

Expanded global platform

Minor in real estate

Icon of the Industry Award

Executives in residence

Burton M. Sack Professorship

Innovation Network

School of Hotel Administration

Annual Report 2008–2009

Tower project

MMH program reaccreditation

Strategic Corporate Alliance Program

Dean's Leadership Series

HEC 84

Curricular innovations

SHA-CIA Alliance

CHS South American chapter

Outstanding new faculty

Merrill Scholars

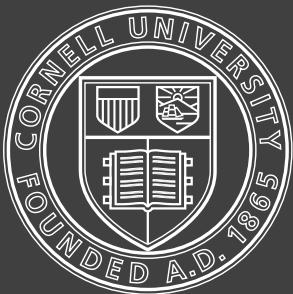




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Ginny Mariani-Kitt '82 in a meeting of the Dean's Advisory Board

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The Year's Highlights



The Beck Center festooned for the 84th Annual Hotel Ezra Cornell

Hospitality takes many forms, in spirit and in practice. Our interpretation of the concept has been both broadened and refined in the decades since the School of Hotel Administration was established in 1922,

and it will undergo further growth and shaping in the decades to come. But one constant will continue to hold: this school has been, is, and will remain the preeminent training ground for future CEOs and thought leaders of the hospitality industry, as well as for big-vision entrepreneurs.

This is the defining edge that distinguishes our first-rate academic program—a fully rounded business education grounded in the hospitality industry—from any other in the world.

Minor in real estate

Hotels and other facility-based businesses are born from the acquisition of property and the translation of a commercial concept into glass and steel, shops and restaurants, partnerships and profits. This past year we formalized our commitment to this important aspect of business creation by founding the Center for Real Estate Finance (CREF) and establishing a campuswide undergraduate minor in real estate. The minor has already attracted 98 students, 20 of them from other schools and colleges at Cornell.

The minor's required 18 hours of coursework include four real estate courses and build on a foundation of accounting and finance. Students can also take the school's new course in real estate fund investing and participate in the Real Estate Club and the International Real Estate Case Competition.



Real estate faculty, 2008-09. L to R: Jan deRoos, Daniel Lebret, Peter Liu, Dan Quan, and Jack Corgel

Refining our global strategy

This year we also began the process of expanding our global platform. Our goals are to extend our global reach and influence, capitalize on our global brand name, and drive the revenues needed to support our continued growth and preeminence in hospitality education for the next decade and beyond. Four elements of a broader global platform were proposed to the faculty: 1) building a global network for hospitality research; 2) expanding our executive education bases for full program delivery; 3) creating more structured alliances for our undergraduate students; and 4) growing

our MMH program, both in Ithaca and through the Cornell-Nanyang Institute in Singapore.

Working with SchellingPoint, a consulting firm specializing in facilitating group decision-making, we embarked on a process that will enable us to move quickly and efficiently to refine our global goals and create alignment. SchellingPoint began by surveying the faculty to identify goals, assumptions, barriers to success, and unintended consequences related to a broader global platform. They then quantified points of agreement and disagreement as well as those with potential

for greater agreement. One finding from this initial measurement and alignment assessment phase was consensus around the belief that our market is global and that we should have more activities abroad but that we must also protect our brand and focus on particular geographic regions. In the next phase, we will engage the faculty in more focused discussions of high-priority topics, including where and how we should expand and what the specific benefits should be for various stakeholders. This will lead us to a set of specific action plans for implementing the strategy and monitoring our progress.

Tower project

We have begun to address our pressing need for additional program space with the construction, begun in fall 2008, of a noteworthy addition to the Campus Road side of Statler Hall. Extending out from the former flyspace behind the stage in Alice Statler Auditorium, the 14,000-square-foot addition will house multiple programs, including the Center for Hospitality Research, the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship, and the Center for Real Estate Finance.

The project also adds a roof-level, multipurpose room that visitors will access via a high-speed elevator. Windows and balconies in the room, which will project out from the present façade above the sidewalk 60 feet below, will provide



Architect's rendering of the tower as it will appear from Campus Road. The Beck Center is to the right.

breathtaking views of the campus and city. The design was created by KSS Architects, whose award-winning Beck Center addition to the east side of Statler Hall became an instant campus

landmark. Once completed in December 2009, the new addition and the Beck Center will be interconnected and architecturally unified.



J. W. "Bill" Marriott acknowledges the cheers of his industry fellows.

First Annual Icon of the Industry Award Dinner

The School of Hotel Administration inaugurated a new tradition in June 2009 with the presentation of the first annual Icon of the Industry Award to J. W. "Bill" Marriott, Jr., chairman and CEO of Marriott International, Inc. The award was presented at a spectacular gala dinner hosted by the school at the New York Marriott Marquis. More than 500 industry executives attended the event, which

had 48 corporate sponsors. White Lodging was title sponsor, and Philips Hospitality provided extensive specialty lighting and electronics. The event garnered substantial media coverage.

Details of Bill Marriott's lasting influence on the hospitality industry can be found on page 29.

Communications restructuring

We began the past academic year with a new professional team in Communication Strategy: Nancy Knowles, director, Jeanne Griffith, senior writer-editor, and Joseph Bodden, electronic communications manager.

This annual report, the first the school has produced, is one product of the restructuring. Another is our monthly electronic newsletter for alumni, which

was introduced in summer 2008. The school's quarterly magazine has been undergoing a full redesign, to be unveiled with the fall 2009 issue, and the transition to a schedule of three issues per year. This reduction has been made in part to reduce our overall budget and in part to cover the costs of the annual report. We have also secured the services of a new design firm, Harp and Company, whose excellent work is visible in this report.

The communications group surveyed the alumni this past spring to gauge readership levels for the alumni e-newsletter, various components of the magazine, and other communications instruments. The survey showed strong support for continuing to print the magazine and relatively high awareness of the alumni e-newsletter, and gave us a good sense of the areas that need less or more emphasis going forward.

New faculty



Maria Wolfe

With careful planning and deliberation, we continue to grow an excellent faculty. **Maria Wolfe**, lecturer in managerial communication, joined the SHA faculty on July 1, 2008. Educated in rhetoric and linguistics at Khabarovsk Pedagogical University in Russia (BA) and Iowa State University (MA; PhD 2008), Maria won a teaching excellence award and three awards for academic excellence while in graduate school. This year she taught Managerial Communication I and II.



Helen Chun

This year we recruited faculty for three tenure-track positions to be filled effective July 1, 2009. Two of them are assistant professors of marketing: **Hae Eun (Helen) Chun** and **Michael Giebelhausen**.

Helen joins us from the Marshall School of Business at the University of Southern California, where she received a PhD in marketing in spring 2009. She also holds bachelor's and master's degrees in consumer studies from Seoul National University in Korea. She was the recipient of a Seoul National University fellowship for the whole of her undergraduate



Michael Giebelhausen

and graduate education there, and she was awarded a fellowship from the University of Southern California, where she also won an award for excellence in teaching. She is also an AMA-Sheth Doctoral Consortium Fellow. Her dissertation is titled "Savoring Future Experiences: Antecedents and Effects on Consumption Enjoyment."

Michael received a PhD in marketing from Florida State University in spring 2009. He also holds an AB in economics and a BS in marketing from the University of Illinois at Urbana-Champaign and an MS in integrated marketing communications and an MBA in marketing from Loyola University. He was honored for his teaching at Florida State and was a 2008 fellow of the Society for Market Advances Doctoral Consortium. His dissertation title is "Three Essays on Consumer Co-production."

The third new recruit is **Crocker Liu**, formerly the McCord Professor in Finance at Arizona State University, who has been named the Robert A. Beck Professor of Hospitality Financial Management. A native of Honolulu, Crocker has a bachelor's degree in business administration from the University of Hawaii, a master of science in real estate from the University of Wisconsin, and a doctorate in finance and real estate from the University of Texas. Before his appointment at Arizona State he was a member of the finance and real estate faculty at New York University from 1988 to 2006. There he was honored as a distinguished teaching fellow from 1998 onward. From 1992 to 1993 he was a vice president with the Prudential Realty Group.



Crocker Liu

Crocker is co-editor of *Real Estate Economics*, the field's top-ranked academic journal. In addition to multiple "best paper" and "top-10 download" awards for his scholarly publications, Crocker's academic recognitions include induction as a Homer Hoyt Fellow, one of the highest academic honors for excellence in real estate research, and number-one ranking by the *Journal of Real Estate Finance and Economics* based on the number of citations and the impact of his publications in the area of real estate investment.

School Leadership



Dean Michael Johnson

Over the past few years we have assembled a high-performance leadership team. This year we filled a critical vacancy at the executive level with the hiring of Jon Denison as associate dean for external affairs.

A seasoned leader in institutional advancement, Jon provides strategic direction for the school's alumni affairs, development, corporate affairs, and communications functions.

Under Jon's leadership, the school's development team had its third-most successful fundraising year ever, a clear testament to the dedication of our alumni, whose support and engagement are so vital to the fulfillment of our mission.

Executive staff

Michael D. Johnson, *E.M. Statler Professor of Hospitality Administration, dean*

Steven A. Carvell, *associate professor of finance, associate dean for academic affairs*

Jon Denison, *associate dean for external affairs*

David Strong, *associate dean for business affairs*

Judi Brownell, *professor of management and organizational behavior, dean of students*

Richard Adie '75, *general manager, Statler Hotel*

Thomas Kline, MS '03, *executive director of executive education*

Dean's Advisory Board

Membership effective July 1, 2008 through June 30, 2009

Michael D. Johnson (*chairman*), *dean and E. M. Statler Professor*

Richard Baker '88, *president and COO, National Realty & Development Company*

Timothy J. Dick, MPS '88, *senior vice president, TriMont Real Estate Advisors*

Michael S. Egan '62, *founder and CEO, job.travel*

Charles F. Feeney '56, *director, Interpacific Group, Inc.*

Kevin Fitzpatrick '76, *president, AIG Global Real Estate*

Mary Fitzpatrick, MPS '79

Rachel Etes Green '98 (*Ex Officio*), *chairwoman, SHA Young Alumni Advisory Committee; manager of real estate, Loews Corporation**

Charles S. Henry '74, *president, Hotel Capital Advisers, Inc.**

Robert H. Hurlbut '57, *founder, ROHM Services Corporation*

Sheila C. Johnson, *CEO, Salamander Hospitality, LLC**

Michael Z. Kay '61, *president and CEO (retired), LSG Sky Chefs*

J. Peter Kline '69, *partner and consultant, Seneca Advisors**

Michelle D. La Motte, MPS '83*

Virginia Mariani-Kitt '82, *Banfi Vintners*

Allen J. Ostroff, P '92, *principal, Hotel Dynamics, LLC*

Fred G. Peelen '64, *president and CEO, International Hospitality Consultants, Inc.*

Leland C. Pillsbury '69, *chairman and CEO, Thayer Lodging Group, Inc.*

Burton M. "Skip" Sack '61, *chairman and partner, Classic Restaurant Concepts*

Bradley H. Stone '77, *executive vice president, Las Vegas Sands Corporation**

Chiaki Tanuma, MPS '80, *president and CEO, Green House Co., Ltd.*

Ted Teng '79, *president and CEO, The Leading Hotels of the World, Ltd.*

Andrew H. Tisch '71, *chair of the executive committee, Loews Corporation*

Simon M. Turner '83, *president, global development, Starwood Hotels & Resorts Worldwide, Inc.*

Nancy E. Zytko, MPS '89

* new member



Deans Steven Carvell and Michael Johnson

Our Faculty



Chris Anderson, assistant professor of operations management



Our faculty is recognized worldwide as the largest in hospitality management. It is also the most distinguished, as evidenced by our research productivity, peer recognition from industry and academia, and the close collaborative relationships we maintain with every sector of the hospitality industry.

Accolades

Jan deRoos, HVS International Professor of Hotel Finance and Real Estate: American Hotel and Lodging Association Innovator for 2008

Chekitan S. Dev, associate professor of marketing and brand management: Designation by Harvard Business School Publishing of two case studies as “most popular,” meaning that they were bestsellers: “Rosewood Hotels and Resorts: Branding to Increase Customer Profitability and Lifetime Value” (with Laure Mougeot Stroock) and “Hilton Hotels: Brand Differentiation through Customer Relationship Management” (with Gabriele Piccoli and Lynda Applegate). The Hilton case study was also judged one of the 20 most popular online inspection copies on the European Case Clearing House website, www.ecch.com/caserearch, during September 2008.

Robert Kwornik, associate professor of services marketing: 2008 Emerald Management Reviews Citation of Excellence, Emerald Group Publishing, for the article, “The Role of Positive Emotions in Experiential Decisions” (with William T. Ross), published in the *International Journal of Research in Marketing*, as one of 2007’s 50 best articles out of 15,000 published in management.

