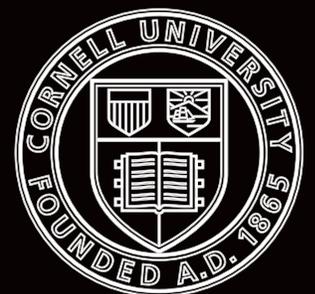


# School of Hotel Administration

Annual Report 2010–11





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Lindsay France, University Photography

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



Jason Koski, University Photography

Kate Walsh, MPS '90, Fred G. Peelen Professor of Hospitality Global Strategy

# The Year's Highlights

Jon Reis Photography

**F**iscal year 2011 began for us with the news that Michael D. Johnson had been reappointed as dean of the School of Hotel Administration. As this report goes to press, he is in the early days of his second five-year term. The School Leadership section of this report extends beyond a summary of the past year's initiatives to review in detail the aims and many accomplishments of the school midway through the Johnson deanship.

Supported by a tremendously talented and professional faculty and staff, Michael has steered us through substantial financial challenges these past few years. The

school's reputation and preeminence have only grown. In our academic enterprise we remain the very best in the world in our field. The rate of job placement for our graduates has rebounded, reaching its pre-recession level. Statler Hotel business is nearly back to normal as well; RevPAR is more than double the market average. Charitable giving exceeded our expectations this year; among the good news is a record-breaking tally for the annual fund, which topped \$1 million.

## Honored alumni

**Harris Rosen '61**, president and chief operating officer of Rosen Hotels and Resorts in Orlando, Florida, was honored on campus in April as Cornell's Entrepreneur of the Year. In his keynote address for the two-day Entrepreneurship @ Cornell Celebration, he described his path to success and his approach to philanthropy and community action.

Now the owner of the largest private hotel group in Florida, Harris made his first investment in 1974, spending all but his last few dollars to become the sole proprietor and employee of a failing, 256-room Quality Inn in Orlando. Now a thriving, 728-room property, the Quality Inn International is one of seven Rosen holdings, along with the Rosen Inn, the Rosen Inn at Pointe Orlando, the



*Harris Rosen '61 kicks off the 2011 Entrepreneurship @ Cornell Celebration with a keynote conversation with President Emeritus Hunter Rawlings in Statler Auditorium*

Clarion Inn Lake Buena Vista, the Rosen Plaza Hotel, the Rosen Centre Hotel, and the 1,500-room, AAA Four-Diamond Rosen Shingle Creek convention property, which boasts 500,000 square feet of meeting and banquet space, a 7,149-yard championship golf course, four heated outdoor swimming pools, a spa, and fourteen food and beverage outlets.

Harris was recognized as Entrepreneur of the Year not only for his business success but also for his philanthropy and progressive approach to employee relations and benefits. For seventeen years he has provided free preschool and college educations to the children of Tangelo Park, a lower-income neighborhood of Orlando, while successfully engaging with community leaders to improve the elementary

school, reduce crime, and raise property values. He also endowed the Rosen College of Hospitality Management at the University of Central Florida and a community center named for his parents; he saved a city pool from demolition, donating it to the YMCA and enabling 20,000 children to learn to swim.

His 4,000-some employees, one of the most stable workforces in the hospitality industry, benefit from a self-insurance plan that provides onsite wellness and medical services and enviable major medical coverage while saving the company money. The company also provides profit-sharing and college tuition to its employees.

Harris is the first Hotelier chosen as Entrepreneur of the Year since 1989, when the honor went to fellow Floridian James McLamore '47, cofounder of Burger King.

**Charles F. "Chuck" Feeney '56**, "the world's most generous and modest donor," in the words of Cornell President David Skorton, delivered this year's Spencer T. and Ann W. Olin Lecture, an annual highlight of Cornell's Reunion Weekend. Chuck, who eschews public speaking whenever possible, consented to answer questions about his life in several very entertaining exchanges with the president before a good-sized audience in Bailey Hall.

As reported in the Cornell Chronicle, Chuck made his fortune after founding



University Photography

*Andrew Tisch '71*

Duty Free Shoppers in 1965. By the late 1970s he was yielding millions, and in 1982 he and his associates established the Atlantic Foundation (now Atlantic Philanthropies) as a way to give some of it away. In 1984 he signed away between \$500 million and \$800 million to the foundation. By the end of 2010, the foundation had made grants totaling more than \$5.5 billion.

With a philosophy of “giving while living,” Chuck insisted on complete anonymity until recently. His philanthropic efforts became well known when his authorized biography, *The Billionaire Who Wasn't: How Chuck Feeney Made and Gave Away a Fortune* by journalist Conor O'Clery, was published in 2007.

The Atlantic Philanthropies foundation has helped better the lives of disadvantaged and vulnerable people through program areas focused on aging, children and youth, reconciliation and human rights, and population health in the United States, the Republic of Ireland, Northern Ireland, South Africa, Vietnam, Australia, and Bermuda.

Atlantic Philanthropies donations have allowed Cornell to launch the Cornell Tradition and the Presidential Research Scholars programs (now named for President Emeritus Hunter Rawlings), the Life Sciences Initiative, the Tri-Institutional Research Program, the expansion of the School of Hotel Administration, and the transformation of North and West Campuses.

**Andrew Tisch '71** has been named co-chairman of Cornell's comprehensive campaign, which will continue through the university's sesquicentennial in 2015. He will co-lead the campaign with Stephen Ashley, CALS '62, MBA '64, and Robert Appel, A&S '53, who heads the Weill Cornell Medical College campaign.

Andrew and his family have made prominent gifts to Cornell that have enhanced the university's ability to attract and retain the best faculty. In 2008, he and his wife, journalist and educator Ann Rubenstein Tisch, made a \$35 million gift to create the Tisch University Professorships, which help recruit and retain talented young faculty in areas of strategic academic importance.

In 2002, Andrew and his brother, James Tisch '75, established the Tisch Distinguished University Professorship, which is awarded to a senior faculty member who has demonstrated excellence in teaching and research and is nearing retirement, allowing the university to retain that person's talents while opening opportunities for new faculty members to be hired.

Beyond their support of the faculty, the Tisches have also created the Ann and Andrew Tisch Scholarship, which gives preference to female undergraduates with financial need, and the Andrew H. and Ann R. Tisch Scholarship Fund in the School of Hotel Administration.

Andrew has been a member of the Cornell Board of Trustees since 2003 and has served on the board's committees on board membership (as chairman), academic affairs, student life, finance, and government relations. He has also served as vice chairman of the university's Campaign Cabinet since 2006. He is a longtime member of the SHA Dean's Advisory Board and is active with the Class of 1971.



Robert Barker, University Photography

*Chuck Feeney '56 greets the audience in Bailey Hall before delivering the Olin Lecture with President David Skorton*



Woods Bagot Architects

*The space that currently houses the Nestlé Library will be transformed with the creation next summer of the Marriott Student Learning Center*

## Inspired giving

**John and Melissa Ceriale** recently established the John and Melissa Ceriale Professorship of Hospitality Human Resources with a \$3 million gift commitment via the Melissa and John Ceriale Foundation. The gift will be shared between our school and the School of Industrial and Labor Relations, enabling further collaboration in studying the relationship between labor and management in the hospitality industry. The professorship will reside in SHA.

In June the **J. Willard and Alice S. Marriott Foundation** agreed to contribute \$3 million toward funding the development of the Marriott Student Learning Center, a contemporary adaptation of the space that currently houses the library, a student lounge area, and the main entryway to Statler Hall.

Thirteen deserving students received nearly full tuition support this year from the first installment of the **Conrad N. Hilton Foundation**'s two-year, current-use gift for scholarships. The foundation's \$1 million commitment is providing welcome budget relief during challenging times.

The gifts described above are providing exemplary support in the three areas of greatest fundraising priority for our school: faculty excellence, student financial aid, and improvement of the built environment. We celebrate these and the year's other major gifts in the Private Support section of this report.

## Icons: the Hilton Foundation and family



More than 800 alumni and industry friends filled the Grand Ballroom of New York's Waldorf-Astoria to join in celebrating the accomplishments of the Conrad N. Hilton Foundation and members of the Hilton family at this year's Cornell Icon and Innovator Awards Dinner in June. Members of the Hilton family, former owners of Hilton Hotels, maintain stewardship of the family philanthropic enterprise established by Hilton Hotels founder Conrad N. Hilton in 1944. In 2010 alone, the foundation awarded more than \$100 million in grants to address drinking water safety, chronic homelessness, substance abuse, and care for vulnerable children and to extend Conrad Hilton's support for the work of Catholic Sisters. For more about this exceptional event, turn to the Industry Partnership section of this report.

## Cornell Hospitality Research Summit

Economic recovery was the dominant theme of the inaugural Cornell Hospitality Research Summit, hosted by the Center for Hospitality Research in October.

The conference, which drew 225 top hospitality leaders and industry analysts, offered four keynote addresses and 58 seminar presentations devoted to such topics as branding, revenue management,

the impact of the Internet and uses of social media, customer satisfaction and loyalty, and environmentally sustainable operations. For more on the summit, see page 42.

## Cornell Hospitality Business Plan Competition

The Pillsbury Institute for Hospitality Entrepreneurship mounted its first Cornell Hospitality Business Plan Competition with a generous purse provided by Stanley Sun '00 and his parents, Dennis and

Betty, and several corporate sponsors. The yearlong competition, which initially involved 120 students from across campus, culminated in judging by Lee Pillsbury '69, Tony Capuano '87, and John Metz '77, MBA '79 during Hotel Ezra Cornell

weekend. The first-place team of Sam Boochever, CALS '11 and Daniel Mann '11 took home a \$15,000 prize for their quick-service sushi concept, Fushi Sushi.

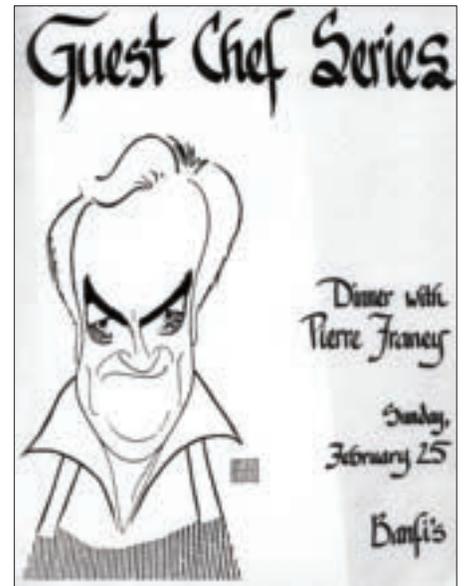
# Anniversaries

The **Cornell Hospitality Quarterly** concluded its 50th anniversary this year. First published in May 1960 as the Cornell Hotel and Restaurant Administration Quarterly, the journal was the first of its kind. Early issues focused on operations and methods, but over the decades its content shifted to the realistic application of research and theory from such academic disciplines as finance, human resources management, and marketing.

The **Guest Chefs Series**, an annual project of the students in Specialty Food and Beverage Operations, celebrated its twentieth anniversary a year late this spring. Senior lecturer Giuseppe Pezzotti '84, MMH '96, who has taught the class since 1998, had to postpone the observance in order to take over the teaching

duties of Professor Steven Mutkoski '67, PhD '76—including the famed Introduction to Wines class—during his sabbatical in 2009-10.

The first Guest Chefs class, taught in spring 1990 by Thomas J. Kelly '71, MS '78, welcomed Pierre Franey, cookbook author and former chef at New York's Le Pavillon; Roger Martin, executive chef at the Harvey Hotel in Dallas; Deborah Poncek, chef de cuisine at Montrachet in New York; and Mark Baker, executive chef at the Four Seasons Hotel in Boston. In the years since, students in the class have been honored to work alongside such culinary masters as Douglas Keane '93, Emeril Lagasse, Masaharu Morimoto, Wolfgang Puck, Marcus Samuelsson, Ming Tsai, MPS '89, and Aida Mollenkamp '02.



