administration. If courses outside the school are used to fulfill any of the entire concentration credit requirement, the student must still fulfill the degree requirement of 14 credits of upper-level SHA Electives.

Your faculty advisor, a faculty representative in your concentration area, and the Office of Student Services are available if you have questions.

See also: Undergraduate Concentrations and Minors
Core Courses

SHA faculty have placed our first- and second-year core into blocks. These blocks are designed with learning objectives and workload balance in mind.

First- and second-year students are pre-enrolled in their core courses by the Office of Student Services. **Students may not drop first- and second-year core courses.**

<table>
<thead>
<tr>
<th>First Year, Block 1 (fall)</th>
<th>First Year, Block 2 (fall)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HADM 1150</td>
<td>• HADM 1210</td>
</tr>
<tr>
<td>• HADM 1360</td>
<td>• HADM 1350</td>
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<tr>
<td>• HADM 1650</td>
<td>• HADM 1740</td>
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<tr>
<td>• HADM 1740</td>
<td>• First-Year Writing (FWS)</td>
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<thead>
<tr>
<th>First Year, Block 2 (spring)</th>
<th>First Year, Block 1 (spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HADM 1210</td>
<td>• HADM 1150</td>
</tr>
<tr>
<td>• HADM 1350</td>
<td>• HADM 1360</td>
</tr>
<tr>
<td>• HADM 1410</td>
<td>• HADM 1410</td>
</tr>
<tr>
<td>• First-Year Writing (FWS)</td>
<td>• HADM 1650</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Second Year, Block 1 (fall)</th>
<th>Second Year, Block 2 (fall)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HADM 2210</td>
<td>• HADM 2010</td>
</tr>
<tr>
<td>• HADM 2360</td>
<td>• HADM 2220</td>
</tr>
<tr>
<td>• HADM 2550</td>
<td>• HADM 2430</td>
</tr>
<tr>
<td>• HADM 2810</td>
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</table>

<table>
<thead>
<tr>
<th>Second Year, Block 2 (spring)</th>
<th>Second Year, Block 1 (spring)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• HADM 2010</td>
<td>• HADM 2210</td>
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<tr>
<td>• HADM 2220</td>
<td>• HADM 2360</td>
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<tr>
<td>• HADM 2430</td>
<td>• HADM 2550</td>
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<tr>
<td></td>
<td>• HADM 2810</td>
</tr>
</tbody>
</table>

* NOTE: Transfer students, depending on awarded credit, may not be scheduled into complete, full blocks. There may be times when these blocks are mixed.

During designated enrollment periods, students will enroll themselves into third- and fourth-year core classes (typically during junior and senior semesters). These classes include:

• HADM 3010 • HADM 3650
• HADM 3210  • HADM 3870

• HADM 3350  • HADM 4410

• HADM 3550

View complete course titles and descriptions.
Course Load

Each student must be enrolled in a minimum of 12 credits each semester, not including PE*. A typical course load per semester is 15 to 18 credits.

* Physical education does not count toward full-time enrollment or toward total hours needed for graduation.

If your cumulative GPA is below 2.50, you may not enroll in more than 18 credits per semester. With an approved petition, you may take more than 18 credits if your GPA falls within the following ranges:

<table>
<thead>
<tr>
<th>Cumulative GPA</th>
<th>Maximum credits per semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.50-2.99</td>
<td>19</td>
</tr>
<tr>
<td>3.00-3.49</td>
<td>20</td>
</tr>
<tr>
<td>3.50 and above</td>
<td>21</td>
</tr>
</tbody>
</table>

Note: Students who enroll for more course credits than are permitted will be dropped from courses until they meet the permitted number of course credits. Students seeking to exceed their course credit limit need to petition for exceptions.
Course Numbering System

The first digit of the SHA course number is indicative, in most cases, of the level at which the course would normally be taken, i.e.:

1: First-year students/introduction
2: Second-year students
3: Third-year students
4: Fourth-year students
6: Graduate electives
7: Courses required for the MMH degree
8: MS
9: PhD

This, however, is not ironclad; upper-class students will be found in 1000- and 2000-level courses, and undergraduates may be enrolled in 6000-level offerings. The determining factor is the prerequisites/limitations statement for the course in question.