Faculty research within the School of Hotel Administration covers all the core areas of business scholarship as well as many specialized subjects of essential importance to the hospitality industry. We foster a productive research environment by recruiting top-tier candidates, emphasizing collaboration and collegiality, and bringing every available resource to bear in supporting academic excellence. The results are evident in the quality and relevance of SHA research, which very prominently shapes the industry’s strategic, managerial, and operating practices.

Peng (Peter) Liu, assistant professor of real estate finance: 13th Asian Real Estate Society Annual Meeting and International Conference Paper Award for “Real Earnings Management and Dividend Payout Signals: A Study for U.S. Real Estate Investment Trusts” (with Robert Edelstein and D. Tsang).

Another article by Peter Liu, “The Heteroskedasticity of the Commodity Convenience Yield,” was ranked number five in the Social Science Research Network’s historical (not annual) listing of most frequent downloads in the area of econometric modeling in agriculture and natural resource economics. The paper also made the network’s annual top-ten download list in the area of agricultural and natural resource economics.

Stephen A. Mutkoski, Banfi Vintners Professor of Wine Education and Management: Certified International Bordeaux Wine Educator.

Kathleen Walsh, associate professor of management and organizational behavior; **Cathy Enz**, Lewis G. Schaeneman, Jr., Professor of Innovation and Dynamic Management; and **Linda Canina**, associate professor of finance: finalists, *Journal of Service Research’s* Best Article Award, for “The Impact of Strategic Orientation on Intellectual Capital Investments in Customer Service Firms.”

Selected faculty publications

Books

Brownell, J. L. (2010). *Listening: Attitudes, Principles, and Skills 4th edition* (4th ed.). Allyn & Bacon Publishers.

Berger, F., and **Brownell, J. L.** (2009). *Organizational Behavior in the Hospitality Industry*. Englewood Cliffs, N.J.: Prentice-Hall.

Enz, C. A. *Hospitality Strategic Management: Concepts and Cases* (2nd ed.). New York, N.Y.: John Wiley & Sons, Inc.

Penner, R. H. (2009). *Hotels*. New York, N.Y.: W. W. Norton and the Library of Congress (Visual Sourcebooks in Architecture, Design, and Engineering).

Siguaw, J. A., and Wee, B. G. (2008). *Exploring Best Practices in the Hospitality Industry in Asia*. Asia Business Case Centre.

Simons, T. L. (2008). *The Integrity Dividend*. San Francisco, Calif.: Jossey Bass.

Boyer, K. K., and **Verma, R.** *Operations and Supply Chain Management for the 21st Century*. Southwestern/Cengage.

deRoos, J. A., and **Eyster, J. J.** (2008). *The Negotiation and Administration of Hotel Management Contracts, 4th Edition* (pp. 335). Ithaca, N.Y.: Pearson Custom Publishing.

Selected faculty publications, cont'd

Articles

Brisley, N., **Anderson, C. K.** (2008). Employee Stock Option Valuation with an Early Exercise Boundary. *Financial Analysts Journal*.

Corgel, J. B., Gibson, S. (2008). Real Estate Private Equity: The Case of U.S. Unlisted REITs. *Journal of Property Investment & Finance*.

Zhou, K., Brown, J., **Dev, C. S.** (In press). Market Orientation, Competitive Advantage, and Performance: A Demand-Based Perspective. *Journal of Business Research*.

Han, X., **Kwortnik, R. J.**, Wang, C. (2008). Service Loyalty: An Integrative Model and Examination across Service Contexts. *Journal of Service Research*, 11 (August), 22-42.

Lynn, W. M., **Withiam, G.** (2008). Tipping and its alternatives: Business considerations and directions for research. *Journal of Services Marketing*.

Sturman, M. C., **Walsh, K. M.**, Cheramie, R. A. (2008). The value of human capital specificity versus transferability. *Journal of Management*.

Tews, M. J., **Tracey, J. B.** (2008). An empirical examination of interventions for enhancing the effectiveness of interpersonal skills training. *Personnel Psychology*, 61, 375-401.

Metters, R., **Verma, R.** (2008). History of Offshoring Knowledge Services. *Journal of Operations Management*, 26 (2), 141-147.

Teng Teaching Awards

In spring 2008 **Ted Teng '79**, president and chief executive officer of the Leading Hotels of the World, Ltd., instituted a very generous teaching recognition program that will provide multiple \$5,000 awards annually through 2012. Ted established the program to honor seven of the professors he had as a student:

Robert M. Chase, BME '59, MBA '61, professor emeritus

James J. Eyster, HVS International Professor of Hotel Finance and Real Estate, Emeritus

A. Neal Geller '64, MBA '74, Robert A. Beck Professor of Hospitality Management, Emeritus

Stephen A. Mutkoski '67, PhD '76, Banfi Vintners Professor of Wine Education and Management

Richard H. Penner, B Arch '68, MS '72, professor, facilities management, planning, and design

Michael H. Redlin, BME '67, PhD '74, professor emeritus

Raymond Goodman, CEO and chairman of the board of directors for Mayflower Communities, Inc., and professor and chair of the Department of Hospitality Management at the Whittemore School of Business of the University of New Hampshire. Raymond was a teaching fellow at Cornell when Ted was a student here.

Recipients of the first annual Ted Teng '79 Dean's Teaching Excellence Awards (2008)

Chris K. Anderson, assistant professor, operations management

William J. Carroll, senior lecturer, marketing and tourism

Daphne Jameson, associate professor, managerial communication

Stephen A. Mutkoski '67, PhD '76, Banfi Vintners Professor of Wine Education and Management

David Sherwyn, BSILR '86, JD '89, associate professor of law and executive director of the Center for Hospitality Research

Craig Snow, senior lecturer, managerial communication

Mary H. Tabacchi, associate professor, food and beverage management

2009 recipients

Timothy Hinkin, professor of management

Qingzhong Ma, assistant professor of finance

Amy Newman, lecturer, managerial communication

Mark Talbert '89, MPS '93, senior lecturer, information systems

J. Bruce Tracey, associate professor and academic area advisor, human resources



Tim Hinkin, professor of management and organizational behavior



Rob Kwortnik, assistant professor of marketing and tourism

Tenure granted

Kathleen Walsh, management and organizational behavior, was elected associate professor with indefinite tenure, effective July 1, 2008.

Robert Kwortnik, marketing and tourism, was elected associate professor with indefinite tenure, effective July 1, 2009.

Crocker Liu was elected professor with indefinite tenure and named the Robert A. Beck Professor of Hospitality Financial Management, effective July 1, 2009.

Promotions and appointments

Effective July 1, 2009

Daniel Quan was appointed to a five-year term as a Singapore Tourism Board Distinguished Professor in Asian Hospitality Management.

Timothy Hinkin was appointed the Richard J. and Monene P. Bradley Director of Graduate Studies, succeeding Richard Penner.

Rohit Verma was appointed executive director of the Center for Hospitality Research, succeeding David Sherwyn.

Cornell Hospitality Quarterly Articles by School of Hotel Administration faculty

Tews, M. J., and Tracey, J. B.
Helping Managers Help Themselves: The Use and Utility of On-the-Job Interventions to Improve the Impact of Interpersonal Skills Training.

Lynn, M., and McCall, M.
Techniques for Increasing Servers' Tips: How Generalizable are They?

Thompson, G. M.
(Mythical) Revenue Benefits of Reducing Dining Duration in Restaurants.

Kimes, S. E., and Singh, S.
Spa Revenue Management.

Dev, C. S., Zheng-Zhou, K., Brown, J., and Agarwal, S.
Customer Orientation or Competitor Orientation: Which Marketing Strategy Has a Higher Payoff for Hotel Brands?

Tracey, J. B. *Accounting for Human "Resource Flexibility: Commentary on Human Resource Systems in Kenya."*

Zemke, D., and Shoemaker, S.
A Sociable Atmosphere: Ambient Scent's Effect on Social Interaction.

Kimes, S. E. *The Role of Technology in Restaurant Revenue Management.*

Piccoli, G. *Information Technology in Hotel Management: A Framework for Evaluating the Sustainability of IT-Dependent Competitive Advantage.*

Liu, Z., Signaw, J., and Enz, C. A.
Using Tourist Travel Habits and Preferences to Assess Strategic Destination Positioning: The Case of Costa Rica.

SHA faculty, 2008-09

Professorial faculty

Chris K. Anderson, MS, MBA, PhD,
assistant professor, operations management

Judi Brownell, MS, PhD, *professor,
management and organizational behavior,
and dean of students*

Linda Canina, MPhil, PhD, *associate
professor, finance*

Steven Carvell, MA, PhD, *associate
professor, finance, and associate dean for
academic affairs*

Charles Chang, PhD, *assistant professor,
finance*

John B. Corgel, MA, PhD, *Robert C. Baker
Professor of Real Estate*

Jan deRoos '78, MS '80, PhD '94, *associate
professor and HVS International Professor of
Finance and Real Estate*

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

David A. Dittman, MA, PhD, *Hubert E.
Westfall Professor of Accounting*

Cathy Enz, PhD, *Lewis G. Schaeneman,
Jr., Professor of Innovation and Dynamic
Management*

James Hesford, MBA, PhD, *assistant
professor, accounting*

Timothy Hinkin, MBA, PhD, *professor,
management and organizational behavior*

Daphne Jameson, AM, PhD, *associate
professor, managerial communication*

Michael D. Johnson, MBA, PhD, *E. M.
Statler Professor of Hotel Administration
and dean*

Arturs Kalnins, MBA, PhD, *Fred G. Peelen
Professor of Global Hospitality Strategy and
academic area director, strategy*

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

Renata Kosova, MA, MA, PhD, *assistant
professor, strategy*

Robert Kwortnik, MBA, PhD, *assistant
professor, marketing and tourism*

Peng (Peter) Liu, MA, MS, PhD, *assistant
professor, real estate*

Michael Lynn, MA, PhD, *professor, marketing
and tourism*

Qingzhong Ma, MBA, PhD, *assistant
professor, finance*

Stephen Mutkoski '67, PhD '76, *Banfi
Vintners Professor of Wine Education and
Management*

Richard Penner, MS, *professor, facilities
management, planning, and design, and
Richard J. and Monene P. Bradley Director
of Graduate Studies*

Gordon Potter, MS, PhD, CPA,
*associate professor and academic area director,
accounting*

Daniel C. Quan, MSc, PhD, *professor,
real estate*

David Sherwyn, JD, *associate professor,
law, and executive director, Center for
Hospitality Research*

Judy Siguaw, MBA, DBA, *professor,
marketing and tourism*

Tony Simons, MA, PhD, *associate professor,
management and organizational behavior*

Michael Sturman, MS, PhD, *associate
professor, Kenneth and Marjorie Blanchard
Professor of Human Resources Management*

Alex Susskind, MBA, PhD, *associate professor
and academic area director, food and beverage
management*

Mary Tabacchi, MS, PhD, *associate professor,
food and beverage management*

Gary M. Thompson, MBA, PhD, *professor,
operations management*

J. Bruce Tracey, MS, PhD, *associate professor
and academic area director, human resources
management*

Rohit Verma, MS, PhD, *associate professor,
operations management*

Kathleen Walsh, MPS, PhD, *associate
professor, management and organizational
behavior*

Sean Way, MS, PhD, *assistant professor,
human resources management*



Cathy Enz, the Lewis G. Schaeneman, Jr., Professor of Innovation and Dynamic Management

Lecturers

Bill Carroll, MS, PhD, *senior lecturer, marketing and tourism*
Preston Clark, MS, EdS, *lecturer, information systems*
Laurie Hensley, CPA, *lecturer, accounting*
Jan Katz, PhD, *senior lecturer, management and organizational behavior*
David P. Lennox, MA, MBA, *lecturer, managerial communication*
Russell Lloyd, MS, PhD, *senior lecturer, operations management*
Mark McCarthy '87, MMH '98, *lecturer, information systems*
Reneta McCarthy '84, MPS '01, *lecturer, operations management*
Amy Newman, MS, *lecturer, managerial communication*
Gregory Norkus '77, MS '87, *senior lecturer, food and beverage management*
Giuseppe Pezzotti '84, MMH '96, *senior lecturer, food and beverage management*
Stephani Robson '88, MS, *senior lecturer, facilities management, planning, and design*
Craig Snow, MA, PhD, *senior lecturer, managerial communication*
Rupert Spies, Studienassessor, *senior lecturer, food and beverage management*
Paul Strebel, CFP, CPA, *lecturer, accounting*



Renata Kosova, *assistant professor of strategy*



L to R: Idris Akinpelu '11 and Christopher Whylie '10 talk with Preston Clark, *lecturer in information systems*

Mark Talbert '89, MPS '93, *senior lecturer, information systems*
Maria Wolfe, MA, PhD, *lecturer, managerial communication*

Adjunct and visiting faculty

Laurie Arliss, *adjunct assistant professor, managerial communication*
Ezra Cornell, *adjunct assistant professor, finance*
Carol Ann Fisher, MBA, MMH '04, *visiting lecturer, facilities management, planning, and design*
Christopher Hart '72, PhD '83, *visiting senior lecturer, marketing and tourism*
Crist Inman, MBA, PhD '97, *visiting lecturer, facilities management, planning, and design*
Adam Klausner, JD, *adjunct assistant professor, law*
Joseph Lavin '75, *visiting lecturer, marketing and tourism*

Daniel Lebret, PhD '08, *visiting assistant professor, real estate finance*
Stephen Lipinski '72, *visiting lecturer, food and beverage management*
Michael McCall, *visiting associate professor, marketing and tourism*
Lisa Klein Pearo, MBA, DBA, *visiting assistant professor, marketing and tourism*
James Quest '56, *visiting lecturer and entrepreneur in residence, marketing and tourism*
Aidan Smith, *visiting lecturer, managerial communication*
Paul Wagner, *adjunct assistant professor, law*
Jay Wellman, PhD, *visiting assistant professor, finance*

www.hotelschool.cornell.edu/research/

Students & Learning



Curtis Ferguson, assistant director for multicultural programs in the Office of Student Services, and Camille Clark '09 get to know members of the Class of 2013

The heart of any school is its students, but it's the rare student body that equals ours for maturity, worldview, mastery, drive, confidence, poise, creativity, engagement, camaraderie, entrepreneurial flair, adventurousness, optimism, energy, and deep-seated devotion to service. What a pleasure it is to guide them toward the discovery and fulfillment of their life's ambitions.