The flyer for the first Guest Chefs dinner in 1990 featured an Al Hirschfeld caricature



Members of the **Europe, Middle East, and Africa region of the Cornell Hotel Society** gathered in New York City and Ithaca in early May to celebrate the 50th anniversary of the establishment of the European chapter. Here the group visits Harney and Sons Fine Teas; proprietor John D. Harney '56 stands at right. The chapter's founding directors were Dominico Demetz '59, president; Ruedi Schelbert '55, vice president; Lee Sterling '58, secretary-treasurer; and Oscar Michel '31.

Ivica Cacic, MMH '98



## Faculty renewal

**F**ive years ago, as Michael D. Johnson began his first five-year term as dean of the School of Hotel Administration, he set three major goals for his administration: renewing the faculty, enriching the student experience, and funding the future. With an excellent team of senior administrators in place and an exceptionally dedicated community of faculty, alumni, staff, and industry partners, the school has worked through a period of significant economic constraints to make impressive progress on all three fronts.

As the baby boom generation moves toward retirement, the entire field of higher education is beginning to undergo an unprecedented shift in its faculty census that will result in the loss of the majority of the nation's most experienced academics. The challenge everywhere will be to fill the void left by their departure. Cornell University's strategic plan, published in May of 2010, sets faculty renewal as the principal goal leading up to the university's sesquicentennial in 2015. Our school has been focused for the past five years on managing this faculty turnover, which is anticipated to continue.

Although many schools here had to slow the pace of faculty renewal in the aftermath of the recent recession, one-third of the SHA faculty has turned over since 2006.

This administration has recruited an excellent cadre of lecturers and assistant professors, plus a select number of exceptional senior faculty members. Their intellectual and pedagogical contributions will ensure the relevance and prominence of our academic program and industry outreach for decades to come.

Consistent with the strategy put forth this year by the Cornell provost, Kent Fuchs, we are conducting some faculty searches in advance of position openings in order to take advantage of the current availability of new PhDs of very high caliber. Indeed, we have been following this line of thinking since the start of the recession. By bearing this expense now, we are able to attract superb candidates while many of our peer institutions are compelled to forego hiring.



Jason Koski, University Photography

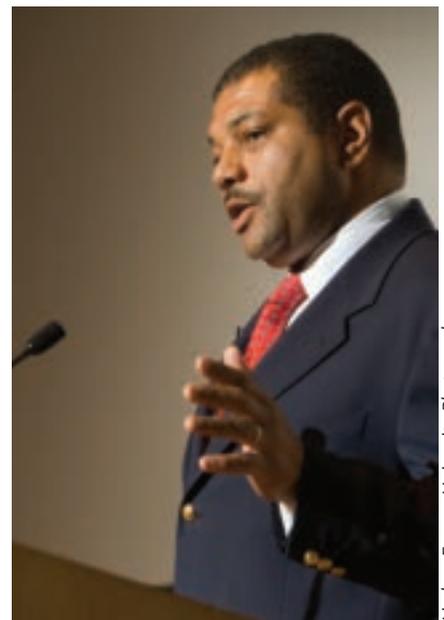
# School Leadership

## Enriching the student experience

Over the past five years we have strengthened our focus on developing leaders for the hospitality industry even as we have expanded the breadth of our program. This year we continued on a course to bring ever greater value to the student experience by enhancing course offerings, creating new opportunities for professionally and socially meaningful project work, and fostering greater connections to the campus and to the industry we serve.

An early initiative of this administration was the establishment of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship, which was created to offer special learning opportunities to budding entrepreneurs. The role of the PIHE has been evolving recently to include academic programming. With a view toward creating an academic concen-

tration in entrepreneurship, we have recently hired two new faculty members, senior lecturers Susan Fleming (who joined us last year on an interim basis) and Neil Tarallo, who will take over the directorship of the institute. Susan introduced two very successful courses in entrepreneurship this year under the auspices of the PIHE. With outgoing PIHE director Tom Ward, she also organized the first Cornell Hospitality Business Plan Competition, which drew 28 teams of students from across the university to compete for a first prize of \$15,000. That generous purse, along with second and third prizes totaling \$7,500, was provided by Stanley Sun '00 and his parents, Dennis and Betty Sun, title sponsor Marriott International, and several other corporate sponsors.



Lindsay France, University Photography

Dean's Distinguished Lecturer Warren Fields '85

## Executive Staff

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

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

Jon D. Denison: *associate dean for  
external affairs*

Timothy Durnford, MPS '93:  
*associate dean for business affairs*

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

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

Timothy Hinkin, Georges and  
Marian St. Laurent Professor in  
Applied Business Management:  
*Richard J. and Monene P. Bradley  
Director of Graduate Studies*

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

Lisa Shaffer: *assistant dean for  
student services and enrollment  
management*

## Dean's Advisory Board

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

Bob Alter '73, *chairman, Sunstone  
Hotel Investors*

Richard Baker '88, *president and  
chief executive officer, Hudson's  
Bay Trading Company*

Michael S. Egan '62, *chairman,  
Dancing Bear Investments*

Charles F. Feeney '56, *founding  
chairman, Atlantic Foundation and  
General Atlantic Group*

Warren Q. Fields '85\*, *principal and  
chief investment officer, Pyramid  
Hotel Group*

Kevin Fitzpatrick '76, *managing  
director, Spring Bay Property  
Company*

Rachel Etes Green '98 (ex-officio),  
*chair, SHA Young Alumni Council;  
manager of real estate, Loews  
Corporation*



Lindsey (Cragg) Lynch '04, Lindseybelle Photography

Steven and Lisa Hilton with Jill Kobus Johnson and Dean Michael Johnson at the Cornell Icon and Innovator Awards Dinner

The Center for Real Estate and Finance, which was established two years ago, has also created new opportunities for students. The first of these was the minor in real estate, which was shepherded to fruition by Jan deRoos '78, MS '80, PhD '94, CREF's executive director and the HVS Professor of Hotel Finance and Real Estate. The real estate minor has rapidly become the most popular minor on campus, with 175 enrollees this year representing every undergraduate college at Cornell. Another valuable addition to CREF's activities has been the annual Cornell Real Estate Case Competition. Begun in fall 2009 by Dan Quan, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, it is the only such competition in the eastern United States. And finally, the recent hiring of Walter Boudry as an assistant professor of real estate will allow us to keep building on the prominence of our real estate program.

This year twelve students authored or co-authored studies sponsored and published by the Center for Hospitality Research. Many more students attended and helped staff the CHR's first annual Cornell Hospitality Research Summit, a three-day conference developed by CHR executive director Rohit Verma, professor of service operations management. The summit provided our students with rich exposure to top industry leaders and academic researchers through 58 seminar presentations covering current industry concerns and through multiple informal social interactions.

We recently renewed our alliance with the Culinary Institute of America for another five years. Initiated in 2005, the SHA/CIA Alliance enables students of either institution to earn an accelerated dual bachelor of science in hotel administration and associate's degree in occupational studies in culinary arts. Thanks to the efforts of alliance director Emily Franco '92, 30 students are currently

enrolled, nearly as many as have completed the program over the past five years. Our commitment to research and teaching in the food and beverage area has been further reinforced by the recruitment of assistant professor Ben Lawrence '97, who joins our faculty in July.

We are also expanding our course collaborations with other schools and programs at Cornell. For example, last fall we teamed up with the Sloan Program in Health Administration in the College of Human Ecology to present a new course, Operations and Planning of Senior Living and Related Facilities. We have been working for several years with the Sloan Program to expand our exploration of issues relating to the senior living industry. This course was envisioned, underwritten, and co-presented by John Rijos '75 of Brookdale Senior Living and organized by Brooke Hollis, MBA '78, Sloan's executive director.

We continue to collaborate with the Johnson School to offer the Sustainable Global Enterprise Practicum in the Hospitality Industry. This course was introduced in 2008 with the financial support of HEI Hotels and Resorts, a hotel investment and operating group led by brothers Gary '79 and Stephen '82 Mendell, who provided strategic guidance.

Another important relationship is developing between our school and the School of Industrial and Labor Relations. Members of our faculties have done joint research on hospitality labor issues, designed courses to help future practitioners destined for both hospitality management and labor relations careers, and organized industry conferences focusing on the nexus between labor and the hospitality industry.

## Dean's Advisory Board, cont'd

- Stephen G. Haggerty '90\*,  
*global head of real estate and development, Hyatt Hotels Corporation*
- Charles S. Henry '74, *president, Hotel Capital Advisers*
- Robert H. Hurlbut '57, *founder, ROHM Services Corporation*
- Michael Z. Kay '61, *president and chief executive officer (retired), LSG Sky Chefs*
- J. Peter Kline '69, *president, Children's Medical Center Foundation (Dallas, Texas)*
- Michelle D. La Motte, MPS '83, *hospitality consultant*
- Virginia Mariani-Kitt '82, *director of hospitality, Banfi Vintners*
- Hawley McAuliffe, P '10, *director, Conrad N. Hilton Foundation*
- John "Jack" McAuliffe, P '10, *chairman and founder, Compendium Systems Corporation*



Jon Reis Photography

Grace Oplinger '11 comments during Operations and Planning of Senior Living and Related Facilities, a popular new course sponsored by John Rijos '75

## Dean's Advisory Board, cont'd

Robert J. McCarthy, P '10, *group president, Marriott International*  
Dayssi Olarte de Kanavos '85, *principal and senior vice president, Flag Luxury Properties*  
Allen J. Ostroff, *principal, Hotel Dynamics*  
Fred G. Peelen '64, *president and chief executive officer, International Hospitality Consultants*  
Leland Pillsbury '69, *chairman and chief executive officer, Thayer Lodging Group*  
David Rosenberg, P '11, '13\*, *managing partner and chief executive officer, Sawyer Realty Holdings*  
Burton M. "Skip" Sack '61, *chairman and partner, Classic Restaurant Concepts*  
Barbara F. Shingleton '75\*, *president, Casa Bella International*  
Bradley H. Stone '77, *former executive vice president, Las Vegas Sands Corporation*  
Chiaki Tanuma, MPS '80, *president and chief executive officer, Green House Company*  
Ted Teng '79, *president and chief executive officer, The Leading Hotels of the World*  
Andrew H. Tisch '71, *chair of the executive committee, Loews Corporation*  
John P. "Jay" Treadwell '61, *principal, Optimum Hospitality Services*  
Simon M. Turner '83, *president for global development, Starwood Hotels and Resorts Worldwide*  
Lynda S. Wirth '82\*, *president, Schrier Wirth Executive Search*  
Nancy E. Zytka, MPS '89, *managing director of hotel finance, Wells Fargo Bank*

\*new member July 1, 2010

This spring, SHA law professor Dave Sherwyn's students in Labor Relations in the Hospitality Industry led the discussion in a roundtable with several union and management experts and five faculty members from SHA and ILR, including Michael Johnson and Harry Katz, ILR's Kenneth F. Kahn Dean and Jack Sheinkman Professor of Collective Bargaining. Contributing a management perspective to this discussion was John Ceriale, president of Prospect Advisors, hospitality consultant to the Blackstone Group. John and his wife, Melissa, recently signed a commitment on behalf of the John and Melissa Ceriale Foundation to donate \$3 million to our two schools. The Ceriales' magnificent gift will endow the John and Melissa Ceriale Professorship in Hospitality Human Resources.



Jon Reis Photography

John Ceriale

## Funding the future

The Ceriale Professorship becomes the second endowed professorship established at the school during the Johnson deanship. The first was the Burton M. Sack '61 Professorship in Food and Beverage Management, announced two years ago. In addition, Brad Stone '77 has just given

the school its first faculty renewal fellowship with a gift of \$500,000, which will be matched with \$500,000 of Cornell resources. These major gifts will provide vital support to our ongoing faculty recruiting efforts. We are working to raise three more endowed professorships and



Robert Barker, University Photography

Dean's Advisory Board members Michael Kay '61 and Peter Kline '69

another four faculty renewal fellowships in order to help us attract top candidates to faculty positions and provide a stable base of support for faculty excellence.