The second digit of the SHA course number designates the academic area within the school:

0: Service Operations Management
1: Entrepreneurship Management, Organizational Behavior, and Strategy
2: Finance, Accounting, and Real Estate Development
3: Food and Beverage Management
4: Marketing and Service Marketing
5: Properties Development and Management
6: Management Communication
7: Information Systems
8: Employment Relations, Human Resources and Law

The third and fourth digits of the SHA course number indicate a specific course within the area of instruction.
Class Time Conflicts

Since instructors have the right to expect that the students registered for their courses will attend for the entire class period, enrollment in courses with overlapping schedules is not permitted.
The Courses of Study catalogs Cornell University’s diverse academic programs and resources. Navigate the links at left to find information about colleges, departments, course offerings, and requirements for majors and minors. Course offerings are updated throughout the year and are subject to change. Policies and requirements are updated annually.

General information pertaining to the university is below, including the current roster of scheduled classes, university-wide requirements, and select university policies, initiatives and interdisciplinary centers. Use the My Favorites tool at left to save selected courses and information to a personal account.

The Courses of Study is published yearly by the Office of the University Registrar, and is only available online. Use the Help button to find codes and definitions, and answers to frequently asked questions.

After exploring the Courses of Study, learn more about admission to Cornell University. Cornell University is accredited by the Middle States Commission on Higher Education.

For information about the Weill Cornell Medical College, or the Weill Cornell Graduate School of Medical Sciences, visit weill.cornell.edu.

General Information

- Academic Calendar
- Attendance, Meeting Times, and Exams
- Exam Schedules
- Class Roster
- Advanced Placement
- Course Enrollment
- Course Numbering and Subject Codes
- Grading Guidelines
- Textbooks
- Community Engaged Learning Course Guide
- International Programs and Studies
- University Courses
- First-Year Writing Seminars
- Summer Session Courses
<table>
<thead>
<tr>
<th>Section</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>Distribution Requirements, Winter Session Courses, University Registration, Student Record Privacy, Notification under FERPA, Bursar, Tuition, and Billing, Financial Aid Satisfactory Progress, Student Health Insurance</td>
</tr>
<tr>
<td>University</td>
<td>Academic Integrity, Campus Crime Statistics, Interdisciplinary Centers, Programs, and Studies, Learning Outcomes, Protection of Human Participants in Research, Use of Animals for Courses</td>
</tr>
<tr>
<td>Catalog</td>
<td>Catalog Updates, Archived Catalogs</td>
</tr>
</tbody>
</table>
Cultivate management expertise and the culinary depth to thrive in any aspect of commercial foodservice operations.
At the School of Hotel Administration, delve into restaurant design and development, financing, and management, explore restaurant entrepreneurship, and experience foodservice in hotels, resorts, spas, stadiums, institutions, and other hospitality settings. At The Culinary Institute of America, hone fundamental culinary techniques and skills, experience world cuisines, understand flavor profiling and menu development, and become adept in the commercial kitchen environment.

The Collaborative Degree Program

Interested in an intensive culinary curriculum and an in-depth hospitality management program from two leading institutions? Discover how the collaborative degree program can work for you!

Engage with alumni and current students!

Daniel Gomez CIA ‘02, SHA ‘07 has developed a restaurant concept with eight differently themed rooms within a single envelope.

The SHA/CIA Alliance brings together two premier institutions, The Culinary Institute of America and Cornell University’s School of Hotel Administration, enabling students to, in an abbreviated timeframe (normally four to four and a half years), attain an Associate of Occupation Studies (AOS) in Culinary Arts from The Culinary Institute of America and a Bachelor of Science (BS) in Hotel Administration from the School of Hotel Administration. Students graduating from this program will have added depth to their culinary knowledge.
and skills, and a broader perspective about the operations and impact of foodservice across the hospitality spectrum.

• Welcome
Watch a brief video to learn first hand what it means to be part of the collaborative degree program.