We enrolled 167 first-year bachelor of science students in fall 2008, 19 percent of them international students representing 17 nations. Eighty-six percent of the class entered Cornell with industry experience, and all have the potential to be very successful students and industry leaders.

Curriculum highlights

Real estate minor: Both the U.S. and international capital markets are undergoing fundamental changes, as is the nature of real estate ownership. We have established a new minor in real estate, open to Cornell students from all majors, that focuses specifically on careers in structured finance or in real estate investment, finance, consulting, or transaction support. The minor is fulfilled with a minimum of six courses, four of which—Financial Accounting, Finance, Hospitality Financial Management, and Hospitality Real Estate Finance and Investments—are required for students in the School of Hotel Administration. Students in other Cornell majors can satisfy the requirement with a variety of finance and accounting courses offered here or in Applied Economics and Management, the School

of Industrial and Labor Relations, or Operations Research and Information Engineering.

Sustainability course: New this year is a course that teams students with industry members to devise innovative solutions to social and environmental concerns. Offered in collaboration with Cornell's Johnson Graduate School of Management and HEI Hotels & Resorts, the course is administered through our Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship and the Johnson School's Center for Sustainable Global Enterprise. Funding and strategic guidance have been provided by HEI Hotels & Resorts, whose principals are brothers Gary Mendell '79 and Stephen Mendell '82.



John Rijos '75

Healthcare hospitality course: The vision and sponsorship for Operations and Planning of Senior Living and Related Facilities, a new course slated for fall 2010, come from John Rijos '75, president of Brookdale Senior Living. This two-credit seminar will provide a basic introduction to some of the concepts, techniques, and terminology related to the planning, development, and operations of senior- and assisted-living facilities. Hospitality and other management skills can have a significantly positive impact on the growing sectors of senior housing, assisted living, congregate care, group homes, continuous-care retirement communities, medical adult daycare facilities, and homecare services. The course will be taught by Brooke Hollis, executive director of the Sloan Program in Health Administration in the College of Human Ecology, and invited industry speakers.



Drown Prize finalists from the Class of 2009: L to R, Andrew Heilman, Brian Adelman, Tanya Wong, Kira Gailey, and James Cho with Dean Michael Johnson

84th Annual Hotel Ezra Cornell

Faculty Advisor

Reneta McCarthy, *lecturer, operations management*

Speakers

Tom Breitling, *senior vice president for strategy and development, Wynn Las Vegas*

Marc J. Falcone '95, *senior analyst, Merchant Banking Division, Goldman Sachs*

Greg Harrington '92, *founder and owner, Gramercy Cellars; member, Board of the Court of Master Sommeliers*

Gary Loveman, *chairman, CEO, and president, Harrah's Entertainment, Inc.*

Isadore Sharp, *founder, chairman, and CEO, Four Seasons Hotels and Resorts*

Brad Stone '77, *president, global operations and construction, Las Vegas Sands Corporation*

Panelists

Mark Birtha '94, *vice president for development, Marriott International*

Elizabeth Blau, *founder and CEO, Blau & Associates*

Bob Boughner, *CEO and president, Echelon Place; interim president and CEO, Borgata Hotel Casino and Spa*

Experiential learning



Cooks in the kitchen at Hotel Ezra Cornell 84

In addition to rigorous classroom work in an extensive array of subjects, experiential learning is central to the preparation of students who will graduate ready to take on real risk and responsibility. Accordingly, we require 800 hours of practice credit of all our undergraduates. A fundamental training ground of long standing, of course, is the Statler Hotel, which employed 160 of our students this year, 50 of them as part of the **Leadership Development Program**. In addition, we offer our students abundant other opportunities to work with faculty and industry experts to hone their technical and management skills and focus

their personal visions. These range from the beloved, 85-year tradition of Hotel Ezra Cornell—an annual three-day conference and gala that is entirely student-run—to our nascent hospitality innovation projects.

The **84th Annual Hotel Ezra Cornell**, “Illuminating the Possibilities: Learning from Las Vegas,” was held April 2–4. Nearly 400 students took part in running this signature event, envisioned and organized by the HEC board of directors with support from faculty advisor Reneta McCarthy and staff and faculty throughout the school and hotel.

The first **hospitality innovation project**, held this academic year, teamed 10 students, led by Professors Alex Susskind and Rob Kwortnik, with the owners of the Chef’s Coffee Company, a New Jersey-based start-up, to help with brand development, market research, and marketing services. The team’s contributions helped the company evaluate potential markets for its super-premium coffees and chocolates.

IFyber, a start-up nanotechnology company led by two Cornell University researchers, teamed with six SHA students and Professors Rob Kwortnik and



Craig Snow

Leadership Development Program fellows visiting the Hyatt during their January trip to Chicago. At right is Rick Adie '75, general manager of the Statler Hotel.



© Jon Reis

Guest Chef Aida Mollenkamp '02 with Nicholas Evola '09

Mike Sturman to explore lodging markets for the firm's textile-coating process. The team surveyed consumers and hotel managers and found high demand for antimicrobial linens and carpets. The team's market analysis provided IFyber with foundation ideas for market positioning and strategy.

Another experiential-learning activity has more than a 20-year history in the school. The students in **Catering and Events Management**, a course taught by senior lecturer Rupert Spies, apply what they learn in class to the planning of a gala charity auction held annually in late November. Over the past two years, the students in the class have succeeded in raising most of the funds necessary to create a scholarship in memory of their friend and classmate Keith O'Donnell '09, who died in an accident at the start of his junior year. The two auctions also raised an equivalent amount for two Ithaca-based charities. The auctioned items were donated by many generous alumni and corporate friends.

Guest Chef Series

The course Specialty Food and Beverage Operations, taught by senior lecturer Giuseppe Pezzotti and chef-instructor Robert White, gives students the opportunity to work in a professional hotel environment and manage a major culinary event. The students in the class market, plan, and coordinate the ever-popular Guest Chef Series, an undertaking that is also designed to improve their overall awareness of current culinary trends by enabling them to interact directly with recognized experts in the culinary field. This year's guest chefs were:

Aida Mollenkamp '02, star of the Food Network's *Ask Aida* and food editor and head of the test kitchen for *Chow* magazine

José Andrés, partner in the Washington, DC restaurant and entertainment company THINKfoodGROUP

Craig Koketsu, executive chef at Quality Meats and Park Avenue Café in New York.

Chekitan Dev, *associate professor of marketing, School of Hotel Administration*

Todd English, *executive chef and owner, Olives*

Harry Kassap, *vice president for marketing, emeritus, McCarran Airport*

Arthur Keith '84, *president and general manager, Stratosphere Hotel and Casino*

Andrew Klebanow '91, *principal, Gaming Market Advisors*

Jason Lapin '90, *senior vice president, Blau & Associates*

Damian Mogavero, *founder and CEO, Avero*

Steven Schussler, *chairman, Schussler Creative, Inc.*

Sid Vaikunta, MMH '99, *assistant general manager, Suncoast Hotel and Casino*

HEC 84 Board of Directors

Kira Gailey '09, *managing director*

Rachelle Borja '10, *human resources*

Peter Bowen '09, *public relations*

Erin Cade '09, *executive chef*

Willis Cheng '09, *guest services*

Adam Dennett '11, *hotel operations*

Nick Evola '09, *assistant, food and beverage*

Justin Gould '10, *information systems*

Kyi Gyaw '09, *design*

Alison Harrigan '10, *program*

Natalie Ho '09, *food and beverage*

Michelle Hyjek '09, *business services*

Cathy Popp '10, *procurement*

Zachary Ruben '11, *marketing*

Katie Tomechko '11, *conference services*

Hilary Wattenberger '09, *food and beverage service*

<http://www.hotelschool.cornell.edu/academics/hec/>

Honors and awards

Merrill Scholars and Degree Marshals

Emily Vosburgh '09
Yiming (April) Zhu '09

Banner Bearers

Samuel Bendix '09
Jeanette Abate '09
Jessica Saks '09

Latin Honors

Jeanette Abate '09
Samuel Bendix '09
James Cho '09
Namir Chowdhury '09
Erin Payne '09
Wayne Taylor '09
Tiffany Wong '09
Yiming "April" Zhu '09

Quill & Dagger

Senior Honor Society

C. J. Slicklen '09

Sphinx Head Society

Alison Harrigan '10

Ye Hosts Honorary Society

Max Leinweber '10
Elyse Feldman '09
Stanley Gartshein '10
Alex Fisher '10
Brett Kelly '10
Jacob Micsak '10
Alice Lin '10
Ali Greco '10
Stephen Pazzano '10

American Hotel and Lodging Educational Foundation Scholarships

Charlotte Vincent '09
Anna Worthington '10
Lauren Jennings '10
Kira Gailey '09
Jeanette Abate '09
Samantha Appel '10
Alison Hoyt '12
Sau Mui '12

Banfi Scholastic Tour Award

Patrick Service, MMH '09
Anthony Viccari, MMH '09

Career programs

This was a challenging year for our students and employers, and we saw larger numbers than in previous years graduate without a job in hand. Still, at press time 70 percent of recent graduates who had responded to our annual employment survey had accepted positions, and their salary average nearly equaled that of last year's graduates.

During the year Molly deRoos and her staff in Career Services put together several programs that offered our students opportunities to meet with industry experts and SHA faculty and staff to learn about strategies for effective job searches.

Career Conversations Series

Dean Michael Johnson, joined by executive-in-residence David Sherf '67, managing partner and chief investment officer, Ascendant Lodging Partners: "Creating a Mindset—Three Things You Need to Know"

Phil Miller '85, managing director, Philippus Miller III and Associates: "Beyond Cornell—Networking 101"

Dave Mansbach, co-president, North America, HVS Executive Search: "Experiences from the Trenches—How to Chart an Effective Career Path within the Hospitality Industry"

Jan deRoos, HVS International Professor of Finance and Real Estate: "Futures in Real Estate—Developing Your Career Path"

Tom Ward, managing director, Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship: "The Spring Break Advantage—Testing the Waters"

Reneta McCarthy, lecturer, operations management: Hotels and Gaming: "The Value of Operations"

Jon Denison, associate dean, external affairs: "One-Off Job Searches—Alternative Job Search Strategies"

Other Sessions

LinkedIn: Leveraging Professional Networking to Jump-Start Your Career

Nathan Egan, '02, corporate solutions account executive, LinkedIn

Marketing Careers Panel

Kira Kohrherr '01
Greg O'Shea '00
Rich Matteson '86
Holly Rosenblum '02
Moderated by Rob Kwortnik

Real Estate Career Panel

Todd Giannoble '95
Annie Wickstrom '03
Josh Wright '06
Clarke Michalak '05
Moderated by executive-in-residence David Sherf '67

Hospitality Career Panel

Nicola Thomson
Mary Anne McNulty
Susan Eisma '95
Jim Burkett '74
Moderated by Reneta McCarthy

Mock Interview Madness:

Career Management staff conducted over 40 practice interviews in one day.

General career management programming

In addition to the sessions listed above, Career Management staff conducted six sessions providing guidance on résumé writing, interviewing and networking, job-search strategies, and career-management resources.