Thanks to the donors mentioned in these pages as well as many others, we have exceeded both our original university campaign goal of \$50 million and our revised goal of \$70 million, despite the economic difficulties of the recent recession. This year we raised our first million-dollar annual fund—a most welcome sum for current budget relief. These annual fund receipts will be applied primarily to student financial aid, a growing burden of great concern to us. Some of this burden was lifted this year by the first installment of the Hilton Foundation's two-year, current-use gift for scholarships, which will total \$1 million.

## Reimagining Cornell

Our library stacks will disappear within the next year as our print collections, along with those of the Johnson School, are converted to digital files and the books relocated to ILR's Catherwood Library or Cornell Library's off-campus annex. This consolidation is taking place as part of the university's strategic process, called Reimagining Cornell, to achieve greater administrative efficiencies and pare overhead costs. The combined libraries now share one director, Curtis Lyons. We will continue to staff our library space, soon to become part of the Marriott Student Learning Center, with library subject experts to ensure full and ready access to all information. The library is already in the process of digitizing many of our print materials, thereby enhancing electronic access for library users from all three schools.

Our three schools are leading the campus in this initiative, as SHA did last year in the area of information technology services, to consolidate administration

Our students will benefit as well from a new, \$3 million gift from the J. Willard and Alice S. Marriott Foundation to help finance development of the Marriott Student Learning Center. This very generous gift addresses the primary physical space need that remains following last year's completion of the tower addition to Statler Hall and the Statler Hotel rooms renovation. Specifically, it will allow us to make excellent, new use of the space that will soon cease to house our library collections. In their place we will create a flexible study area, with wireless Internet access to Cornell's greatly expanding digital collections, where students can work comfortably and efficiently, alone or in groups.



Jason Koski, University Photography

*The stacks in the Nestlé Library will be gone by the summer of 2012*

and create cross-functional, collaborative teams. Another consolidation effort is underway in the area of human resources,

## Young Alumni Council

- Raj Chandnani '95, *vice president for strategy, WATG: co-chairman*
- Rachel Etes Green '98, *manager of real estate, Loews Corporation: co-chairwoman*
- Jorge Boone '98, MBA '04, *senior vice president for business development, Wyndham Worldwide Group*
- Kevin Boothe '05, *offensive guard, New York Giants*
- Thatcher Brown '91, *vice president for brand strategy and management, Jumeirah Group*
- Michael Coolidge '97, *vice president for real estate and development, Hyatt Hotels Corporation*
- Nathalie De Andreis '05, *research and development manager, Grupo Marta Hospitality*
- Michael Everett '99, *senior vice president, Destination Hotels Resort*
- Raphael Fishbach '99, *director, Mesa West Capital*
- Randall Garutti '97, *chief operating officer and partner, Shake Shack*
- Shonette Harrison, MMH '01, *vice president for corporate marketing, Wilmington Trust Company*
- Sean Hehir '96, *president, chief executive officer, and principal, Trinity Investments*
- Heather Jacobs '94, *vice president of human resources for Europe, Middle East, and Africa, Four Seasons Hotels and Resorts*
- Kevin Jacobs '94, *senior vice president for corporate strategy and treasurer, Hilton Worldwide*
- Martin Kandrac '96, *managing director, Blackstone Group*
- Adam Kaplan '04, *vice president of operations, Senior Lifestyle Corporation*
- Laura Kornegay '96, *vice president for leadership development, Club Corp*
- Serena Lim '94, *vice president of development, Starwood Hotels and Resorts*
- Michael Nestor '02, *LIVESTRONG Concierge, Lance Armstrong Foundation*

## Young Alumni Council, cont'd

Jamie Papp '97, *vice president of slot operations, Wynn Las Vegas*

Brooke Patterson '01, *manager of onboard revenue, Celebrity Cruise Lines*

Hugh Phillips '02, *chief executive officer, Hugh Simms*

Jhorna Ramanlal '02, *director of global e-commerce services for Asia-Pacific, Marriott International*

Rachel Rosen '96, *vice president for business development, National Basketball Association*

Benjamin Rowe '96, *executive vice president and chief financial officer, Kimpton Hotel and Restaurant Group*

Andrew Schleimer '99

Atish Shah '94, *senior vice president for investor relations, Hyatt Hotels Corporation*

Zachary Shapiro '05, *airline marketing director, Airbus Americas*

Christopher Simms '97, *owner/operator, The Lazy Dog Café*

Seth Singerman '99, *principal, Singerman RE*

Cherylanne Skolnicki '95, *brand manager, Procter and Gamble*

Susheel Torgalkar '99, *managing principal, Westbrook Partners*

Giancarlo Turano '01, *sales manager, Turano Baking Company*

Wendy Yang '98, *attorney, McDermott, Will and Emery*

Dian Zhang '97, *president and chief executive officer, HUBS1*

with SHA's HR director, Rick Kuhar '86, serving in a leadership role. Our business services groups have also undergone consolidation. All of these efforts are designed to reduce our operating expenses without diminishing our capacity to deliver fully on our academic mission.

Tim Durnford, MPS '93, who led the IT consolidation as director of Statler Information Technologies, has taken on much broader oversight responsibilities for our administrative streamlining efforts as our new associate dean for business affairs. With his experience and knowledge of the support functions of the school, his grasp of the organizational dynamics at Cornell University, and his commitment to the SHA mission, Tim is an outstanding performer who has been a champion for our school in his eighteen years on the staff.

An important academic streamlining initiative is taking form as well. Dean Johnson and Steven Carvell, associate dean

for academic affairs, have been part of an ongoing exploration this year of possible synergies among the various business schools and programs at Cornell. With the deans and directors of the Johnson School, the Dyson School in the College of Agriculture and Life Sciences, the School of Industrial and Labor Relations, and the Department of Policy Analysis and Management in the College of Human Ecology, they have been discussing a new governance model for business at Cornell, greater sharing of teaching resources across these programs, and the development of a campuswide undergraduate minor in business. These efforts reflect our shared desire to increase the visibility of, and improve access to, Cornell's diffused but very extensive business offerings. They reflect as well the recognition of the potential to achieve cost efficiencies while better serving all interested students, which is very much the essence of the university's campaign to "reimagine" Cornell.



Professor Rohit Verma leads a panel discussion during the International Tourism Summit in Barcelona

Provided



Lindsay France, University Photography

Steve Carvell, associate professor of finance and associate dean for academic affairs

## Looking ahead with a global view

During the next five years we will continue to focus on faculty renewal, enriching the student experience, and funding the future. We will also continue to integrate more closely with the university as a whole, contributing to and benefiting from the great sweep of its mission and vision through greater academic, administrative, and financial cooperation. For example, this year our school joined with other Cornell schools and programs allied as the Environmental and Energy Economics and Sustainable Enterprise cluster to recruit Howard Chong, who will join the SHA faculty this July as an assistant professor of applied sustainable economics.

Hospitality is by nature global in its embrace, and our school, like the university as a whole, has had a significant impact on economic development in many parts of the world. Since 1922 we have prepared generation after generation of students to approach business opportunities on every continent with the confidence and ability of true leaders. We are working now on programs to provide our undergraduates with meaningful foreign study and internships and to bring greater numbers of international students to our campus. On the graduate level, we are working with Chris Chan, our new dean of the Cornell-Nanyang Institute, to grow enrollment in that program. In graduate education as in executive education, we will address some of the demand for the services of our faculty through increased use of blended technology-based programs. We also plan to market our online courses to other business programs.

Many of our faculty members are active abroad as researchers, lecturers, and consultants, and we are exploring opportunities for greater interchange on those levels. As just one example, Jon Denison, associate dean for external affairs, and Rohit Verma are currently developing an international summit, incorporating elements of the CHR Roundtable Series and the Dean's Leadership Series, slated for next January in Mumbai. Plans are for this summit to take place annually in rotating venues around the world.



*Bill Carroll, senior lecturer in services marketing*

## New Faculty

**T**he high caliber of our academic program relies on the excellence of our faculty, and we are committed to recruiting and supporting the most accomplished faculty in hospitality education. Our recruitment efforts remained strong this year, and we welcomed six outstanding scholars and industry professionals who will begin teaching in the 2011-12 academic year.



*Jason Koski, University Photography*

*Wally Boudry*

**Walter I. “Wally” Boudry** has joined the school as an assistant professor in real estate. Wally earned two bachelor’s degrees—in commerce and in economics—from the University of Queensland,

Australia and received his PhD from the Stern School of Business at New York University in 2006. He has served as an adjunct assistant professor at the University of North Carolina’s Kenan-Flagler Business School and at NYU. His research has been published in *Real Estate Economics* and the *Journal of Business Finance and Accounting*. A regular presenter at meetings of the American Real Estate and Urban Economics Association (AREUEA), he won third place in the 2007 AREUEA Dissertation Award competition. Wally is the recipient of several teaching awards, and he served as academic advisor for the NYU teams competing in the 2010 Villanova Undergraduate Development Competition, the 2010 UNC MBA Development Challenge, and the 2009 Cornell Real Estate Case Competition.

# Our Faculty

Jason Koski, University Photography



Lindsay France, University Photography

*Susan Fleming*

**Susan Fleming**, who taught here this year in a visiting capacity, has joined the faculty as a senior lecturer in entrepreneurship. She will continue to teach the entrepreneurial management and finance

classes as well as continuing her involvement in the Cornell Hospitality Business Plan Competition. A veteran private-equity investor and investment banker, Susan served as a partner and member of the investment committee of Capital Z Financial Services Partners before enrolling at the Johnson School to pursue MS and PhD degrees in management. She earlier earned a BA in economics and Asian studies with highest distinction from the University of Virginia. An expert in corporate finance, the valuation of insurance companies, and factors limiting the accession of women to corporate leadership positions, she has taught several courses as a visiting lecturer in both the Johnson School and the Dyson School of Applied Economics and Management in the College of Agriculture and Life Sciences.



Jason Koski, University Photography

*Howard Chong*

**Howard Chong** was hired through Cornell's EESE (Environmental and Energy Economics and Sustainable Enterprise) cluster search, sponsored by the Atkinson Center for a Sustainable Future, and is serving as an assistant

## Selected faculty publications (calendar year 2010)

### Journal articles

**Corgel, J.**, Cici, G. A., and Gibson, S. A. (in press). Can Fund Managers Select Outperforming REITs? Examining Fund Holdings and Trades. *Real Estate Economics*.

**Boudry, W.**, Kallberg, J., and **Liu, C.** (2010). An Analysis of REIT Security Issuance Decisions. *Real Estate Economics*, 38 (1).

**Boudry, W.**, Kallberg, J., and **Liu, C.** (in press). Analysts Behavior and Underwriting Choice. *Journal of Real Estate Finance and Economics*.

**Moulton, P. C.**, Comerton-Forde, C., Hendershott, T., Jones, C. M., and Seasholes, M. S. (2010). Time Variation in Liquidity: The Role of Market Maker Inventories and Revenues. *Journal of Finance*, 65 (1), 295-332.

Hausknecht, J., **Sturman, M. C.**, and Roberson, Q. (in press). Justice as a dynamic construct: Effects of individual trajectories on distal work outcomes. *Journal of Applied Psychology*.

**Sturman, M. C.**, Shao, L., and **Katz, J. H.** (in press). The Effect of Culture on the Curvilinear Relationship Between Performance and Turnover. *Journal of Applied Psychology*.

professor of applied sustainable economics. Howard double-majored in electrical engineering and computer sciences and in materials science and engineering at the University of California, Berkeley and received his PhD in agricultural and resource economics in 2011. His research interests include environmental and energy economics, behavioral economics, and agricultural policy. He served as a graduate research assistant at Berkeley's Energy Institute at Haas, and he was a consultant on the California Air Resources Board's Climate Change Scoping Plan and Next 10's Green Innovation Index. He was a finalist for the 2010 Dennis J. O'Brien Best Student Paper Award, given by the United States Association for Energy Economics.