• Information sessions
School of Hotel Administration
Contact the Program Director for semester dates
The Culinary Institute of America
Current students can find information session dates on the Main Menu, under Academic Programs, Advanced Certificate Programs, Hyde Park Cornell Alliance

• Facebook
School of Hotel Administration The Culinary Institute of America Alliance
Promote Your Page Too

1
Curriculum Requirements

You can track your progress toward meeting your degree requirements online at: http://sha.cornell.edu/current-students/undergraduate/audit/.

Core Courses (number of credits in parentheses)

Accounting; Finance; Real Estate Development: (12 Credits)

- HADM 1210 - Financial Accounting
- HADM 2210 - Managerial Accounting
- HADM 2220 - Finance
- HADM 3210 - Principles of Hospitality Real Estate

Employment Relations; HR; Law: (9 Credits)

- HADM 1150 - Organizational Behavior and Leadership Skills
- HADM 2810 - Human Resources Management
- HADM 3870 - Business and Hospitality Law

Food and Beverage Management: (7 Credits)

- HADM 2360 - Food Service Management, Theory and Practice
- HADM 3350 - Restaurant Management

Information Systems: (3 Credits)

- HADM 1740 - Business Computing

Management Communication: (6 Credits)

- HADM 1650 - Management Communication I
- HADM 3650 - Management Communication II

Operations: (12 Credits)

- HADM 1350 - Introduction to Hotel Operations
- HADM 1360 - Introduction to Foodservice Management
• HADM 2010 - Hospitality Quantitative Analysis
• HADM 3010 - Service Operations Management

Properties Development and Management: (6 Credits)

• HADM 2550 - Hospitality Development and Planning
• HADM 3550 - Hospitality Facilities Management

Services Marketing: (6 Credits)

• HADM 1410 - Microeconomics for the Service Industry
• HADM 2430 - Marketing Management for Services

Strategy: (3 Credits)

• HADM 4410 - Strategic Management

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</thead>
<tbody>
<tr>
<td>Total Core</td>
<td>64</td>
</tr>
<tr>
<td>SHA Electives</td>
<td>14</td>
</tr>
<tr>
<td>Non-HADM Electives</td>
<td>15**</td>
</tr>
<tr>
<td>First-Year Writing Seminar (FWS)</td>
<td>3**</td>
</tr>
<tr>
<td>Free Electives</td>
<td>24***</td>
</tr>
<tr>
<td><strong>Total Program</strong></td>
<td>120</td>
</tr>
</tbody>
</table>

Note: Physical education does not count toward your total credit hours earned for graduation.

Note: All core courses must be taken for a letter grade. SHA electives also must be taken for a letter grade unless only offered on an S-U basis (such as HADM 4300).

See: Satisfactory- Unsatisfactory Grades

* A minimum of 14 credits, 3000-level or higher, in SHA.
** A minimum of 18 credits, to be taken outside SHA. 3 of these 18 credits must be FWS.
*** A minimum of 24 credits, to be taken either in or outside SHA.
Dean of Students, Cornell

Cornell's Office of the Dean of Students extends its umbrella over a wide array of services to students, including Cornell United Religious Work, fraternity and sorority affairs, new student programs, peer support, and student activities.

The main office is located in 401 Willard Straight Hall, 607.255.6839.
Dean’s List

The Dean's List recognizes academic achievement each semester.

Undergraduate Criteria

- Satisfactory completion of at least 12 credits for a letter grade
- No U or F grades in the semester
- A semester GPA of 3.3 or better
- No more than 25 percent of all students may be included on the Dean's List. Each semester, the SHA Registrar will notify undergraduate students of the prior year's upper quartile GPA cutoff.
- INC grades may be petitioned once the grade is changed. An INC in HADM 4970 (Honors Thesis) is excluded.
- If you satisfy these criteria, you will receive a letter from the dean and a notation will be made on your official transcript.

MMH Criteria

- A semester GPA of 3.7 or better
- The top 10 percent of all students are selected for the Dean's List.
- If you satisfy these criteria, you will receive a letter from the dean.