Student outreach

Sophomore Suppers: Jill Kobus Johnson, wife of Dean Michael Johnson, and Dean of Students Judi Brownell this year introduced a new series of events called Sophomore Suppers. They chose to focus on sophomores because they have been at the school long enough to have good ideas to share while still having a few more years in which to benefit from getting better acquainted with faculty and school leaders. The three suppers, hosted by the Johnsons, offered a small number of faculty, staff, and administrators an opportunity to become better acquainted with some of the sophomores, and allowed the sophomores to meet more of the people who can help them make the most of their time on campus.

Multicultural programs: Curtis Ferguson, SHA assistant director for multicultural



Barry Moullett, Darden Restaurants' senior vice president of supply chain purchasing (L), presents Cathy Popp '10 with the Darden Restaurants Award of Excellence at Hotel Ezra Cornell 84's gala dinner. At right is Dean Michael Johnson.

programs, proposed and helped organize a university-wide trip to Washington, DC, to witness the historic inauguration of President Barack Obama. Ten students and three staff members from the school made the trip with Curtis to stand amid the sea of jubilant people who had flocked to the National Mall. Cornell's Office of Minority Educational Affairs sponsored the trip for two busloads of Cornellians.

Curtis also serves as an advisor to the SHA chapter of the National Society for Minorities in Hospitality, an organization that was founded by four SHA students 20 years ago. The SHA chapter is very active in the national organization and has provided a number of national leaders, including Philip Cooper '10, 2009-10 national chairman and 2008-09 national secretary; Jade Patterson '08, 2007-08 national chairwoman; and Camille Clark '09, 2008-09 national programs director, as well as the 2009-10 northeast regional chairman, Carlos Casián '10.

Darden Restaurants Award of Excellence
Cathy Popp '10

Julius Wile Commanderie de Bordeaux aux Etats Unis d'Amérique Bordeaux Education Prize
Henry Richard Villafuerte Young '09

Joseph Drown Special Prize
winner: Kira Gailey '09
finalists:
Brian Adelman '09
James Cho '09
Andrew Heilmann '09
Tanya Wong '09

ICEX Culinary Scholarship
Jeffrey Weiss '10

R. C. Kopf Student Achievement Award
Meredith Cutler '09
Daniel Feldman '09

Frank and Rosa Rhodes Scholarships
Joseph Delli Santi '09
Jeanette Abate '09

Six Flags Friends Apprenticeship
(first ever awarded)
Alison Hoyt '12

Statler Foundation Scholarship of Excellence
Jeanette Abate '09

Steamboat Foundation Summer Scholar (with Union Square Hospitality Group)
Carlos Casián '10

www.hotelschool.cornell.edu/students/

2008 admissions

Freshmen	Early Decision	Regular Decision	Total
Applicants	229	715	944
Admits	48	163	211
Enrolling	47	120	167
Transfers	Spring 2008	Fall 2008	Total
Applicants	49	198	247
Admits	22	64	86
Enrolling	19	56	75

MMH Program

The Master of Management in Hospitality (MMH) Program includes students who spend the entire 12-month program in Ithaca as well as students from our Cornell-Nanyang Institute in Singapore, who spend six months in Ithaca and six months in Singapore. This year we welcomed 68 students to the Class of 2010, 39 of them based in Ithaca and 29 of them based in Singapore. The class is composed of students from China, India, Singapore, Indonesia, Japan, Thailand, South Korea, the Philippines, the United States, Canada, Chile, Germany, France, Greece, and Israel.

The Cornell-Nanyang Institute, now in its fourth year of operation, continues to grow. We appointed a second SHA professor, Daniel Quan, to a Singapore Tourism Board (STB) Professorship. In spring 2010 Dan will join STB Professor Sherri Kimes in Singapore.

Accreditation renewal

This year the Association to Advance Collegiate Schools of Business renewed the accreditation of our master of management in hospitality (MMH) program. The evaluators observed in their report, "It is clear as you meet with



Professor Dick Penner

faculty, students, and administrators that there is a sense of pride for the mission of the school and clear expectation that the school and its programs will continue on the path of innovation and provide global educational leadership for the hospitality industry... The students we met were exceptional in their spirit and respect for a very accessible faculty, small classes, and opportunities presented to them for networking and career services." Also noted was our "strong focus on research, graduate education, and faculty hiring and development," our "impressive" elective course offerings, and the "impressive culture of engagement of the entire SHA community."



Akash Patel, MMH '09, pitches a proposal during last fall's charrette.

Transition in directorship

At the end of the year Professor Richard Penner concluded his term as the Richard J. and Monene P. Bradley Director of Graduate Studies. In this role Dick oversaw the beginning of our new, 12-month MMH program and the integration of students from the Cornell-Nanyang Institute—our alliance with Nanyang Technological University in Singapore to run a joint MMH program—into our MMH student body. He was also responsible for the coordination and discussion that led to our successful AACSB review.

Outstanding Alumna/us Award

Shonette Harrison, MMH '01, was chosen as the inaugural recipient of the Outstanding Alumna Award from the Master of Management in Hospitality Program. Shonette, who is vice president of casino marketing at Harrah's Chester Casino and Racetrack, served on the SHA advisory group that recommended revising the format of the MMH program. She has spoken in the Dean's Distinguished Lecture Series and lectured in a class on information technology. She also served as committee chairwoman for the Cornell Black Alumni Association's 30th anniversary at Reunion in 2006 and was programs chairwoman for the Cornell Club of Nebraska in 2005-06. She accepted the award at the seventh annual MMH reception in New York City in November, 2008.

www.hotelschool.cornell.edu/academics/mmh-ithaca/



Outstanding Alumna of the Year Shonette Harrison, MMH '01, with Dean Michael Johnson following the award presentation at the Jumeirah Essex House in New York

SHA/CIA Alliance

The alliance between the School of Hotel Administration and the Culinary Institute of America was formalized early in 2006 to promote synergies between the two institutions. While the SHA is known for world-class hospitality management training, the CIA is known for world-class culinary training. Our collaborative offerings are designed to enhance each school's unique educational, continuing-education, professional-development, and research efforts.

The centerpiece of the SHA/CIA Alliance is a four-and-a-half-year undergraduate program yielding an AOS degree from the Culinary Institute of America and a BS degree from the School of Hotel Administration. To date, 22 students have graduated from the collaborative degree program, and 24 students—10 from Cornell and 14 from the CIA—are currently enrolled.

The SHA/CIA Alliance formed an industry advisory board this year to advise on external collaborations. Their initial meeting was held via web conference in May. The group will assemble for the first time in November 2009.

www.hotelschool.cornell.edu/academics/special/cia/



Kevin Villanueva '10, who has been studying at the CIA since January, listens attentively to Chef Dwayne LiPuma, CHE, assistant professor in culinary arts.

Alliance Industry Advisory Board

Lisa Brefere, CIA '78, CEC, AAC, *founder and CEO, GigaChef LLC*
 Mark Canlis '97, *managing owner, Canlis Restaurant*
 Julie Milligan Flik '63, *consultant, Compass Group*
 Signe Carlson Huff '79, *vice president of talent, Borgata Hotel, Casino, & Spa*
 Dale Miller, CIA '79, CMC, *executive chef/owner, Dale Miller*

Alliance Joint Executive Committee

Richard J. Bradley '63, *chairman, Bradley Holdings, Ltd.*
 Steven Carvell, *associate dean for academic affairs, SHA*
 Jerry Fischetti, *associate professor of business management, CIA*
 Emily A. Franco '92, *director of the SHA/CIA Alliance, SHA*
 Kathy Merget, *dean of liberal arts and management studies, CIA*
 Stephen A. Mutkoski '67, PhD '76, *Banfi Vintners Professor of Wine Education and Management, SHA*

Keith Ferris, ©CIA

The Statler Hotel



Mara Saldaña '11 working the concierge desk at the Statler Hotel



© Gerritsen Photography

The Statler Hotel's Carrier Ballroom

Working with Mobil Travel Guide, a partner of the school's Center for Hospitality Research, the Statler Hotel in fall 2008 trained about 75 staff members and students to operate within the Mobil guide's standards of excellence. To help in evaluating staff performance against the Mobil standards, a mystery shopper program has been designed for use by select friends of the school.

This year the hotel was chosen as one of three finalists for the Good Earthkeeping Award of the New York State Hospitality and Tourism Association. This nomination came in recognition of the hotel's work toward the development of a sustainability action plan. The Statler Hotel composted 75 tons of garbage in 2008, all of which was destined for the landfill.

The Leadership Development Program (LDP) admitted 23 members of the Class of 2012 who had worked the requisite minimum of one semester in an area of operations within the Statler Hotel. This year's LDP fellows—students who are ready for promotion to management positions at the hotel—traveled to

Chicago in January for visits with CEOs and executives of Brookdale Senior Living, Hyatt Hotels, United Airlines, Mobil Travel Guide, Chicagoland Chamber of Commerce, the Chicago Olympics 2016 host committee, Lettuce Entertain You Enterprises, Harry Cary's Restaurant Group, and Strategic Hotels.

While the Statler Hotel enjoyed one of the best years in its history in fiscal year 2007-08, with occupancy running at 76.1 percent, occupancy this year fell to 68.1 percent. The average room rate increased, however, by 4.4 percent to \$210.38. The hotel's market performance remains outstanding, with its RevPAR (revenue per available room) index of 201.3 showing the hotel doing twice the business of its competitors. In contrast, occupancy at its competitive-set hotels has fallen to 56.7 percent with rates holding even with last year at \$125.35. The Statler rooms renovation project, which was deferred this year due to budgetary constraints, will begin in a phased manner this fall. This will be the first wholesale renovation of the hotel's 153 guest rooms to be done since 1989. The project has been greatly aided by a \$125,000 pledge from Marc and Nancy Duber, parents of Brent '08 and Jonathan '11, to whom we are most grateful.

Statler Hotel Executive Committee

- Richard Adie '75, *general manager*
- Nicole Boosebark '02, *director of food and beverage*
- Tracy Cary, *associate director, Business Service Center, and hotel controller*
- Timothy Durnford '93, *director of Statler Information Technology*
- Thomas Gisler, *executive chef*
- Geoffrey Gray '08, *director of rooms*
- Richard Kuhar '86, *SHA director of human resources*
- David Strong, *SHA associate dean for business affairs*
- Kathrynne Teeter, *director of the Business Service Center*
- Cynthia Wild, *director of sales*

www.statlerhotel.cornell.edu

Our Alumni



Anne Loehr '90 anchors a session of Conversations with Entrepreneurs

The alumni of the School of Hotel Administration remain one of our most powerful assets, and the Cornell Hotel Society (CHS) continues to demonstrate strong leadership as a unifying force for the alumni and the school.

The CHS hosted 97 alumni events around the globe in 2008-09, including a once-in-five-years leadership summit in August and the annual Asia/Pacific Regional Meeting, in Kuala Lumpur, Malaysia, and the Europe/Middle East/Africa Regional Meeting, held this year in Berlin, Germany.

A new chapter was formed this year, for South America, bringing the number of active chapters to 61. The new chapter, led by Guido Salvatori, MMH '02, intends to maintain close ties with the Mexico and Central America chapters, and creation of a new regional event is a possibility.

A new scholarship was created at the Europe/Middle East/Africa Regional Meeting that will allow students from the region to attend classes within the Office of Executive Education's Professional Development Program (PDP). The Leif Torne Professional Development Program Scholarship honors the memory of an affiliate member of the Cornell Hotel Society who had participated in PDP Brussels and supported the program financially.



The Atlanta Lodging Outlook celebrated its 10th anniversary in fall 2008. The morning seminar and panel, focusing on Atlanta's hospitality business forecast for the following year, attracts 300-350 participants. It has become a branded event for the Cornell Hotel Society and is co-sponsored by the Atlanta Convention and Visitors Bureau and the Georgia Hotel and Lodging Association. This year's event raised \$10,000 for the Georgia Scholarship.

CHS has held two events in New York City this year to help alumni faced with the loss of a job, offering advice on how to polish their résumés, learn what areas are hiring, and present themselves to the greatest possible effect. One event drew 75 alumni; another was offered by Nathan Egan '01 in the form of a webinar. The use of social networking sites such as LinkedIn was highly recommended. Several other chapters have similar events in the works. Alumni continue to post permanent job opportunities on the SHA website at www.hotelschool.cornell.edu/alumni/career/permjobs.



Lynda Schrier Wirth '82, president of the Cornell Hotel Society, with her husband, Michael (center), and Michael Strauss '81 at the CHS reception held at the Mandarin Oriental Hotel in conjunction with the Hotel and Restaurant Show in New York.