**Ben Lawrence '97** holds an MBA from Texas A&M University and a PhD from Boston University. He joined the faculty as an assistant professor in food and beverage management. After earning his MBA, Ben worked as an associate at Reliant Energy in Texas and as general manager of Abumas International in Balikpapan, Indonesia. Ben's primary research interest involves channels of distribution with a focus on relationships within the context of franchising. He also studies consumers' food and beverage consumption experiences and purchasing behavior. His work has been published in the *Journal of Retailing* and the *Journal of Marketing Channels*, and he has presented his work at numerous academic conferences, including those held by the



**Ben Lawrence '97**

Academy of Marketing Science, the Association of Consumer Research, the International Society of Franchising, and the Institute for the Study of Business Markets. While at Boston University, he received the School of Management's PhD awards for teaching, research, and service.



**Neil Tarallo**

**Neil Tarallo** joins the school as senior lecturer and academic director of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship. Neil comes to us from Syracuse University, where he most recently held the titles of assistant professor and director of Empowerment through Entrepreneurship: South Africa. He holds an MBA from Syracuse as well as a BS from Ithaca College. At Syracuse, he won the Entrepreneurship Professor of the Year Award and was named Beta Gamma Sigma Professor of the Year. As an entrepreneur, Neil owned and operated three companies in the fields of photographic retail and quick printing. He currently owns two companies focusing on real estate development and management. In addition, he is a partner in the Cayuga Venture Fund II and held offices as treasurer and managing partner of Cayuga Venture Fund I.

**Jeanne Varney '85**, who joins us as a lecturer in properties management, has more than fifteen years of experience in the hospitality industry and specializes in hotel real estate. Most recently, Jeanne

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Jason Koski, University Photography

was a principal at Olive Hospitality Consulting in Bethesda, Maryland, where she worked with hotels, designers, and hospitality manufacturers to develop sustainability strategies, policies, and products. Before that, she was vice president of asset management for Host Hotels and Resorts, corporate senior capital expenditure manager for Marriott International, and manager at Landauer Associates Hospitality Group. Jeanne is a certified hotel administrator, a NEWH international past president and executive advisor, and a NEWH Sustainable Hospitality founding member. She earned an MBA from George Washington University.



Jason Koski, University Photography

Jeanne Varney '85

## Accolades

“A Framework for Evaluating the Customer Wait Experience,” a study coauthored by **Sheryl Kimes**, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, **Michael Lynn**, Burton M. Sack '61 Professor in Food and Beverage Management, and **Russell Lloyd**, senior lecturer in services operations management, with Kelly McGuire, PhD '07 and Madeline Pullman, was selected as a Highly Commended Paper by the Journal of Service Management.

**Rohit Verma**, professor of services operations management, was elected at-large vice president for the Decision Sciences Institute. He also coauthored “eBay® Customer Support Outsourcing,” one of the top-selling cases at the Eccles School of Business at the University of Utah for the second year in a row.

“Low Performance Work Systems? The Deleterious Effects of Formal HRM on Small Firm Labor Productivity,” a study coauthored by **Sean Way**, assistant professor of human resources management, was selected for publication in the Best Paper Proceedings of the Academy of Management.

## Ted Teng '79 Dean's Teaching Excellence Awards

**Bill Carroll**, senior lecturer in services marketing

**Helen Chun**, assistant professor of services marketing

**Reneta McCarthy '84, MPS '01**, lecturer in services operations management

**Dick Penner**, professor of facilities and properties management, planning, and design

**Giuseppe Pezzotti '84, MPS '96**, senior lecturer in food and beverage management

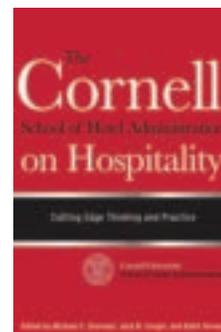


Robert Barker, University Photography

Giuseppe Pezzotti '84, MMH '96, senior lecturer in food and beverage management

## Selected faculty publications, cont'd

### Books



**Sturman, M. C., Corgel, J., and Verma, R.** (2011). *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice*. New York, NY: John Wiley & Sons, Inc.

**Enz, C. A.** (2010). *Hospitality Strategic Management: Concepts and Cases* (2nd ed.). New York, NY: John Wiley & Sons, Inc.

Ford, R. C., **Sturman, M. C.**, and Heaton, C. P. (2011). *Managing Quality Service in Hospitality: How Organizations Achieve Excellence in the Guest Experience*. Clifton Park, New York: Delmar, Cengage Learning.

## Selected faculty publications, cont'd

**Cornell Hospitality Quarterly**  
*Articles by SHA faculty*

**February 2010 (51, 1)**

**Anderson, C. K.**, and Xie, X.  
Improving Hospitality Industry Sales: Twenty-five Years of Revenue Management.

**Canina, L.**, Kim, J.-Y., and **Ma, Q.**  
What We Know about M&A Success: A Research Agenda for the Lodging Industry

**deRoos, J. A.** Hotel Management Contracts: Past and Present.

**Sherwyn, D. S.** How Employment Law Became a Major Issue for Hotel Operators.

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

**May 2010 (51, 2)**

**Dev, C. S.**, Thomas, J., Buschman, J., and Anderson, E. Brand Rights and Hotel Management Agreements: Lessons from Ritz-Carlton Bali's Lawsuit against the Ritz-Carlton Hotel Company.

**Hinkin, T. R.**, and **Tracey, J. B.**  
What Makes It So Great? An Analysis of Human Resources Practices among *Fortune's* Best Companies to Work For.

**August 2010 (51, 3)**

**Brownell, J. L.** Leadership in the Service of Hospitality.



Robert Barker, University Photography

*Reneta McCarthy '84, MPS '01, lecturer in services operations management and faculty advisor to Hotel Ezra Cornell, celebrates another "best ever" year*

## Faculty Teaching Recognition Awards

Ye Hosts Honorary Society recognizes outstanding members of the faculty for their teaching excellence and for their impact on students' growth and development. Undergraduate and graduate students vote for faculty based on their classroom rigor, enthusiasm for teaching, and relationship with students.

**Kate Walsh, MPS '90**, associate professor and Fred G. Peelen Professor of Hospitality Global Strategy: freshman core

**Helen Chun**, assistant professor of services marketing: sophomore core

**Dave Sherwyn, BSILR '86, JD '89**, associate professor of law: junior/senior core

**Bill Carroll**, senior lecturer in services marketing: elective

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

**Rohit Verma**, professor of services operations management: MMH core

## Promotions and appointments

**Chris Anderson** was promoted to associate professor of services operations management with indefinite tenure, effective July 1, 2011.

**Michael C. Sturman** was promoted to professor of human resources management, effective January 1, 2011. He continues to serve as the Kenneth and Marjorie Blanchard Professor of Human Resources.

**Reneta McCarthy** was promoted to senior lecturer in services operations management, effective July 1, 2011.

**Dave Sherwyn** was promoted to professor of law, effective July 1, 2011.

# SHA faculty 2010-11

## Professorial faculty

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

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

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

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

HaeEun (Helen) Chun, MS, PhD, *assistant professor, services marketing*

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

Jan deRoos '78, MS '80, PhD '94, *associate professor and HVS Professor of Hotel Finance and Real Estate; executive director, Center for Real Estate and Finance*

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

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

Michael D. Giebelhausen, MS, MBA, PhD, *assistant professor, services marketing*

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

Timothy Hinkin, MBA, PhD, *Georges and Marian St. Laurent Professor in Applied Business Management; Richard J. and Monene P. Bradley Director of Graduate Studies*

Daphne Jameson, AM, PhD, *professor, management communication*

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

Arturs Kalnins, MBA, PhD, *associate professor, strategy*

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

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

## Selected faculty publications, cont'd

**Liu, P.** Real Estate Investment Trusts: Performance, Recent Findings, and Future Directions.

**Thompson, G. M.** Restaurant Profitability Management: The Evolution of Restaurant Revenue Management.

**Way, S. A., Sturman, M. C.,** and Raab, C. What Matters More? Contrasting the Effects of Job Satisfaction and Service Climate on Hotel Food and Beverage Managers' Job Performance.

### November 2010 (51, 4)

**Corgel, J.,** and Walls, A. An Analysis of Future Delinquency for Hotel CMBS Loans.

**Dev, C. S.,** Buschman, J. D., and Bowen, J. T. Hospitality Marketing (1960–2020) and Predictions (2010–2020).

**Hesford, J.,** and **Potter, G. S.** Accounting Research in the *Cornell Quarterly*: A Review with Suggestions for Future Research.

**Susskind, A. M.** Guest Service Management and Processes in Restaurants: What We Have Learned in Fifty Years.

**Verma, R.** Customer Choice Modeling in Hospitality Services: A Review of Past Research and Discussion of Some New Applications.



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Chris Anderson, assistant professor of services operations management

## Conference presentations

**Anderson, C. K.** Making the Most of Priceline's NYOP Model. Revenue Management and Strategy Conference, HSMAI, Orlando, Fla.

**Enz, C. A.** Strategic Pricing in Uncertain Times. Irish Hotel Federation National Conference, Galway, Ireland.

**Liu, C.** and **Liu, P.** Asset Liquidation Value and Choice of Financing: Evidence from REITs. AREUEA Session, Allied Social Science Association, Atlanta, Ga.

Robert Kwortnik, MBA, PhD, *associate professor, services marketing*

Crocker H. Liu, MS, PhD, *Robert A. Beck Professor of Hospitality Financial Management*

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

Michael Lynn, MA, PhD, *Burton M. Sack '61 Professor in Food and Beverage Management*

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

Pamela Moulton, MPhil, PhD, *assistant professor, finance*

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

Richard Penner, MS '72 (AAP), *professor, facilities and property management, planning, and design*

Gordon Potter, MS, PhD, CPA, *associate professor, accounting*

Daniel C. Quan, MSc, PhD, *Singapore Tourism Board Distinguished Professor in Asian Hospitality Management*

David Sherwyn, JD '89, *associate professor, law*

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

Michael Sturman, MS '95 (ILR), PhD '97 (ILR), *Kenneth and Marjorie Blanchard Professor of Human Resources*

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



*Peter Liu, assistant professor of real estate*

*Robert Barker, University Photography*

Mary Tabacchi, MS, PhD, *associate professor, food and beverage management*  
Gary M. Thompson, MBA, PhD, *professor, services operations management*  
J. Bruce Tracey, MS, PhD, *associate professor, human resources management; editor, Cornell Hospitality Quarterly*  
Andrey Ukhov, MA, MPhil, PhD, *assistant professor, finance*  
Rohit Verma, MS, PhD, *professor, services operations management; executive director, Center for Hospitality Research*  
Kathleen Walsh, MPS '90, PhD, *Fred G. Peelen Professor of Hospitality Global Strategy*  
Sean Way, MS, PhD, *assistant professor, human resources management*

## Lecturers

Bill Carroll, MS, PhD, *senior lecturer, services marketing*  
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, management communication*  
Stephen Lipinski '72, *lecturer, food and beverage management*  
Russell Lloyd, MS, PhD '94 (CALS), *senior lecturer, services operations management*  
Mark McCarthy '87, MMH '98, *lecturer, information systems*  
Reneta McCarthy '84, MPS '01, *lecturer, services operations management*  
Amy Newman, MS, *senior lecturer, management communication*  
Giuseppe Pezzotti '84, MMH '96, *senior lecturer, food and beverage management*  
James Quest '56, *lecturer, entrepreneur-in-residence, services marketing*  
Stephani Robson '88, MS '99, PhD '10, *senior lecturer, facilities and property management, planning, and design*

Craig Snow, MA, PhD, *senior lecturer, management communication*  
Rupert Spies, *Studienassessor, senior lecturer, food and beverage management*  
Paul Strebel, CFP, CPA, *lecturer, accounting*  
Mark Talbert '89, MPS '93, *senior lecturer, information systems*  
Maria Wolfe, MA, PhD, *lecturer, management communication*

## Adjunct and visiting faculty

Carol Ann Fisher, MBA, MMH '04, *visiting lecturer, facilities and properties management, planning, and design*  
Susan Fleming, MS '08 (JGSM), PhD '10 (JGSM), *visiting senior lecturer, management and organizational behavior*  
Adam Klausner, JD '88, *adjunct assistant professor, law*  
Joseph Lavin '75, *visiting lecturer, services marketing*  
Daniel Lebret, PhD '08, *visiting assistant professor, real estate*  
Lisa Klein Pearo, MBA, DBA, *adjunct assistant professor, services marketing*  
Paul Wagner, JD '90, *adjunct assistant professor, law*  
Jay W. Wellman, PhD, *visiting assistant professor, finance*

[www.hotelschool.cornell.edu/research](http://www.hotelschool.cornell.edu/research)

## Conference presentations, cont'd

**Liu, P.** and Tang, K. Bubbles in the Commodity Asset Class: Detection and Sources. Financial Management Association Asian Conference, Financial Management Association International, Singapore.

**Quan, D.** and **Liu, P.** Foreclosure of Securitized Commercial Mortgages—A Model of the Special Servicer. MIT Real Estate Conference, MIT, Boston, Mass.

**Sturman, M. C., Walsh, K. M.,** and Zahn, L. Strengthening Employment Relationships: Effects of Work-Hours Misfit on Employee Attitudes. Academy of Management Annual Meeting, Montréal, Québec, Canada.

**Tracey, J. B.** Human resources strategies for successfully recruiting, hiring, and retaining staff. The Lodging Conference, Phoenix, Ariz.

**Verma, R.** Putting Humpty Dumpty Back Together Again. Americas Lodging Investment Summit, San Diego, Calif.

Takeuchi, R. and **Way, S. A.** Enhancing Commitment and Performance: The Cross-Level, Double Mediation Effects of High Performance Work Systems and Concern for Employee Climate. Annual Meeting of the Academy of Management, Montréal, Québec, Canada.

# Students and Learning



Jon Reis Photography

**T**his school has a long, proud history of success thanks to the quality of our students, the excellence of our faculty, and the commitment of our staff.

The Office of Student Services and Admissions, in particular, provides excellent support services to prospective students, current students, and faculty in a diverse, inclusive, accepting, and caring environment. We are dedicated to fostering and promoting partnerships across the school, campus, and global community, and we support the education and leadership development of the whole student from admission to graduation to vocation.

[www.hotelschool.cornell.edu/students](http://www.hotelschool.cornell.edu/students)



Lindsay France, University Photography

Rachel Boyce '14 at Orientation



*Guest Chef Katsuya Fukushima*

## Experiential learning

Two hundred students work part-time at the Statler Hotel, where they get hands-on experience that complements the SHA curriculum. Fifty of these students participate in the Hotel Leadership Development Program (HLDP), which continues to be our leading experiential learning opportunity for students interested in hotel operations.

The popular Guest Chefs Series returned to the SHA calendar after a one-year hiatus. In the twentieth anniversary edition of the class, students in Specialty Food and Beverage Operations planned, marketed, and executed three culinary events. This year's guest chefs were Mark Ladner, executive chef of Del Posto in New York and partner with Mario Batali in Otto and Lupa; Larry

Finn, chef de cuisine at the Four Seasons restaurant in New York; and Katsuya Fukushima, former chef de cuisine at Café Atlantico and Minibar.

The Catering and Events Management class held its fourth annual charity auction in November. Students organized an Arabian Nights-themed event, complete with ethnic food, belly dancers, and live music. Proceeds went to Onondaga Court-Appointed Special Advocates, Tompkins County Loaves and Fishes, and EGBOK Mission.

The 86th annual Hotel Ezra Cornell, "Global Hospitality: The Core of International Business," was held April 12-15. Keynote speakers were Edwin Fuller, managing director and president of Marriott Lodging International;

Patricia Harris, chief diversity officer of McDonald's Corporation; and Ben Justus '08, founder of EGBOK Mission. Twenty alumni and other hospitality industry leaders were among the panelists and presenters. Students planned a series of international food and beverage events and leisure activities that included wine and tea tastings and an interactive cooking demonstration. New to the HEC schedule this year was the inaugural Cornell Hospitality Business Plan Competition, sponsored by the Pillsbury Institute for Hospitality Entrepreneurship.

[www.hotelschool.cornell.edu/academics/hec](http://www.hotelschool.cornell.edu/academics/hec)

## 86th Annual Hotel Ezra Cornell

### Faculty Advisor

Reneta McCarthy '84, MPS '01,  
*lecturer, operations management*

### HEC 86 Board of Directors

Willis Cheng '11, *managing director*

Lindsey Brous '12, *executive chef*

Diana Delli Santi '11, *food and  
beverage director*

Adam Dennett '11, *operations  
director*

Casey Francis '11, *procurement  
director*

Hannah Greenberg '11, *program  
director*

Lauren Gretzula '11, *design director*

Harryette Kim '12, *human resources  
director*

## Multicultural programs

The Cornell chapter of the National Society of Minorities in Hospitality (NSMH) won Best Newsletter at the NSMH National Conference in Atlanta, and two SHA students were selected to the 2011-12 NSMH National Board. Nicole Wiggins '14 is national secretary and Daniel Levya '14 is national communications director.

Maintaining our commitment to diversity, we welcomed a new admissions counselor and coordinator for multicultural programs who will work closely with prospective students, specifically with the recruitment of multicultural students. This counselor will also be the staff advisor for our NSMH chapter.

With the new addition to our staff, multicultural students are receiving more academic support than ever. The number of multicultural students on the dean's list is increasing, and more multicultural students are choosing to study abroad. Next year, Multicultural Programs will work on formalizing supplemental group study sessions and develop a rubric to measure the success of these sessions.



University Photography

Career Day



University Photography

## Career management

The job market improved significantly for students who graduated in 2011, and we saw an increase in the number of companies recruiting on campus and in the number of open positions. Seventy-three companies participated in SHA on-campus recruiting, a fifteen percent increase over last year. The Office of Career Management coordinated 1,150 interviews for summer jobs, externships, and full-time jobs, up fourteen percent from last year.

Each of our two Career Days experienced growth in 2010-11. Forty-two companies participated in the general Career Day, a twenty percent increase from last year, and seventeen companies participated in Real Estate Career Day, an 89 percent increase.

[www.hotelschool.cornell.edu/students/careers](http://www.hotelschool.cornell.edu/students/careers)

## Ethics initiative

This year the school launched an ethics initiative sponsored by Larry Hall '81. First-year and transfer students participated in small group discussions, led by eighteen faculty members, during Orientation. The groups used a portion of a book by Larry's father, Stephen Hall '56, *Journey to Excellence in Hospitality Management*, as a basis for discussion. The conversation continued with "Ethical Responsibilities of the Best and the Brightest," an interactive program moderated by Lee Pillsbury '69 and presented to students and to alumni and guests who were on campus for Cornell's Trustee-Council Annual Meeting. Judi Brownell, professor of management and organizational behavior and dean of students, presented a similar program during Parents' Weekend.



Jon Reis Photography

Larry Hall '81

Tareq Ali '13 and Nika Hsiao '11, our two ethics initiative student assistants, participated in the Pillsbury discussion. They also interviewed the faculty members who teach freshman and sophomore required

## 86th Annual Hotel Ezra Cornell, cont'd

Annie Marlow '11, *rooms director*  
 Morgan May '11, *food and beverage service director*  
 Alix Morris '11, *communications director*  
 Javier Rodriguez '12, *marketing director*  
 Christine Seliga '11, *guest services director*  
 Katie Tomechko '11, *business services director*

## Special career programming with employers

### Mock Interviews

Frank Apeseche, A&S '79, *chief executive officer, the Berkshire Group*  
 Lindsay Gordon, MMH '06, *senior consultant, Ernst and Young*  
 Dan Stravinski, ILR '73, *senior vice president, the Berkshire Group*

### Open Office Hours

Meredith J. Hotarek, *investment banking and global markets analyst recruiting, Barclays Capital*  
 Jennie Robles, AVP, *head of diversity recruiting, Barclays Capital*

### Insights from the Industry: A Conversation with Hospitality Leaders

Jennifer Collins '99, *vice president, LaSalle Hotel Properties*  
 Jill Johnson-Spencer '90, *vice president for asset management, Hyatt*  
 Sam Lipp '04, *assistant general manager of Maialino, Union Square Hospitality Group*  
 Michael Reichartz, *vice president of marketing management for North America, Expedia*  
 Sarah Spiewak '95, *vice president for acquisitions and development, Thayer Lodging Group*

## Special career programming with employers, cont'd

Peggy Tayloe, *vice president for talent acquisition, Hilton Worldwide*

### Understanding and Evaluating Job Offers

Abigail Charpentier '95, *human resources vice president for sports, entertainment, and conventions, ARAMARK*

### Other collaborations

Career Q & A session and networking with the Center for Hospitality Research Advisory Board

Student career panel and networking with the Dean's Advisory Board

## SHA/CIA Alliance Industry Advisory Board

Lisa Brefere, CIA '78, CEC, AAC, *founder and chief executive officer, GigaChef*

Mark Canlis '97, *managing owner, Canlis Restaurant*

Patrick Decker, CIA '05, *general manager, Babycakes Café*

Julie Milligan Flik '63, *consultant, Compass Group*

Signe Carlson Huff '79, *vice president of talent, Borgate Hotel, Casino, and Spa*

Eddie Ledesma, CIA '05, *assistant general manager, Ocean Prime*

Dale Miller, CIA '79, CMC, *executive chef and owner, Dale Miller*

## SHA/CIA Alliance Joint Executive Committee

Richard J. Bradley '63, *chairman, Bradley Holdings*

Steven Carvell, *associate dean for academic affairs*

courses in order to compile a document describing how their courses address discipline-specific ethical issues.

Our management and organizational behavior faculty, with support from members of the management communication faculty, collaborated in the development of an ethics course proposal. The new course,

Ethics in Hospitality: Challenges and Choices, was approved and will begin in the 2011 fall semester. In addition, we now offer an ethics student scholarship and a faculty award for research in ethics, and an Ethics in Hospitality roundtable and conference, sponsored by the Center for Hospitality Research, is being planned for April 2012.



Robert Barker, University Photography

Dean Johnson presents Katherine Kies '11 with the Joseph Drown Special Prize at the HEC Gala Dinner

## SHA/CIA Alliance

With a new website, more than 70 current students and alumni of the collaborative degree program, and increased joint programming scheduled for 2012, our alliance with the Culinary Institute of America is thriving. The new website promotes the program and events and emphasizes the many food-related career opportunities for graduates. It also features alumni spotlights and a networking function that students and alumni can use to connect with their peers. Alumni are already sharing job opportunities within their fields, and the website helps facilitate that exchange.

This year, events have focused on alternative business models as much as foodservice entrepreneurship. Students met with David Hirsch of the Moosewood Restaurant Cooperative; Jeannine Sacco '09, founder and president of BeetNPath; Jenny Harris, A&S '00, executive chef at Tria; and Taylor Cocalis '05, founder of GoodFoodJobs.com.