Cornell Hotel Society Board 2009

Lynda Schrier Wirth '82, *president*
Deiv Salutskij '71, *first vice president*
Mark Birtha '94, *second vice president*
Christine Natsios '85, *secretary*
George Bantuvanias '51, *treasurer*

CHS regional vice presidents

Central United States:
Dennis Langley '74
Mid-Atlantic:
Mark Dewitt Lanyon '72
Northeast:
Michael Schiff '87
Pacific Northwest:
Kenneth Kuchman '82
Southeast:
Fred Hirschovits-Gerz '75
Southwest:
Raj Chandnani '95
Asia/Pacific:
Regan Taikitsadaporn '93
Europe/Middle East/Africa:
Ivica Cacic, MMH '98
Japan:
Chiaki Tanuma, MPS '80
Mexico, Central America, and South America:
Hans Pfister '95

CHS Foundation Board

William J. Caruso '70, *chairman*
Joseph E. Lavin '75, *president*
Philippus Miller, III, '83, *first vice president*
Richard Nelson '57, *second vice president*
Stephen Lipinski '72, *secretary-treasurer*

www.hotelschool.cornell.edu/alumni

Industry Partnership



Dave Sherf '67 attending a Sophomore Supper

This year we introduced a new concept in industry partnership with the establishment of the **Strategic Corporate Alliance Program**.

The program is designed to foster alliances between the school and global hospitality-industry partners with the capacity to support innovation at the school on multiple fronts.

The program was launched in December with an agreement between Cornell and **Royal Philips Electronics of the Netherlands**, a diversified health and well-being company known for its leadership in improving people's lives through timely innovations. A senior partner in the Center for Hospitality Research, Philips will collaborate with the school on several dedicated research projects.

Under the alliance, Philips also became a corporate member of the school's Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship. Philips products, designed specifically for the hospitality industry, will be featured in the Pillsbury Institute's Hospitality Innovation Program (described on page 34), which fosters experiential learning opportunities for students and faculty. Philips also helped sponsor this spring's Dean's Leadership Series event at Rosen Shingle Creek in Orlando and the Icon of the Industry Awards Dinner at New York's Marriott Marquis in June.

Our belief is that by creating this alliance "between two world-class organizations we can share perspectives from both the corporate and academic realms," said Tom Parham, senior vice president of hospitality for Philips Electronics North America, who has taken a seat on the advisory board of the Center for Hospitality Research.

The second partner to join the alliance, in January, was **Questex Media Group**, a global, diversified, business-to-business integrated media and information provider. Questex serves multiple industries, including technology, telecommunications, spa, travel, hospitality, leisure, abilities, home entertainment, landscape



Christine Natisios '85

Under the tent at the Cornell reception at ALIS 2009. Front row, from left: Michael McFadden, Jay Shah '90, Liz Crawford, Deniz Omurgonulsen '00, Lee Stein, and David Sherf '67. Back row, from left: Vernon Chi '93, Kyle Reardon '06, Michael Cahill '84, Dean Michael Johnson, Art Buser '89, and Bob Alter '73

design, building services, and natural resources, through a range of well-established, market-leading publications, events, interactive media, research, information, and integrated marketing services.

Questex is providing the school with sponsorship of HotelWorld Network's International Hotel Investment Forum-Asia Pacific and their Russia and CIS Hotel Investment Conference. The SHA will provide speakers for each of these conferences as well as for future conferences that Questex may develop. The company helped sponsor the November Dean's Leadership Series event in New York, the Icon of the Industry Awards Dinner, and the Cornell reception at ALIS and is providing advertising opportunities in its publications for these events.

We're so pleased to have formed a "strategic partnership with an entity as respected in the industry as Cornell," said Stacy Silver, executive director of digital media for Questex Media's HotelWorld Network. "Our relationship will allow us to reach audience members from both groups in an extremely effective way."

Hsyndicate.org (the Hospitality Syndicate) became the third member of the alliance in June. With an exclusive focus on global hospitality and tourism, Hsyndicate serves the industry as a leading online media hub, providing electronic news syndication and online advertising services for hundreds of organizations within the global hospitality industry. As part of the partnership, Hsyndicate will provide an industry news feed for the Center for Hospitality Research. The

company will also provide an industry database that our students can access in the Nestlé Library. Hsyndicate's membership services will also be used to provide industrywide visibility for our executive education offerings.

Hsyndicate will sponsor several of our high-profile events, including the Cornell reception at the Americas Lodging and Investment Summit (ALIS) held each January in California, the Dean's Leadership Series events scheduled for New York this November and for Paris next spring, and next June's Icon of the Industry Awards Dinner. The firm will also sponsor school newsletters and publications that reach thousands of industry leaders around the globe. As part of the alliance, Hsyndicate will also be a corporate member of the Center for Hospitality Research.

Hsyndicate's partnership with Cornell will help more hospitality leaders gain access to market intelligence that will help them "achieve peak operating performance," said Henri Roelings, Hsyndicate CEO.

Other leading companies and organizations are expected to join the alliance this fall.

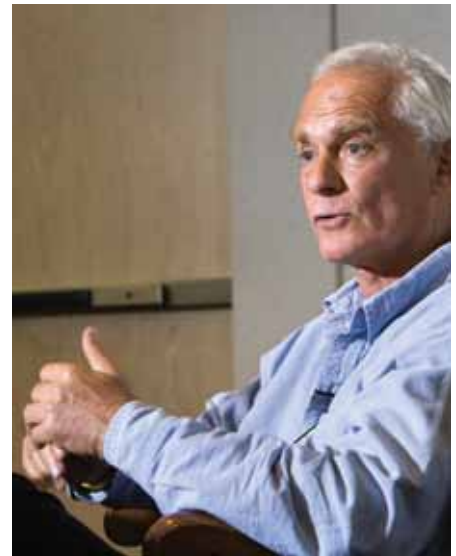
Dean's Distinguished Lecture Series

Stephen Brandman '85, *co-owner, Thompson Hotels*
Arthur Buser '89, *president, Sunstone Hotel Investors*
Kathy George '91, *general manager, Seneca Niagara Casino & Hotel*
David Jerome, *senior vice president for corporate responsibility, InterContinental Hotels Group*
Alan J. Kanders '87, *senior vice president for global commercial real estate, Lehman Brothers*
Drew Nieporent '77, *co-owner and CEO, Myriad Restaurant Group*
Alan Rosen '91, *third-generation owner of Junior's Restaurant*
Sandy Solmon, *founder, president, and CEO, Sweet Street Desserts*
Chiaki Tanuma, MPS '80, *president and CEO, Green House Co., Ltd.*
Don Thompson, *president, McDonald's USA*
Elaine Wynn, *director, Wynn Resorts*
Shannon Yates '93 and G. Reynolds Yates '93, *principals, No Boundaries, Ltd.*

Dean's Leadership Series

The third edition of the Dean's Leadership Series, "Real Estate Capital: Where is the Money Coming From?", took place in November 2008 at the New York Yacht Club. Panelists were Jack Corgel, the Robert C. Baker Professor of Real Estate; Sally Gordon, managing director, BlackRock; Jim Higgins, CEO, Sorin Capital Management; Gary Kauffman, managing director, Prudential Real Estate Investors; Daniel Quan, professor of real estate finance; and Frank L. Sullivan, Jr. '67, managing director, ING Clarion.

Harris Rosen '61 hosted the fourth edition, "Navigating Restaurant Profitability in the New Economy," in March 2009 at Rosen Shingle Creek in Orlando. Panelists were William Fisher '60, MBA '65, PhD '68, Darden Eminent Scholar in Restaurant Management, Rosen College of Hospitality Management, University of Central Florida; Stephen Sawitz '79, keeper of the legend, Joe's Stone Crab Restaurant; Donald Strang, III '80,



Harris Rosen '61

CEO of Strang Corporation; Dawn Sweeney, CEO and president of the National Restaurant Association; Nicholas S. Vojnovic '81, president, Beef O'Brady's; Alex Susskind, associate professor of food and beverage management; and Dave Sherwyn, associate professor of law.



The panel of the fall 2008 installment in the Dean's Leadership Series discuss real estate capital at the New York Yacht Club. L to R: Michael Johnson, Jack Corgel, Sally Gordon, Jim Higgins, Gary Kauffman, Dan Quan, and Frank Sullivan, Jr.

Icon of the Industry Award

As noted in the opening pages of this report, we had the pleasure of presenting our inaugural Icon of the Industry Award this past June to J. W. “Bill” Marriott, Jr., a lifelong member of the hospitality industry and chairman and CEO of Marriott International.

Bill Marriott grew up working in his family’s chain of Hot Shoppes restaurants. He entered the hotel business as general manager of his family’s first motor hotel, the Marriott Twin Bridges in Arlington, Va. He has since built a global lodging company with more than 3,200 properties in 66 countries and territories. In addition to building a corporate portfolio containing 18 leading lodging brands, Bill’s 53-year career with Marriott has

been distinguished by his personal attention to the thousands of employees he meets every year as he circles the globe visiting his far-flung operations.

Bill has also led his industry in granting access to the executive and ownership levels to women and minorities. Perhaps most notably, Bill and his father, J. W. Marriott, Sr., were the first to open the managerial ranks of the hotel industry to African-Americans. In 1967 they hired Bud Ward ’52 as corporate vice president of management training and development. We were delighted to honor Bill for exemplifying every level of the meaning of hospitality.



L to R: Michael and Jill Kobus Johnson; David Marriott, senior VP of global sales; Debbie Marriott-Harrison, senior VP of government affairs; their father, J. W. “Bill” Marriott, Jr.; and emcees Mika Brzezinski and Joe Scarborough of Morning Joe on MSNBC

H. B. Meek Executives in Residence

Shelly LaMotte, MPS ’83, *hospitality consultant*

Joe Lavin ’75, *president, Harborstone Hospitality*

Patrick Meyers, *chief legal officer, managing director, and owner, Cervantes Capital/Quiznos*

Michael Sansbury ’74, *formerly with Westin Hotels and Resorts and Lowes Hotels and Resorts*

Dave Sherf ’67, *managing partner and chief investment officer, Ascendant Lodging Partners*

Cornell Entrepreneur Network:

Harris Rosen ’61, president and COO of Rosen Hotels and Resorts, was a featured speaker of the Cornell Entrepreneur Network. In addition to employing over 3,000 people in his hotels, Harris has made extraordinary philanthropic commitments to his community.

www.hotelschool.cornell.edu/industry/

Executive Education



Kate Walsh, associate professor of management and organizational behavior, conducts an exercise during a GMP class

Every summer we welcome hundreds of hospitality professionals from around the world to our programs in executive education. Our courses, taught by our own

faculty as well as by visiting academics and industry experts, cover all aspects of business management focused on the hospitality industry. In addition to providing managers and executives with the

knowledge they need to advance their careers, these programs provide something else vital: a lifelong, international network of supportive colleagues.

General Managers Program

The General Managers Program (GMP) is seen as the premier program for hotel general managers and for those who seek promotion to general management. The program addresses property-level issues and encourages day-to-day managers

to transition into strategic thinkers. Each day during the ten-day program, held each year in January and June, participants focus on a different area of hotel operations as they are led by Cornell faculty members through lectures, case

studies, simulations, and group discussion. While 2008, the program's 25th year, saw one of the highest enrollment volumes in recent years, 2009 and 2010 are seeing a decrease, but the program still appeals strongly to the industry.

Professional Development Program

Through 2008, the Professional Development Program (PDP) grew each year since expanding to Europe in 2002 to provide a more convenient location for our international participants. (The Ithaca-based program also continues to draw an internationally diverse

clientele, as well; this year's Ithaca participants represented 57 countries.) The July 2008 meeting in Brussels was attended by a record 125 people, and we also held a very successful session in Singapore, hosted by the Cornell-Nanyang Institute of Hospitality Management.

In 2009, however, we have seen a decrease in participation in PDP due to drastically restricted travel policies and reduced training budgets. We have therefore canceled the Brussels courses for 2009.

Certification programs

The popularity of our Certification in Real Estate, Development, and Hotel Investment prompted us to add an online component this year. Participants are required to complete six online courses

prior to coming to the six-day classroom portion. This format was implemented to create a more enriching dialogue and experience for participants. The online real estate and strategic management courses

were released in May 2008 and have been very popular. All six courses were developed by Professor Jan deRoos.

Online learning

We offer over 40 online courses, in the full range of hospitality management topics, through eCornell. Like our classroom-based programs, our online programs create an environment of

interaction and are well suited to professionals interested in enhancing and enriching their knowledge base. Since launching our remote programming in 2002, we have sold over 30,000 courses.

The program saw strong growth in 2008 due to the cutting of corporate travel budgets and the interest many have shown in improving their skills.