[www.shacia.org](http://www.shacia.org)

# Admissions data

## Class of 2014

|                      | Early decision | Regular decision | Total |
|----------------------|----------------|------------------|-------|
| Applied              | 212            | 599              | 811   |
| Admitted             | 39             | 172              | 211   |
| Enrolled (fall 2010) | 38             | 127              | 165   |

## Transfer students

|          | Spring 2010 | Fall 2011 | Total |
|----------|-------------|-----------|-------|
| Applied  | 73          | 188       | 261   |
| Admitted | 15          | 58        | 73    |
| Enrolled | 12          | 46        | 58    |

20 countries represented

49% female; 51% male

27% multicultural

92% have worked in the hospitality industry

60% scored above 600 on SAT Critical Reading

72% scored above 600 on SAT Math

# New courses, 2010-11

**HA 3386:** Tort Law and Risk Management

**HA 5503:** Operations and Planning of Senior Living and Related Facilities

**HA 5513:** Strategic Human Resource Management in the Hospitality Industry

**HA 5514:** Entrepreneurial Management

**HA 5517:** Career Planning in the Hospitality Industry

**HA 5518:** Career Management and Succession Planning in the Hospitality Industry

**HA 5520:** Fixed Income Analysis

**HA 5521:** Entrepreneurial Finance

**HA 5523:** Cornell Real Estate Case Competition

**HA 5547:** Consumer Behavior in Restaurants

**HA 5591:** Sustainable Development and International Entrepreneurship

**HA 5592:** Information Survival Skills

**HA 6641:** Firm and Global Business Environment

## SHA/CIA Alliance Joint Executive Committee, cont'd

Jerry Fischetti, *associate professor of business management, CIA*  
 Emily A. Franco '92, *director of the SHA/CIA Alliance*  
 Kathy Merget, *dean of liberal arts and management studies, CIA*  
 Stephen A. Mutkoski '67, PhD '76, *Banfi Vintners Professor of Wine Education and Management*

## Honors and awards

### Merrill Scholars and degree marshals

Ian Ratner '11

Robert Brewer '11

### Banner bearers

Grace Oplinger '11

Yue Woon Hiang '11

### College symbol bearer

Stephen Hassman '11

### Teaching Assistant Awards

Maxine Hepfer '13

Alex Philo '12

Katie Satinsky '13

### Hotel Asset Managers Association Award

Teresa Lee '11

Molly Pomeroy '11

Bridgette Summers '11

### Banfi Vintners Foundation Scholastic Tour Award

Katie Tomechko '11

John Michael Ridd '11

### Darden Restaurants Award of Excellence

Samuel Thorpe '12

### Fairmont Hotels and Resorts MMH Award

Timothy Martin, MMH '11

Sachin Maheshwary, MMH '11

## Honors and awards, cont'd

### Julius Wile Commanderie de Bordeaux aux États Unis d'Amérique Bordeaux Education Prize

Diana Delli Santi '11

### R. C. Kopf Student Achievement Award

Maryam Ahmed '11

Sarah Wickham '11

### Steamboat Foundation Summer Scholar Award

Katrina Lockwood '11

### Joseph Drown Special Prize

Winner:

Katherine Kies '11

Finalists:

Robert Brewer '11

Willis Cheng '11

Annie Mulcahy '11

Ellie Proctor '11

### CHR Emerging Scholar Awards

First place:

Kathleen Ayers '11

Second place (tie):

Alisha Gulamani '12

Jenny Zhang '11

### Cornell Hospitality Business Plan Competition

First place:

Sam Boochever, CALS '11

Daniel Mann '11

Second place:

Josh Aaronson, MMH '11

Nate Berkowitz, MMH '11

Alexis Donahue, MMH '11

Jessica Sackler, MMH '11

Sameer Seth, MMH '11

Third place:

Colette Chen, CALS '11

Elizabeth Convery, MMH '11

Mark Eckenroth, MMH '11

Samuel Thorpe '12

## Master of Management in Hospitality Program

The MMH year got off to a good start in May 2010 with a series of orientation activities on both the Cornell-Nanyang Institute (CNI) and Cornell campuses. In mid-June two members of each concentration's advisory board journeyed to Ithaca to make presentations about career options and meet informally with students. The CNI student cohort arrived in early July and bonded immediately with their Ithaca counterparts, with whom they had been in frequent contact since receiving their acceptance letters in April.

Just before classes began in August, the students were joined by 22 industry executives, including many SHA alumni, for the two-day Leadership Development Program. This program provides a

wonderful opportunity for the students to get feedback on their leadership and interpersonal skills following an intensive day of group exercises, case analyses, and presentations. It is also a great opportunity to network and get career advice.

We hosted the ninth annual MMH reception in New York in November during the Hotel/Motel and Restaurant Show. More than 200 alumni, current and prospective students, and industry executives attended, and Brian Ferguson, MMH '95, vice president of supply strategy and analysis for Expedia, received the Outstanding MMH Alumnus of the Year Award. The following day, our students toured front- and back-of-house at the New York Hilton and the London



Brian Ferguson, MMH '95, at the International Tourism Summit in Barcelona

Provided



Jason Koski, University Photography

**Stephan Eberhart, MMH '11**

Hotel and attended the Cornell Hotel Society reception at Grand Central Station.

In early December we had a gala CNI Bon Voyage Party to bid a fond farewell to the Singapore contingent, who returned to Asia shortly thereafter to begin their externships.

Cornell was the only non-European school invited to compete in last December's Hyatt Student Prize Competition. Anna Francke, MMH '11 earned third place in the competition, which was open to fifteen other master-level students.

Miami Beach was this year's destination for the Ithaca master class. Tim Hinkin, the Richard J. and Monene P. Bradley Director of Graduate Studies and Georges and Marian St. Laurent Professor in Applied Business Management, and Rob Kwornik, associate professor of services marketing, were the faculty involved in planning and executing the trip, which included visits to Ernst and Young; the Delano, Dorchester, and Fontainebleau hotels in South Beach; the Greater Miami Convention and Visitors Bureau; and Joe's Stone Crab. The group also toured the Eclipse, the newest Celebrity Cruises megaship. Eric Fried, MMH '03 hosted a reception for students and alumni at his 8oz. Burger Bar restaurant.

The CNI master class traveled with Sherri Kimes, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, to Siem Reap, Cambodia, where they were hosted by Raffles Grand Hotel d'Angkor. They visited a number of hotels and historical sites, but the highlight of the trip was a day of community service helping to paint an elementary school in an outlying area.

Two of the more significant changes that we made last year are proving successful. We have found that the twelve-month program works very well for a student with the right background and experience, so we strengthened our admissions criteria to require a minimum of two years of work experience. As a result of this change, the average age of the incoming students in the MMH Class of 2011 was 28, and the average length of work experience was five-and-a-half years. More than 80 percent of the class have come from some sector of the hospitality industry. The other change involved refining the concentrations and offering a self-directed concentration, composed of fifteen credits of SHA electives. More than half the class chose the self-directed option, proving its popularity.

[www.hotelschool.cornell.edu/academics/mmh-ithaca](http://www.hotelschool.cornell.edu/academics/mmh-ithaca)

## Honors and awards, cont'd

### PIHE Business Plan Competition

First place:

- Andi Grossman, MMH '11
- Rohan Gundala, MMH '11
- Aditya Rajaram, MMH '11
- Francesco Orofino, MMH '11

Second place:

- Nivruti Allareddy, MMH '11
- Yash Bhanage, MMH '11

Third place:

- Alyssa Golub '11
- Tyler St. Pierre '11
- Dan Keilson '11

### SHA/ACEF Writing Awards

- Maryam Ahmed '11
- Christy Ai '12
- Eric Brown '13
- Isabelle Calderon '10
- Jessica Cheng '13
- Eric Rabinowitz '12
- Alyssa Ravenelle '13
- Charles Winslow '13
- Sara Yun '13

### SHA Organizations of Excellence Awards

Turbo Organization of the Year:

- Hotel Ezra Cornell

Most Improved Organization:

- Cornell Hotel Society

Spirit Award:

- Hotel Ambassadors

Event of the Year:

- Hotel Ezra Cornell

Rookie of the Year:

- Jeremy Tobin '14, *Cornell Hotel Society*

- Nichole Wiggins '14, *CMAA*

Most Valuable Board Member:

- Katrina Lee '11, *Cornell*

- Hotel Society*

- Shawn Weger '11, *Hotel*

- Ambassadors*

Leadership Award:

- Arielle Chernin '11

# The Statler Hotel

Jason Koski, University Photography



As the global hotel industry begins to see signs of economic recovery, business is also returning to the Statler Hotel. Since shortly after opening, the Statler had never run under 70 percent occupancy until fiscal years 2009 and 2010, when it fell to 68 percent. The hotel finished this year at 75 percent occupancy, with an average daily rate of \$210. The sales department booked \$5.78 million in new business and welcomed several new programs, including the Arab Leadership Academy's Thukhur-Kuwait Program, the Cornell Hospitality Research Summit, and the 12th International Research Symposium on Service Excellence in Management. Group sales increased by 2,000 rooms compared to last year, and transient room sales were up by 1,000 rooms. This was the most successful year yet for wedding events, and many companies resumed

recruiting on campus after a two-year hiatus. The Statler Hotel's market share continues to run at more than a 200-point RevPAR (revenue per available room) index.

AAA recently named the Statler Hotel a Four Diamond lodging facility, a prestigious ranking earned by less than four percent of lodging establishments. AAA presented the award in February at a



Zach Ruben '11



*Josh Sweet '14 delivers valet service at the Statler Hotel*

ceremony at the Food and Wine Center in Canandaigua, and a company official joined Dean Johnson at an all-employee celebration in Ithaca to thank the hotel staff for their role in achieving the designation.

Thriving business and the AAA award reinforce the positive feedback the hotel regularly receives from clients. The recently renovated guest rooms continue to garner rave reviews; however, it is the quality of service provided by student employees and regular staff that most stands out to guests and has elicited so many favorable comments.

Two hundred students work part-time in the hotel, where they get hands-on experience that complements the SHA curriculum. Students in the Restaurant

Management course conducted a series of educational events this year, including dinners that featured local wineries and an Ithaca Beer cask event that drew over 250 attendees. In addition, students in Introduction to Lodging, Introduction to Food Service, and Culinary Theory and Practice participated in a hotel practicum as part of their course work.

Fifty students are involved in the Hotel Leadership Development Program, which allows them to gain supervisory and management experience in the hotel while still carrying a full course load. In January, twelve HLDP students spent five busy days in Washington, D.C., where they met with executives from Marriott International, Hilton Worldwide, the Clyde Group, ThinkFood Group, Interstate Hotels, LaSalle Hotel Partners, the American Hotel and Lodging Association, Restaurant Associates, and

the Bernstein Companies. Steve Weisz '72 and his family sponsor this annual trip in support of students with career aspirations in hospitality operations.

The Statler Hotel is very engaged in Ithaca community activities. This year, we provided food and volunteers to the following organizations: the Hangar Theatre, the Schwartz Center for the Performing Arts, Cornell Athletics, the American Cancer Society, Family and Children's Service of Ithaca, Light in Winter, the Kitchen Theatre, and Share our Strength's Taste of the Nation.

[www.statlerhotel.cornell.edu](http://www.statlerhotel.cornell.edu)



*Chuck Feeney '56 onstage with President Skorton for the Olin Lecture*

This year marked the 83rd anniversary of the Cornell Hotel Society, and the group sponsored 125 events worldwide. These included successful educational panels such as the Washington, D.C./Baltimore chapter's fall real estate panel and spring restaurant symposium, the New York City chapter's Big Apple Update, the South Florida chapter's Lodging Outlook, and the San Diego chapter's Lunch with a Restaurateur. These information-filled events follow the model initiated by the Georgia chapter's thriving Atlanta Lodging Outlook, now in its thirteenth year. In May, the annual Europe/Middle East/Africa Regional Meeting took place in New York City and Ithaca and

celebrated the 50th anniversary of the CHS European chapter. In addition, many CHS events help raise money for chapter scholarships and provide aid for outstanding SHA students.

Our alumni also participate in a multitude of school events and programs, among them the Cornell Icon and Innovator Awards Dinner, Dean's Leadership Series, Innovation Network, and receptions at leading industry conferences. Alumni return to campus for Reunion, Homecoming, and Hotel Ezra Cornell and serve as guest lecturers, executives and entrepreneurs in residence, and advisory board members. Many conduct admissions interviews, provide internships, and recruit our graduates, and they support current students through contributions to the annual fund and endowed scholarships.

As a group, alumni feel passionate about their alma mater and CHS, and they help strengthen the future of both organizations. Young alumni involvement is particularly notable, with 38 percent of CHS chapter presidents having graduated since 2000. Despite an active alumni community, however, CHS is seeing a decrease in dues-paying members. This has prompted Mark BIRTHA '94, CHS president, and the CHS executive board to develop a series of initiatives and strategies to enhance participation around the globe. To help share information, inspire leaders, and find solutions to pressing issues, the society enhanced communication among the CHS board, chapter and regional leaders, and SHA administrative leadership and initiated an ongoing leadership orientation program. CHS also continued to



Jon Reis Photography

# Our Alumni

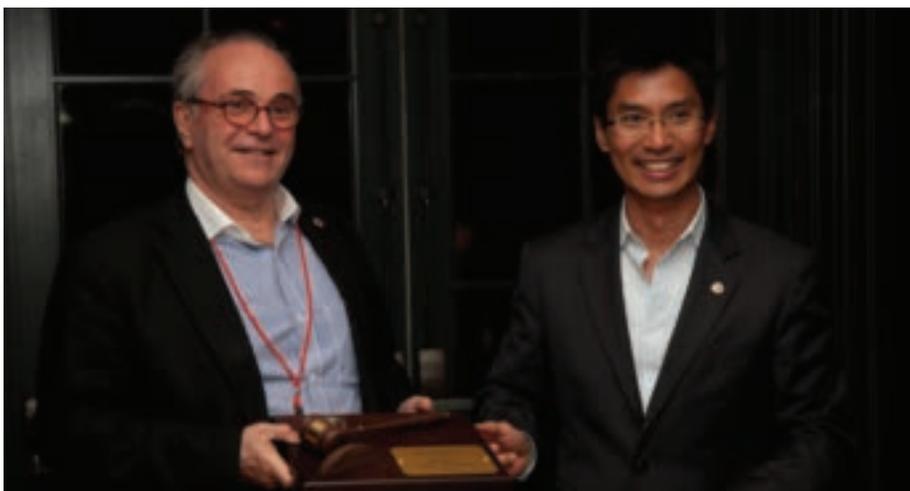
operate the member benefits program that was launched last year and added a prize drawing to its annual membership drive.

At the CHS general membership meeting in New York City, Randell Smith,

co-founder and chairman of Smith Travel Research, received an honorary membership to the society. Randell, who has over 30 years' experience in lodging research, is an outstanding leader in the industry.

In 2008 the Cornell Hotel Society Foundation, which consists of all CHS past presidents and six elected at-large trustees, launched the successful Million Dollar Challenge, wherein the group matched every three dollars given for SHA scholarship support with an extra dollar. The foundation introduced a second challenge this year, similar to the first but with an emphasis on increasing the existing scholarship in honor of SHA founding dean Howard B. Meek. This challenge also has a goal of \$1 million.

[www.hotelschool.cornell.edu/alumni](http://www.hotelschool.cornell.edu/alumni)



Ivica Cacic, MMH '98

CHS past president Deiv Salutskij '71 and first vice president Regan Taikitsadaporn '93 attended the EMEA region's 50th anniversary meeting

# Industry Partnership



## Strategic Corporate Alliance Program

**M**embers of the hospitality industry continue to support our students, faculty, and programs by engaging with the school in a variety of ways. Fostering relationships with top hospitality companies helps us increase our global footprint, enrich the student experience, conduct meaningful research, and enhance our position as a thought leader in the industry.

Eleven companies are now members of our Strategic Corporate Alliance Program, through which leading global hospitality companies partner with the school and support multiple programs and units, including the Center for Hospitality Research, Center for Real Estate and Finance, Pillsbury Institute for Hospitality Entrepreneurship, Hotel Leadership Development Program, Hotel Ezra Cornell, and Office of Career Management. Partners also connect with students in the classroom, provide internship and career opportunities to students and alumni, and support our leading industry events, such as the Cornell Icon and Innovator Awards Dinner, Dean's Leadership Series, Innovation Network, and Cornell Hospitality Research Summit.

Carlson Hotels and Taj Hotels Resorts and Palaces are the two newest strategic alliance members. In addition to supporting our centers and institute and our leading events, the alliance with Carlson includes sponsorship of an exciting CHR research project, the Face of Hospitality Leadership, which will investigate career paths within the hospitality industry, paying particular attention to those of women in leadership. Taj's corporate alliance includes a senior partnership with the CHR, sponsorship of the Cornell Icon and Innovator Awards Dinner, and collaboration on our developing international hospitality summit.



Jason Koski,  
University Photography

US Airways senior vice president Suzanne Boda had a good time with the students in Michael Johnson's Hospitality Management Seminar during her visit as a Dean's Distinguished Lecturer

## Dean's Leadership Series

Scholars and industry experts discussed "Distribution Management: Who Owns the Hospitality Customer?" at the seventh edition of the Dean's Leadership Series, which was held in November at the Metropolitan Club of New York. Panelists were Chris Anderson, assistant professor of services operations management; Sherri Kimes, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management; Joe Long '83, chief investment officer and executive vice president for development at Kimpton Hotel and Restaurant Group; David Pavelko, head of travel at Google; Jay Shah '90, CEO of Hersh Hospitality Trust; and Sush Torgalkar '99, managing principal of Westbrook Partners.

The Wall Street Journal was title sponsor of the event. Other corporate sponsors were Bench Events, FRANCE 24, Harney

and Sons Fine Teas, Hospitality Design, Hotel Business, HOTELS, HotelWorld Network, Hotel Yearbook, Hsyndicate, PhoCusWright, and the School of Hotel Administration's centers and institute.



Jon Reis Photography

Patricia Harris, global chief diversity officer, McDonald's Corporation

## Strategic Corporate Alliance Members

- Carlson Hotels
- Hilton Worldwide
- Hotel Business
- Hsyndicate
- Marriott International
- McDonald's
- SAS/IDeaS
- STR Global
- Taj Hotels Resorts and Palaces
- Travel + Hospitality Group of Questex
- USA Today

## Dean's Distinguished Lecture Series

- Richard A. Baker '88, *president and chief executive officer, Hudson's Bay Trading Company*
- Suzanne F. Boda, *senior vice president for the East Coast, international & cargo operations, US Airways*
- Warren Q. Fields '85, *principal and chief investment officer, Pyramid Hotel Group*
- Evan S. Frazier '92, *senior vice president, Highmark*
- Frank Guidara, *president and chief executive officer, UNO Restaurant Holdings*
- Will Guidara '01, *general manager, Eleven Madison Park*
- Christopher Himmel '01, *vice president, business development, Himmel Hospitality Group*
- Kenneth A. Himmel '70, *president and chief executive officer, Related Urban Development*
- Solomon Kerzner, *founder, chairman, and chief executive, Kerzner International Holdings*
- Kirk Kinsell, MPS '80, *president for Europe, Middle East, and Africa, InterContinental Hotels Group*
- Jon L. Luther, *executive chairman, Dunkin' Brands*
- Suzanne Mellen '76, *senior managing director, consulting and valuation, HVS San Francisco and Las Vegas; president, gaming services, HVS San Francisco*
- Paul L. Snyder, III '82, *chief executive officer, Snyder Corporation*
- R. Mark Woodworth '77, MPS '78, *president, PKF Hospitality Research*

## Innovation Network Advisory Board

- Jim Abrahamson, *president for the Americas, InterContinental Hotels Group*
- Kenny Blatt '81, *principal, Caribbean Property Group*
- Roger Bloss, *chief executive officer, president, and founder, Vantage Hospitality Group*
- Paul Brown, *president for global brands and commercial services, Hilton Worldwide*



Robert Barker, University Photography

Members of the Hilton family pose onstage at the Waldorf-Astoria after receiving the Icon of the Industry Award. From left: Hilton McAuliffe, Fiona Hilton, Christian Hilton, Dean's Advisory Board member Hawley Hilton McAuliffe, P '10, Steven Hilton, president and CEO of the Conrad N. Hilton Foundation, Justin McAuliffe '10, Dean Michael Johnson, and Chris Nassetta, CEO of Hilton Worldwide

Top consumer trends in the restaurant industry were the focus of the eighth edition of the Dean's Leadership Series in Chicago in May. The panel discussion, titled "Insights from Innovators," was a featured speaker session of the 2011 National Restaurant Association Restaurant Hotel-Motel Show. Panelists were Drew Nieporent '77, owner of Myriad Restaurant Group; Elizabeth Blau, CEO of Elizabeth Blau and Associates; Daniel Rosenthal '71, president of the Rosenthal Group and chairman of Green Chicago

Restaurant Co-op; and Zachary Bruell, P '12, chef and restaurateur at Parallax, Table 45, L'Albatros, and Chinato.

Corporate sponsors were FRANCE 24, Hospitality Architecture + Design, Hospitality Design, Hotel Business, Hotel Management, HotelYearbook, Hsyndicate, the National Restaurant Association, PhoCusWright, and the Wall Street Journal. USA TODAY was media partner for both editions of the series.

## Cornell Icon and Innovator Awards Dinner

More than 800 alumni and other industry leaders gathered in the Grand Ballroom of New York's Waldorf-Astoria Hotel in June for the third annual Cornell Icon and Innovator Awards Dinner. The gala honored the Hilton family and the Conrad N. Hilton Foundation with the Cornell Icon of the Industry Award. Chris Nassetta, CEO of Hilton Worldwide, this year's title sponsor, presented the award with the dean.

Members of the Hilton family, former owners of Hilton Hotels, maintain stewardship of the family philanthropic

enterprise established by Hilton Hotels founder Conrad N. Hilton in 1944. The famed hotelier directed that his fortune be used to help the world's disadvantaged and vulnerable people; from its inception through 2010, the Hilton Foundation awarded nearly \$940 million in grants, distributing more than \$100 million in 2010. The foundation annually awards the \$1.5 million Conrad N. Hilton Humanitarian Prize—the largest humanitarian prize in the world—to a nonprofit organization doing extraordinary work to reduce human suffering.

Barron Hilton, a son of Conrad Hilton, serves as chairman of the Hilton Foundation board, while another son, Eric, serves as director. Barron's son, Steven Hilton, serves as president and CEO of the foundation. Other Hilton family members serving on the board include Conrad Hilton, III, Hawley Hilton McAuliffe, P '10, and William B. Hilton, Jr.

Also at the dinner, Drew Nieporent '77 received the Cornell Hospitality Innovator

Award. Drew's company, Myriad Restaurant Group, operates Tribeca Grill, Nobu New York City, Nobu Fifty-Seven, Nobu London, Nobu Next Door, Corton, Centrico, and Crush Wine and Spirits. Drew and his restaurants have received major awards from the James Beard Foundation, Nation's Restaurant News, Food and Wine, Wine Spectator, Restaurant and Institution, Bon Appétit, and the Food and Beverage Association, among others.

## Innovation Network

The seventh meeting of the invitation-only Innovation Network was held at the Metropolitan Club in New York in November. Presentations included "What's Really Up with Today's Travel Consumer?," "War is on the Horizon between Brands, Owners, and OTAs," and "Mobile and Video Display." Executives from Google, TripAdvisor, and Travel + Leisure were among the featured speakers.

More than 100 industry executives attended the eighth meeting of the Innovation Network, held in San Diego in January in conjunction with the Americas Lodging Investment Summit. Industry leaders covered topics including "How Will People Travel?," "Improving the Guest Experience," and "Achieving Innovations and Breakthroughs." The event was held at a unique private car museum established by the family of Bill Evans '82, vice president and

managing director of hotel operations at Evans Hotels. We extend our thanks to the Evans family for opening this outstanding collection and venue to the Innovation Network.

This year the Innovation Network formed an advisory board and launched a student ambassador program. Consisting of twenty senior leaders from the hospitality and travel industry, the advisory board works with the school leaders to create a dynamic and meaningful IN program, design team exercises with students, and select meeting venues. The twelve students selected to serve as ambassadors to the IN meeting in San Diego helped plan and organize the day and participated in team activities and discussions with the senior executives. All travel costs for student ambassadors, including registration to ALIS, were covered by event sponsors and tickets sales.