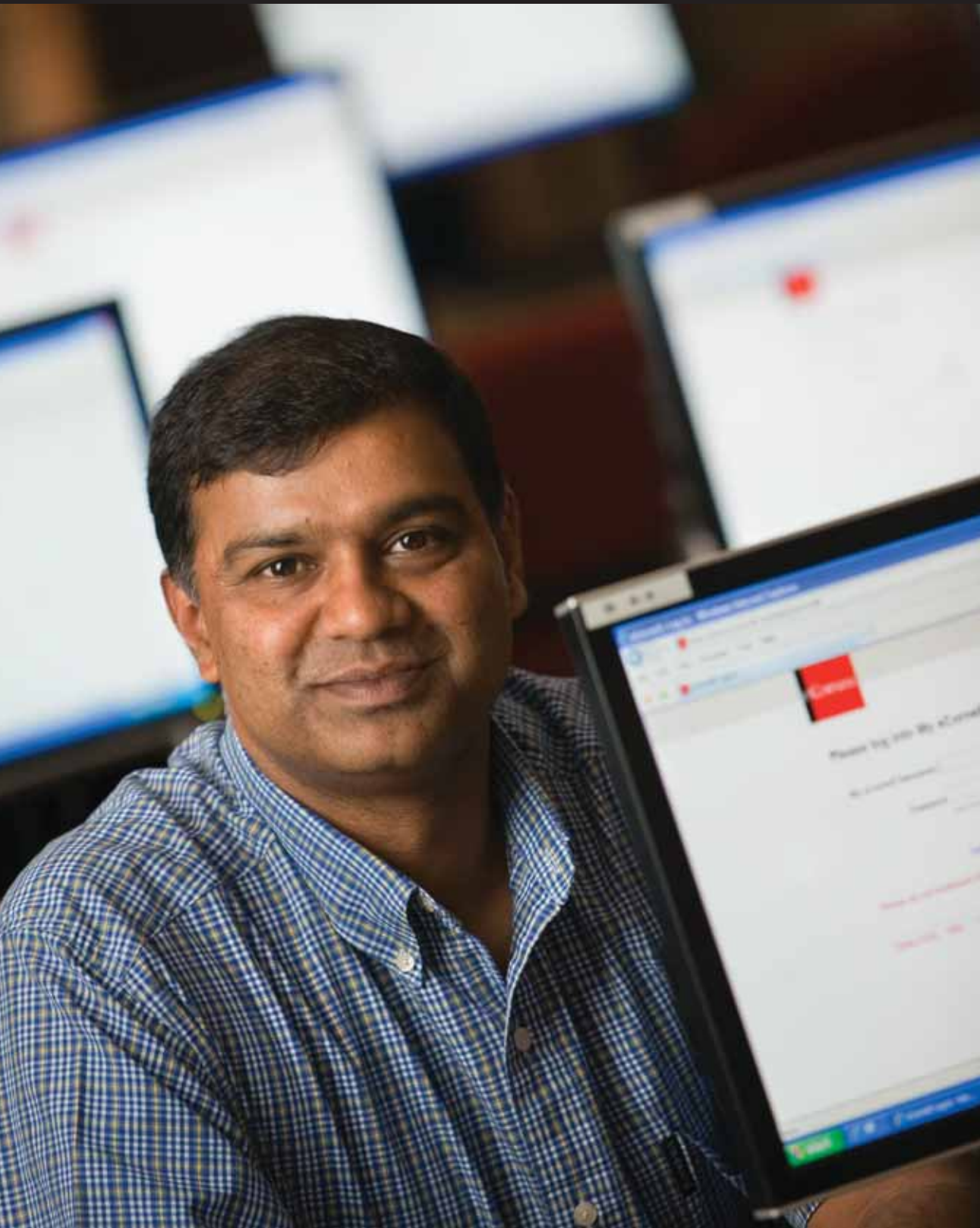
Remote programming

This year the Office of Executive Education offered its first "remote" program with a partner in India. Our faculty members lectured and conducted

the class from the Sack Suite in the Beck Center while employees of Sathguru participated remotely from India along with an onsite instructor.

www.hotelschool.cornell.edu/execed/

Centers of Excellence



Rohit Verma, associate professor of operations management and the incoming executive director of the Center for Hospitality Research

Since the earliest days of hospitality, innovators and entrepreneurs have forged steady improvements in the ways people work, play, relax, and interact.

By thinking differently and taking risks, these leaders have accelerated the global growth of the hospitality field. At the school, we bring together entrepreneurs, innovators, and scholars to power the

world's foremost enterprise dedicated to educating our future leaders in the practices of hospitality entrepreneurship and innovation.

Center for Real Estate Finance

The Center for Real Estate Finance (CREF) was established this year to provide a platform for educating students, creating new knowledge, and exchanging information about real estate with a broad set of audiences. In addition to serving as the academic home of Cornell's new minor in real estate, CREF is a resource for organizations and government entities interested in hospitality real estate, its impact in integrated, mixed-use projects, and its expected behavior in investment portfolios. CREF also provides an environment that facilitates relationships between students and real estate professionals that lead to internships, job placement, scholarship support, and other opportunities.

CREF's internationally recognized faculty conducts rigorous academic research in the area of income-producing real estate with a focus on lodging property, vacation property, and restaurant real estate.

The CREF faculty launched three new courses this year: Securitization and Structured Financial Products; Real Estate Finance and Investments; and Investment in Real Estate Funds and Securities. Professor Jan deRoos held a CHR roundtable on the topic of hotel management contracts with 22 senior participants including hotel owners, hotel operators, and attorneys with significant practices in hotel management contracts.

A team of six students and one alternate from the minor in real estate competed for the first time this year



Charles Kim '10

This year the school competed for the first time in the International Real Estate Case Competition at USC. Front row, L to R: Dean Steven Carvell, Kyle Washington '09, Drew Bridges (CALS '09), and Zied Sanhaji '10; back row, L to R: Jonathan Korr '09, Taylor Quan '10, Tanya Wong '09, and David Israel '09

in the **International Real Estate Case Competition** in April at the University of Southern California's Marshall School of Business. Competitors have included teams from the University of Pennsylvania's Wharton School, the University of California, Berkeley, the University of Wisconsin, the University of British Columbia, the National University of Singapore, and the University of Auckland. Each team was given 48 hours to prepare a response to a case. The Cornell team, which was sponsored by Professors Dan Quan and Judi Brownell, made a great showing and came in fourth. A video of their performance is available at http://www.uscrealestatecompetition.com/News_and_Updates.html.

Real Estate Career Day, held in September, attracted over 170 students and brought 12 companies to campus, many of them to interview our students. Executive-in-residence Dave Sherf '67, managing partner and chief investment officer of Ascendant Lodging Partners, moderated a real-estate career panel that included Todd Giannoble '95, president, Archon Hospitality, a Goldman Sachs company; Annie Wickstrom '03, senior consultant, Ernst & Young LLP; Josh Wright '06, senior analyst, Molinaro Koger; and Clark Michalak '05, Prudential.

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

The Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship (PIHE) advances the study and practice of entrepreneurship and innovation in the hospitality industry. Named in 2006 with a generous gift from Leland Pillsbury '69 and his wife, Mary Pillsbury, the institute provides aspiring entrepreneurs and innovators the tools they need to envision their dreams, engage with others, and execute with excellence.

Through the PIHE, our faculty and staff guide students in the study of entrepreneurship and innovation, connect them with successful hospitality entrepreneurs and innovators, and give them practical experience to help them apply classroom theory to real-world challenges and opportunities. The institute is also an authoritative source of information about forming new hospitality businesses, managing small and family-run businesses, franchising, corporate venturing, new venture funding, and innovation.

The Institute introduced or enhanced several programs this past academic year:

The **Hospitality Innovation Program** provides experiential learning opportunities for our students and faculty. In two institute-sponsored courses, Hospitality Industry Practicum and Sustainable Global Enterprise Hospitality Practicum, students work on live, innovation-based projects proposed by sponsoring companies. Under faculty supervision, students participate in the innovation process, helping to nurture new ideas into profitable business endeavors.

The **Summer Internship Program** benefits both employers and students. Sponsoring companies prosper from the energy and perspective that talented students bring to an innovation-based project. At the same time, students contribute to the innovation process and see how raw ideas are refined into practical business solutions.

Conversations with Entrepreneurs:

This speaker series brings to campus hospitality entrepreneurs and innovators who share their wisdom and insights with students and faculty, both in lectures and personal interactions. Ten entrepreneurs and innovators visited the Ithaca campus as part of the program this past year. They are:

- Brian Brault, *CEO, PURE Solutions NA*
Diane Darling, *founder, Effective Networking, Inc.*
Andrew Dolce '67, *founder and chairman, Dolce Hotels and Resorts*
John A. Griswold '71, *president, Harbor Hotel Investors, LLC*
Dana Lampert '08, *founder, Wiggio.com*
Warren Leeds '84, *president and co-founder, Dartcor Management Services*
Anne Loehr '90, *partner, Riverstone Endeavors*
Jeff Mayer, MMH '05, *owner and operator, That Burrito Place*
Jacob Wright, *president and CEO, Action Companies*
D. Teddy Zhang '97, *president and CEO, HUBS1*

Our **entrepreneurs in residence** teach classes, lead projects, and provide personal direction to students. These proven leaders help our students learn what it takes to conceive, launch, and manage their own enterprises. Jim Quest '56 continues to teach two business-planning classes in conjunction with this program.

Hospitality Innovator Award: This annual honor recognizes leaders who have built and sustained distinctly successful hospitality businesses. The 2009 Hospitality Innovator of the Year Award was presented to the founders of TIG Global, Trip Schneck and Fred Malek, as part of the inaugural Icon of the Industry Awards Dinner on June 2 in New York.



Hospitality Innovator Award winners Trip Schneck and Fred Malek flanked by Tom Ward, managing director of the Pillsbury Institute, and Dean Michael Johnson



Ted Teng '79 offers an observation during last fall's meeting of the Innovation Network

Innovation Network: This membership organization brings together senior hospitality executives who lead innovation activities at their companies and share a passion for driving innovation across the industry. Industry leaders met three times over the past year.

At Cornell in September 2008, Professors Cathy Enz, Tony Simons, and Rob Kwortnik addressed 30 industry leaders in a dialogue focused on the challenges presented by service innovation. In San Diego last January, 60 industry leaders discussed the “wisdom of the crowd” after a talk on the topic by Cisco Systems senior vice president Carlos Dominguez. They also held brainstorming sessions focused on navigating their businesses in turbulent economic times. This past June, 60 industry leaders convened at the United Nations in New York and learned from author and strategist Kaihan Krippendorf how to apply ancient Eastern philosophies to generate untapped strategic creativity in themselves, their employees, and their clients.

25th annual Entrepreneurship@Cornell Celebration participation:

During this year's 25th Annual Entrepreneurship@Cornell Celebration, the PIHE again sponsored two symposia—*Entrepreneurship at the Intersection of Hospitality and Healthcare* and *Finding Solutions to the Bottled Water Controversy*. The first symposium was co-sponsored by the College of Human Ecology's Sloan Program in Health Administration and featured panelists John DeHart '96, founder of Nurse Next Door; Edward M. Dinan, MBA/SLOAN '79, president and CEO of Lawrence Hospital Center; Robert H. Hurlbut '57, founder of ROHM Services Corporation; and Gerard van Grinsven, president and CEO of Henry Ford West Bloomfield Hospital. The second symposium was the culmination of a yearlong competition and featured the final presentations of the top three teams. Jim Quest '56, PIHE entrepreneur in residence, was the session's moderator and presented the final awards and cash prizes.

PIHE Advisory Board

- Michael Beam '97, *manager, Eldorado Country Club*
- Kenny Blatt '81, *principal, Caribbean Property Group, LLC*
- Bryan Graybill '93, *co-founder, Hampton Pacific Funding*
- John A. Griswold '71, *president, Harbor Hotel Investors, LLC*
- Larry Hall '81, *president, PAR Springer-Miller*
- Chris Hemmeter '86, *managing director, Quest Hospitality Ventures*
- Dan Kathan '70, MBA '73, *CEO, Student Agencies, Inc.*
- Joe Lavin '75, *president, HarborStone Hospitality*
- Warren Leeds '84, *president and co-founder, Dartcor Management Services*
- David Mansbach, *co-president, North America, HVS Executive Search*
- Patrick Meyers, *partner and CLO, Consumer Capital Partners*
- Leland C. Pillsbury '69, *co-chairman and CEO, Thayer Lodging Group*
- Jim Quest '56, *visiting lecturer and entrepreneur in residence, School of Hotel Administration*
- D. J. Rama '96, *vice president of operations, JHM Hotels*
- Rachel Roginsky '79, *principal and owner, Pinnacle Advisory Group/Pinnacle Realty Investments*
- Phil Sandhaus '74, *principal and owner, Membrain, LLC*
- Brad Tolkin '80, *co-chairman and CEO, World Travel Holdings*
- Josh Wells '93, *principal, American Food and Vending Corp.*
- Lynda S. Wirth '82, *president, Schrier Wirth Executive Search, Ltd.*

www.pihe.cornell.edu

CHR Advisory Board

Scott Berman '84, *U.S. advisory leader, PricewaterhouseCoopers LLP*
Raymond N. Bickson, *managing director and CEO, Taj Hotels, Resorts, and Palaces*
Stephen C. Brandman '85, *co-owner, Thompson Hotels*
Raj Chandnani '95, *vice president and director of strategy, WATG*
Benjamin "Patrick" Denihan, *CEO, Denihan Hospitality Group*
Michael S. Egan '62, *chairman and founder, job.travel*
Joel M. Eisemann, MPS '80, *executive vice president, owner and franchise services, Marriott International*
Kurt Ekert, *COO, GTA by Travelport*
Brian P. Ferguson '95, MPS '98, *vice president of supply strategy and analysis, Expedia Partner Services Group*
Kevin Fitzpatrick '76, *president, AIG Global Real Estate Investment Group*
Gregg Gilman, *partner and co-chair of employment practices, Davis & Gilbert LLP*
Susan Helstab, *executive vice president, marketing, Four Seasons Hotels and Resorts*

Center for Hospitality Research

The Center for Hospitality Research (CHR), the leading source for research on and for the hospitality industry, brings together SHA faculty, CHR corporate partners, and other industry leaders to develop new ideas, theories, and models that improve strategic, managerial, and operating practices.

During Professor Dave Sherwyn's three-year tenure as executive director, which ended June 30, the CHR hosted 19 roundtables and increased the number of partners from 14 (including three senior partners) to 33 (including eight senior partners).

Website registrants have more than doubled to over 92,000. The newsletter subscriber list more than doubled as well, growing by more than 42,000. Media circulation grew from 63 million to over one billion, and citations of CHR-sponsored research in the media increased from 585 to 2,023. Senior partners joining the CHR this year were McDonald's and Philips; new partners include SAS, eCornell and the Office of Executive Education (who offer CHR partner companies a 33 percent discount on distance-learning courses), Thompson Hotels, and FX Real Estate and Entertainment.

In addition, Dave led the school's program development for a new national conference, HR in Hospitality, which is a joint effort of the SHA and Cornell's School of Industrial and Labor Relations. He also created a stipend program to support research by SHA faculty on topics recommended by the CHR advisory board. Dave has been succeeded as executive director by Professor Rohit Verma.

Industry roundtables

The faculty members and industry experts invited to take part in this year's seven industry roundtables addressed current issues in hospitality design, human resources, hotel management contracts, labor and employment law, marketing and revenue management, menu development, and real estate and finance.

Publications

The CHR began accepting submissions from faculty from other institutions in July 2008. They published 19 reports this year, including the following:

Hotel Network Security: A Study of Computer Networks in U.S. Hotels.
Josh Ogle, Erica L. Wagner, and Mark P. Talbert

Hotel Revenue Management: Today and Tomorrow.
Sheryl E. Kimes.

Service Scripting: A Customer's Perspective of Quality and Performance.
Liana Victorino, Rohit Verma, and Don Wardell.

The CHR also published three management tools, two industry perspectives, and the proceedings of one roundtable this year.



L to R: George Dabney, Steven Lichtenfeld, Peter Caputo, and Art Adler '78 took part in last fall's Real Estate/Finance Roundtable, held at Proskauer Rose LLP in Manhattan.



CHR director Dave Sherwyn, associate professor of law, at the Real Estate/Finance Roundtable; to his left is Susan Furbay '96.

Management tools

The Wine Cellar Management Tool
by Gary M. Thompson, professor of operations management

Building Managers' Skills to Create Listening Environments by Judi Brownell, professor of management and organizational behavior

Measuring the Dining Experience: The Case of Vita Nova by Kesh Prasad and Fred J. DeMicco

Industry white papers

North America's New Town Centers: Time to Take Some Angst Out and Put More Soul In by Karl Kalcher, managing director and founding partner, Mindfolio

Sustainable Hospitality®: Sustainable Development in the Hotel Industry by Hervé Houdré, general manager, Willard InterContinental Hotel

Roundtable proceedings

Key Elements in Service Innovation: Insights for the Hospitality Industry by Rohit Verma, associate professor of operations management; Chris Anderson, assistant professor of operations management; Michael Dixon; Cathy Enz, Lewis G. Schaeneman, Jr., Professor of Innovation and Dynamic Management; Gary Thompson, professor of operations management; and Liana Victorino

Industry Relevance Awards

Each year the CHR awards Industry Relevance Awards to the top CHR publications. The award determinations are made based on a survey of 2,000 CHR website registrants, who identify the finalists, and a review by the CHR Advisory Board, whose members vote to select the winners. This year's winning articles were *Unlocking the Secrets of Customers' Choices*, by Rohit Verma, and *Setting Room Rates on Priceline: How to Optimize Expected Hotel Revenue*, by Chris Anderson. Both Verma and Anderson are SHA faculty members.

Cornell Hospitality Quarterly

Total subscriptions to the *Cornell Hospitality Quarterly* grew to exceed 5,500 this year, with well over half a million website accesses. The journal recently began making course packets available for download. The CHR is in the midst of a two-year review process leading toward the first-ever ranking of the CQ in June 2010.

This year the CQ again won Emerald Group Publishing's Emerald Award. The article, *Guest satisfaction and restaurant performance* by Sachin Gupta, Edward McLaughlin, and Miguel Gomes, was named one of the 50 best articles published in the world's top management journals in 2007 and won the Emerald Management Reviews Citation of Excellence.

www.chr.cornell.edu

Jeff Horwitz, corporate partner and co-head of mergers and acquisitions and of lodging and gaming, Proskauer Rose LLP

Kenneth Kahn, owner and president, LRP Publications

Paul Kanavos, president, FX Real Estate and Entertainment

S. Kirk Kinsell, MPS '80, president for Europe, Middle East, and Africa, IHG

Nancy Knipp, president and managing director, American Airlines Admirals Club

Gerald Lawless, executive chairman, Jumeirah Group

Mark V. Lomanno, president, Smith Travel Research

Suzanne Mellen '76, managing director, HVS International

David Meltzer, MMH '96, vice president of sales, SynXis

Eric P. Niccolls, vice president and general sales manager-wine, Southern Wine & Spirits of New York

Shane O'Flaherty, president and CEO, Mobil Travel Guide

Thomas Parham, senior vice president and general manager, Philips Hospitality Americas

Chris Proulx '91, CEO, eCornell
Carolyn Richmond, partner and co-chair, Fox Rothschild LLP

Rich Rizzo, director of consumer research, General Growth Properties

Steve Russell, senior vice president for human resources, McDonald's USA

Saverio Scheri, III, managing director, WhiteSand Consulting

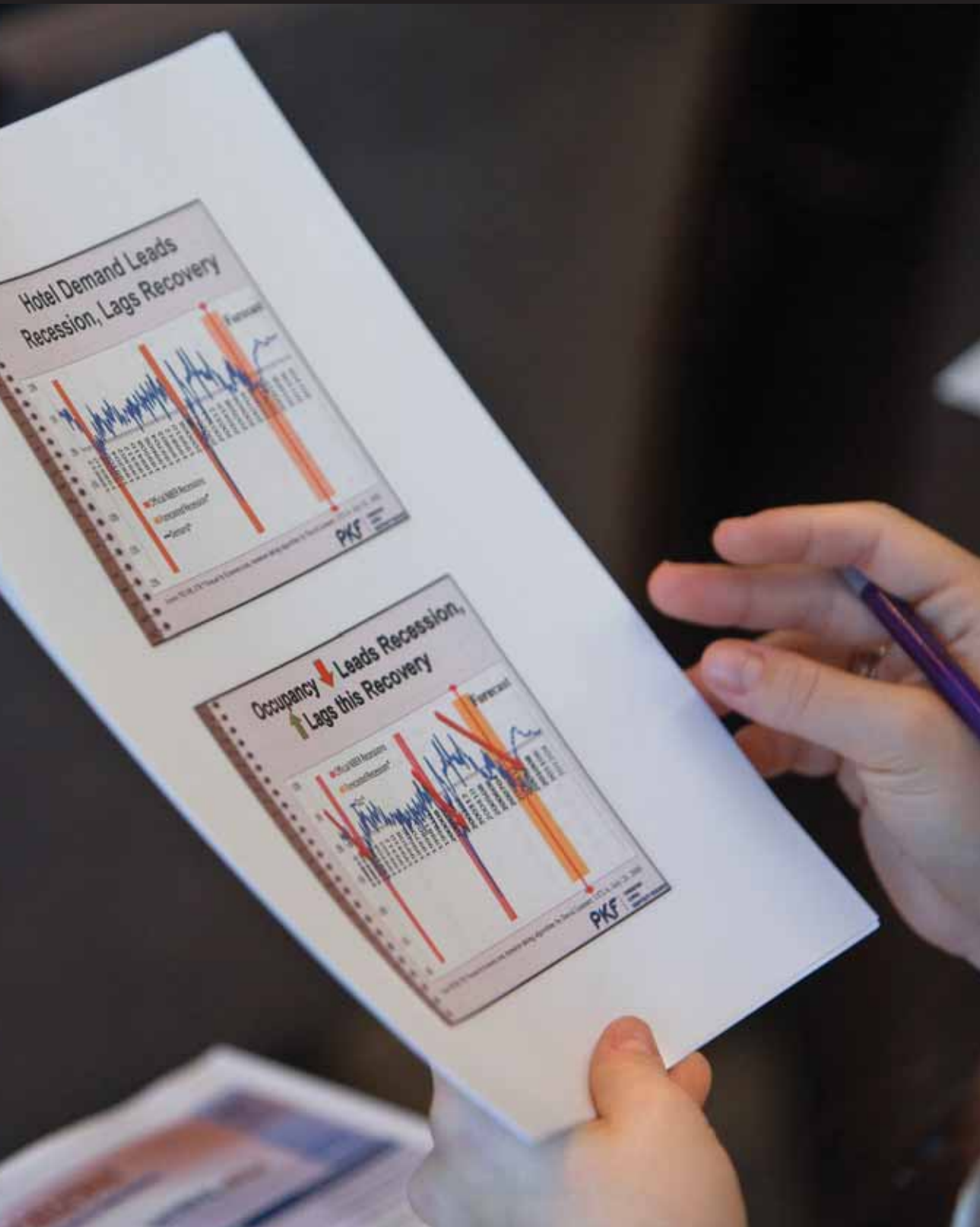
Janice L. Schnabel, managing director, Marsh

Trip Schneck, president and co-founder, TIG Global

Steve Pinchuk, SAS Institute

Adam Weissenberg '85, vice chairman and U.S. leader, Tourism, Hospitality, and Leisure Sector, Deloitte & Touche USA LLP

Financial Summary



This year we have all experienced a period of tremendous financial uncertainty and, in many cases, hardship. At Cornell, all schools and colleges are being called upon to help the university address its structural deficit. Heading into fiscal year 2010, the School of Hotel Administration was successful in identifying \$2.34 million—five percent of our unrestricted budget—that could be contributed toward this purpose. Meeting this goal required the elimination of \$1.3 million in non-personnel costs and the closing of three faculty searches. In addition to these contributions from our operating budget, we contributed over \$1.13 million from our fund balances.

Over the course of the next year, we must further reduce the school's unrestricted budget by approximately 10 percent, and make an as-yet unspecified additional reduction to our fund balances, as we continue to help the university reduce its structural deficit. Other factors will create even more pressure on the school's operating budget, including the decrease in the value of the school's endowment, a decrease in Cornell's payout per dollar of endowment, and declining revenues from such enterprise units as the Statler Hotel and the Office of Executive Education.

The school remains committed to two important goals as we adapt to the new economic reality. First, we will not compromise on the excellent educational experience of our students. Rather, through our growing number of experiential-learning courses, our cross-campus collaborations, and expansion of our global platform, we stand to improve that experience. Second, we will continue to improve the quality of our excellent faculty through our recruiting and retention efforts.

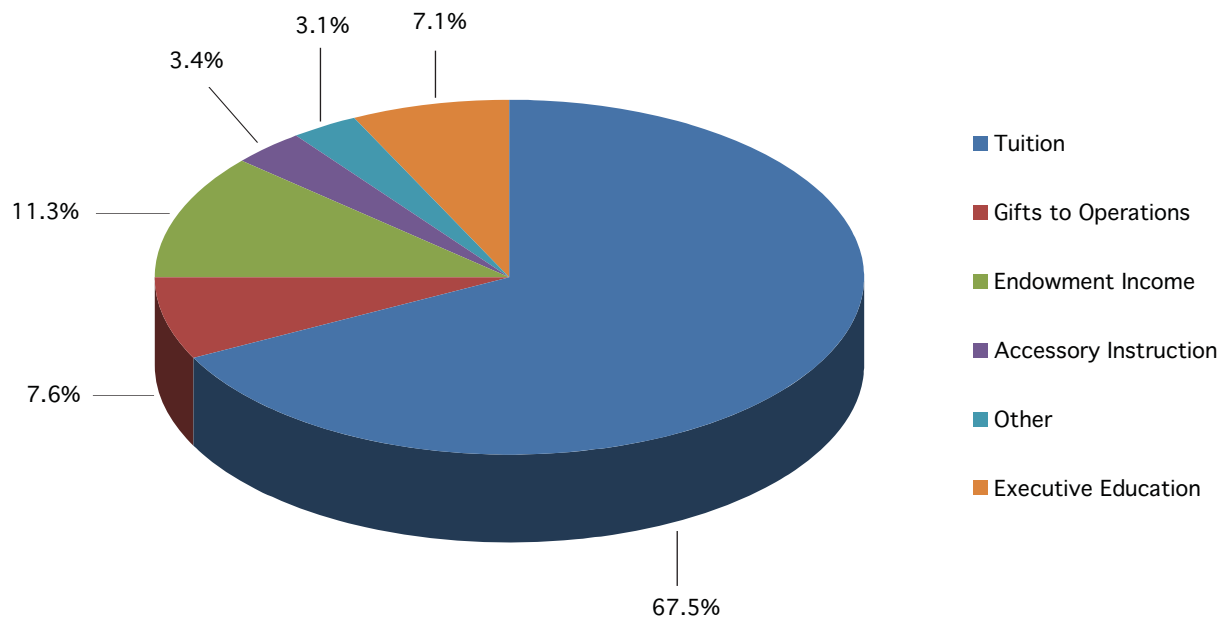


© Jon Reis

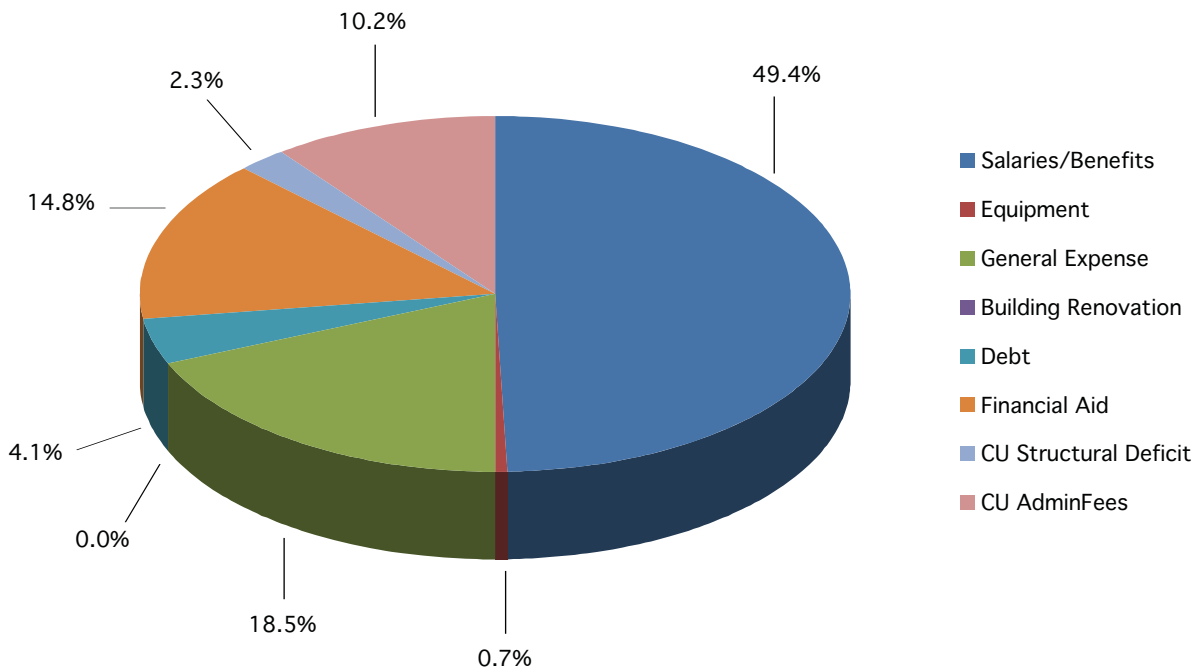
Eric Tremble '09

Thanks to careful planning and financial vigilance on the part of the school's leadership, the School of Hotel Administration remains financially sound. Historically we have been careful stewards of our resources, in good times as well as in times of economic challenges. As the revenue and expense charts on the next page show, our standards and practices continue to stand us in relatively good stead.

School of Hotel Administration Revenue



School of Hotel Administration Expenses



Private support

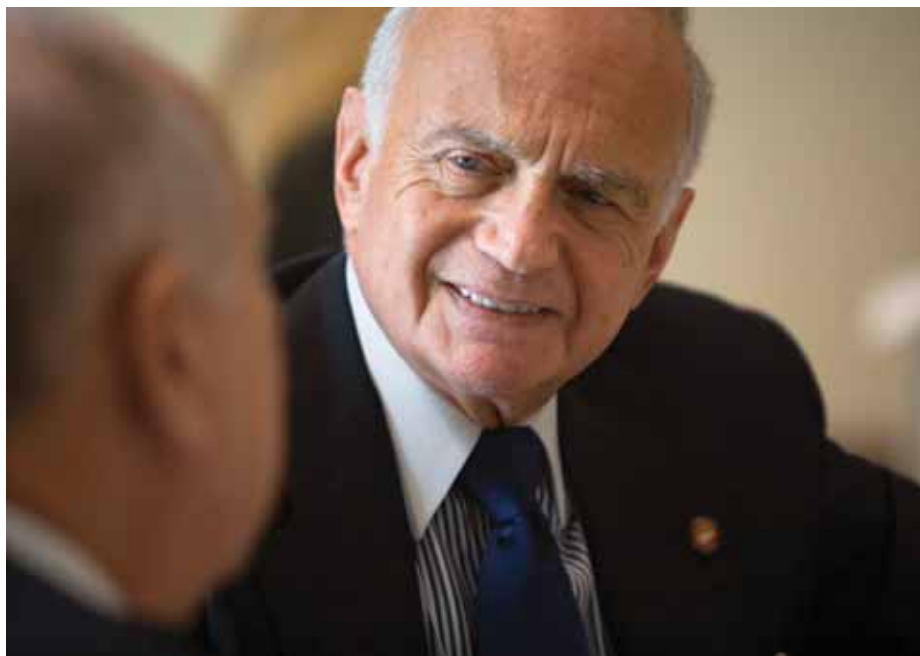
Our fundraising team had the third-most successful year in our history in 2008-09, with new gifts and commitments of over \$12.8 million. We reached this outstanding outcome with the help of many of our alumni and corporate partners, and we would like to make special note of the following gifts, with our heartfelt thanks.

- Burton M. “Skip” Sack ’61, chairman and partner in Classic Restaurant Concepts, made a \$3,000,000 pledge to fund the Burton M. Sack ’61 Professorship in the area of food and beverage management. Skip has been extraordinarily helpful to the school as a generous benefactor, active member of the Dean’s Advisory Board, and longtime guiding presence. We are most grateful for this latest demonstration of his dedication to the school.
- We are also the fortunate beneficiaries of a \$2,000,000 gift to endow student scholarships from the first round of giving from the Leona M. and

Harry B. Helmsley Charitable Trust. This magnificent contribution—the largest in our school’s history for scholarships—will allow us to extend support to multiple students each year, a very significant help in such difficult times. We are deeply grateful to the Helmsley trustees, whose gift will go far to perpetuate the Helmsleys’ proud legacy in hospitality.

- Charles ’74 and Deborah Henry pledged \$250,000, designating the SHA annual fund (\$75,000) and supplementing the Jean and Seton Henry ’44 Scholarship (\$175,000). Chuck is a member of the Dean’s Advisory Board and has lent his expertise as a Dean’s Leadership Series panelist.
- John Rijos ’75, co-president of Brookdale Senior Living, established a \$250,000 scholarship fund for undergraduates. John is also fostering the development of a course focused on hospitality in the senior living industry.

- Marc and Nancy Duber, parents of Brant ’08 and Jonathan ’11, have pledged \$125,000 for the Statler Hotel’s rooms renovation project. As members of Cornell’s Parents Committee, the Dubers are fully committed to the future of the school.
- Audrey L. and Robert J. McCarthy, parents of Laura ’10, pledged \$100,000 to the SHA annual fund. Robert, the president of Marriott North America, is a new member of the Dean’s Advisory Board.
- Michael G. Medzigian ’82, chairman and managing partner of Watermark Capital Partners, and his wife, Michele, made a \$100,000 gift to be divided among the SHA annual fund, the Dean’s Discretionary Fund for CREF, and a new scholarship fund.
- Boyd B. Stofer, ENG ’71, CEO of United Properties and the father of Robert Stofer ’07, made a very meaningful contribution to the Dean’s Discretionary Fund for CREF. Boyd’s gift defrayed expenses associated with our participation in this year’s International Real Estate Case Competition at the University of Southern California.
- Michael A. Capasso ’94, president of C.A.C. Industries, Inc., created a \$50,000 scholarship in honor of his parents and pledged \$15,000 to the SHA annual fund.



Skip Sack ’61



© Banfi Vintners

Banfi Scholars stand before the doors of the 11th-century Castello Banfi in Montalcino, Italy. Bill Whiting, Banfi's director of wine education, is in the front row at far left; next to him is Meredith Cutler '09, one of two 2008 Banfi Scholastic Tour Award recipients from the School of Hotel Administration. The other was Sara Beveridge '08, who is standing two to the right of Meredith. The students received a guided educational tour of Italy's major wine regions and took classes at Castello Banfi on food, wine, and culture. This exceptional educational experience is made possible every year by the Banfi Vintners Foundation, which has also provided major support for the Statler Hotel's Taverna Banfi and funded the school's Banfi Vintners Professorship of Wine Education and Management.

Despite the commitment and generosity of many of our alumni and friends, offering an Ivy League education to all of our top applicants, regardless of their families' financial circumstances, remains a very significant challenge. Less than one-third of the student support needed for the coming year will come from endowment income.

The School of Hotel Administration's budget for student aid is growing from \$5.4 million in 2007-08 to \$6.3 million in 2009-10. Concurrently, our income for student scholarships from our endowment is dropping from \$2.7 million in 2008-09 to \$2.3 million next year. This combination of factors—increased demand and decreased investment income—will require the school to spend \$1.4 million more from current revenue in order to honor Cornell's commitment to admitting the most capable students without regard for their ability to pay for their education. In such a financial climate, the need for new scholarship support becomes even greater.

In addition to offering competitive financial aid to our students, we have continuing need for academic program support in the form of professorships, center and institute support, and the underwriting of innovative curriculum offerings.

A named professorship is the highest honor a faculty member can earn and a significant tool for recruitment and retention of the leading teachers and researchers in their fields. In addition to the need to increase the number of our endowed professorships, we need program support for the Center for Hospitality Research, the Center for Real Estate Finance, and the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship.

Our need for help in defraying the costs of new construction and other facilities enhancements also continues. Although the completion of the Tower project, the 14,000-square-foot addition currently being built onto Statler Hall, will do much to alleviate overcrowding in the school, it will not provide all the space we need. We are continuing to explore our limited options for a next phase of facilities expansion.

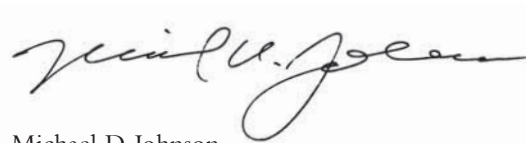
Many naming opportunities remain within the Tower project. This five-story addition will house the Center for Hospitality Research, the Center for Real Estate Finance, and the Pillsbury Institute. The project also includes a conference room on the top floor that will be used by our research centers and institute as well as other key groups on campus.

For more information on giving opportunities
www.hotelschool.cornell.edu/alumni/giving/

In closing

We look forward to the coming year with excitement and great confidence. Our economic challenges are real, but we will benefit from the school's longtime careful stewardship of our resources. We are welcoming another outstanding freshman class this fall. Though we've been through a tough employment cycle this year, our new graduates have far outperformed career placement expectations. Our faculty—already the best in hospitality education anywhere—continues to gain in productivity and prestige. Our alumni network—also renowned throughout higher education—continues to thrive and expand its outreach, and overall alumni support of the school is the best that it has ever been. The Tower project addition will be ready for occupancy at the end of the fall semester. Our three-year-old alliance with the Culinary Institute of America has gained a firm footing. We continue to make progress in redefining and strengthening our global platform, and we see wonderful opportunities ahead. Our Center for Hospitality Research is a firmly established leader, our Pillsbury Institute continues to add innovative offerings of high value

to the industry, and our newly established Center for Real Estate Finance has been enhanced by the recruitment of Professor Crocker Liu. For all of this and more we extend our heartfelt thanks to our industry partners, our devoted alumni, our visionary faculty, and our exceptionally dedicated staff.



Michael D. Johnson
Dean and E. M. Statler Professor



Orientation Welcome 2008

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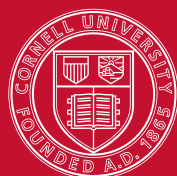
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