## International Tourism Summit

The school was the exclusive academic partner of IESE Business School for the second International Tourism Summit, held in Barcelona, Spain in March. Steven Carvell, associate dean for academic affairs, and Rohit Verma, professor and executive director of the Center for Hospitality Research, led panel discussions at the invitation-only conference organized by the IESE Business School and the Organization for Economic Cooperation

and Development. The International Tourism Summit attracts government tourism ministers, executives from top tourism companies, and industry thought leaders to sessions that explore key challenges, analyze future trends, and share innovative practices.

[www.hotelschool.cornell.edu/industry](http://www.hotelschool.cornell.edu/industry)

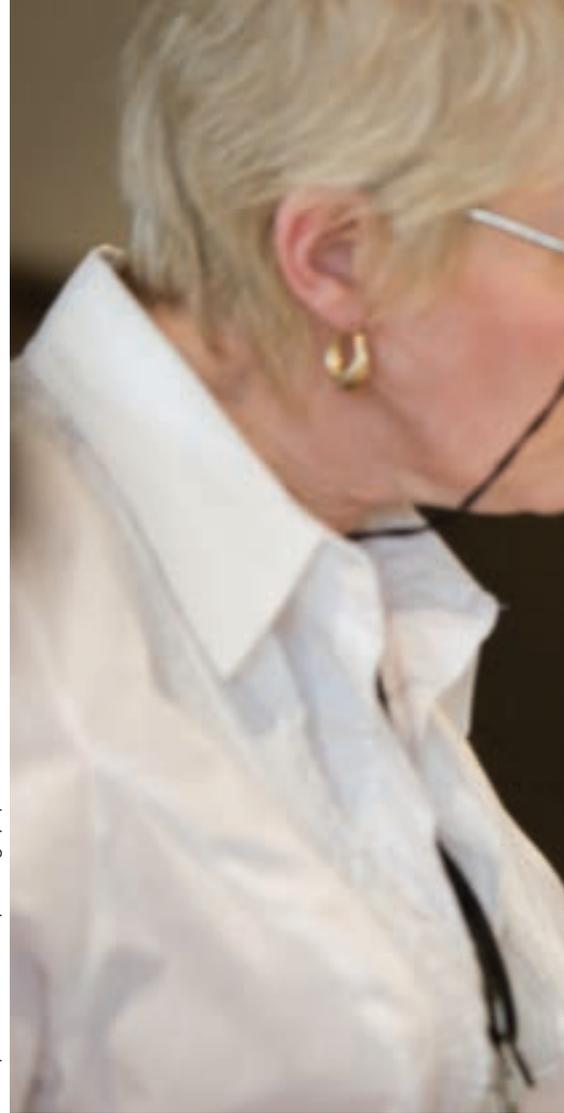
## Innovation Network Advisory Board, cont'd

Raj Chandnani '95, *vice president for strategy, WATG*  
Tom Corcoran, *chairman of the board, FelCor Lodging Trust*  
Joel Eisemann, MPS '80, *executive vice president for owner and franchise services, Marriott International*  
Steve Haggerty '90, *global head of real estate and development, Hyatt Hotels Corporation*  
Jill Hellman, *managing director for China and chief innovator, Thayer Lodging Group*  
Chris Hunsberger '81, *senior vice president of operations for the Americas, Four Seasons Hotels and Resorts*  
Raul Leal, *president and chief operating officer, Virgin Hotels*  
Michael Medzigian '82, *chairman and managing partner, Watermark Capital Partners*  
Nancy Novogrod, *editor-in-chief, Travel + Leisure, and senior vice president, American Express Publishing*  
Ruth Ormsby, MPS '80, *vice president for development, Carlson Hotels Worldwide*  
David Pavelko, *head of travel, Google*  
Lee Pillsbury '69, *co-chairman and chief executive officer, Thayer Lodging Group*  
Jay Shah '90, *chief executive officer, Hersha Hospitality Trust*  
Stacy Silver, *executive director, HotelWorld Network*  
Serena Stein Rakhlin '04, *vice president for strategic planning and hotel business development, The Trump Organization*

## H. B. Meek Executives in Residence

Andrew Dolce, MS '63, *chairman, Dolce Hotels and Resorts*  
Kit Kiefer, *corporate executive chef and director of culinary services, Schwan's Food Service*  
Joseph Lavin '75, *president, HarborStone Hospitality*  
Shelly La Motte '75, *hospitality consultant*

# Executive Education



Lindsay France, University Photography



University Photography

*Bruce Tracey, associate professor of human resources management, is one of 23 SHA faculty members who taught executive education courses this year*

The Office of Executive Education continues to increase its global presence as an educational ambassador for the School of Hotel Administration. Charged with connecting the world's leading researchers and educators in the hospitality industry to clients around the world, the Office of Executive Education had a year filled with international collaboration and sharpened its focus on custom-blended programming for its clientele through the use of both online and onsite instruction.

With the development of a new custom-blended learning certificate, the school combines the strength of its robust online learning platform with targeted classroom-based experiences led by our skilled faculty. This year we instituted a blend of dynamic online classes, video-conferences, and instructor-led courses

to produce well received programs for such sophisticated clients as the Egyptian Tourism Federation, Sathguru Management in India, and Fáilte Ireland, an organization that promotes Irish tourism.



Leslie Morris

*General Managers Program participants*



*Mary Hall and Maria Christie take part in the Fáilte Ireland Executive Management Development Program*

For the first time in our history, we offered open-enrollment courses on the West Coast through collaboration with Oregon State University. Cornell professors taught marketing and leadership courses at OSU's Cascades Campus in Bend. In addition, we designed and delivered custom programs for Swissôtel Hotels and Resorts, Croatia's International Tourism Association, and Örebro University in Sweden.

We also remain committed to bringing professional development program participants to campus to experience Cornell firsthand. This year we welcomed back the Club Managers Association of America for two weeks of their Business Management Institute, the International Association of Venue Managers' Senior Executive Symposium, the IAHI Real Estate Program for the InterContinental Hotel Group's owners association, and Fáilte Ireland's Executive Manage-

ment Development Program. We attract hospitality professionals from across the globe annually for our popular Professional Development Program, which sold 400 courses in 2011, and our exclusive General Managers Program, which drew 70 participants.

Recognizing the need of busy hospitality managers for a convenient and engaging way to build their skills and knowledge, the school's distance-learning program continues to expand rapidly and now includes an online master certificate in hospitality management. The master certificate is designed for upper-level hospitality professionals seeking to develop skills in financial management, marketing, foodservice, human resources, and revenue management and is earned upon completion of three online learning certificates, including the certificate in hospitality management. We offer ten distance-learning certificates and 47 online courses.

In response to market demand for high-quality hospitality content that is relevant and based on the latest industry research, the school recently updated its certificates in hospitality management, executive leadership, restaurant revenue management, leading customer-focused teams, and strategic leadership for the hospitality professional.

Alumni and friends of our Office of Executive Education enjoy communicating with us online through social media, with over 350 friends on Facebook and 1,100 on LinkedIn. Connect with us at Cornell Hotel School Executive Education to hear about promotions and developments in executive education.

[www.hotelschool.cornell.edu/  
industry/executive](http://www.hotelschool.cornell.edu/industry/executive)



*Daniel Mann '11 and Sam Boochever, CALS '11, developers of Fushi Sushi, the winning concept in the first-annual Cornell Hospitality Business Plan Competition*

The school's three outward-facing enterprises have been joined administratively under the rubric of the Centers and Institute, with unified staffing and operational support for their distinct missions of service to students and industry. The Pillsbury Institute for Hospitality Entrepreneurship, led through year's end by managing director Tom Ward, CALS '81, primarily supports students' drive to become entrepreneurs. The Center for Real Estate and Finance, led by executive director Jan deRoos '78, MS '80, PhD '94, the HVS Professor of Hotel Finance and Real Estate, both promotes student education in these areas and serves the industry. The Center for Hospitality Research, led by executive director Rohit Verma, professor of services operations management, is focused formally on creating and sharing new knowledge with the industry and also promotes and encourages student research.

## Center for Hospitality Research

Now approaching its twentieth year of operation, the Center for Hospitality Research (CHR) continues its unique, multifaceted program of promoting and sharing top-level, research-based knowledge with the hospitality industry. In addition to hosting the well received Cornell Hospitality Research Summit and the prestigious international QUIS (Quality in Service) conference, CHR produced 26 reports and other publications, six webcasts, seven roundtables, and four issues of Cornell Hospitality Quarterly. These activities were made possible by the support of 81 industry senior partners, partners, and friends and through the work of research fellows and student researchers. Thanks to this support, CHR is able to promote and distribute research studies that cover

any and all aspects of the hospitality and service industries at no charge. This operating model is unmatched by any other academic institution.

### Cornell Hospitality Research Summit (CHRS)

The inaugural Cornell Hospitality Research Summit (CHRS) was held in October. This "thought leadership conference" brought together some 225 academic researchers, industry researchers, and top executives from twelve nations on four continents to exchange the latest research-based information. In addition to four keynote speakers, some 45 industry and academic researchers presented their industry innovations and research ideas. Keynote speakers were Christine Duffy,

# Our Centers and Institute



Jon Reis Photography

then-president and CEO of Maritz Travel Company; Adam Goldstein, president and CEO of Royal Caribbean International; Gerald Lawless, executive chairman of Jumeirah Hotels and Resorts; and Randell Smith, cofounder of STR.



Robert Barker, University Photography

CHRS keynoter Gerald Lawless, executive chairman of Jumeirah Hotels and Resorts

The first Hospitality Research in Practice Awards, presented at CHRS, recognized successful business innovations that resulted from top-level industry research. Winning concepts were Best Western's systemwide branding initiative and amenities upgrade and McDonald's industry-leading McCafé Beverage Program. Honorable mentions went to Wyndham Worldwide for its development of uniforms made with recycled polyester and to Vivanta by Taj—Holiday Village, Goa, for its methodical program to upgrade and perfect its customer service.

## QUIS 12

In June, CHR hosted the twelfth International Research Symposium on Service Excellence in Management

## CHR Senior Partners

Hilton Worldwide  
McDonald's USA  
Philips Hospitality  
SAS  
STR  
Taj Hotels Resorts and Palaces  
TIG Global

## CHR Partners

Davis & Gilbert  
Deloitte & Touche USA  
Denihan Hospitality Group  
eCornell and Executive Education  
Expedia  
Forbes Travel Guide  
Four Seasons Hotels and Resorts  
Fox Rothschild  
French Quarter Holdings  
HVS  
Hyatt  
InterContinental Hotels Group  
Jumeirah Group  
LRP Publications  
Marriott International  
Marsh's Hospitality Practice  
Maritz  
priceline.com  
PricewaterhouseCoopers  
Proskauer  
Sabre Hospitality Solutions  
Schneider Electric  
Thayer Lodging Group  
Thompson Hotels  
Travelport  
WATG

(QUIS 12), which brought approximately 300 industry practitioners and researchers from over 30 countries to the Cornell campus. Held biennially in different locations around the globe, QUIS this year featured some 200 presentations, 50 interactive displays, numerous panel discussions, and five keynote speakers: Stuart Greif, vice president and general manager, global travel and hospitality practice, J. D. Power and Associates; Conny Kalcher, vice president, consumer experiences, LEGO Company; Gina Pingitore, chief research officer, J. D. Power and Associates; Sanjay Sarma, professor of mechanical engineering, MIT; and Ted Teng '79, president and chief executive officer, the Leading Hotels of the World.

## Roundtables

CHR produced an active schedule of seven roundtables in 2010-11. Each roundtable is chaired by a Cornell faculty member, and attendance is limited to CHR partners and invited participants. Roundtable topics included hospitality analytics (inaugural topic, sponsored by SAS), service innovation, brand management (sponsored by Hilton Worldwide),

labor and employment law, hospitality design, sustainability, and labor and employment law.

## Web activities

CHR posts online an average of two reports or other documents per month, and CHR's website received 1.11 million page views in the past year. Over 88,000 subscribers have opted into CHR's semimonthly newsletter, and CHR's website has over 128,000 total registrants. In addition to posting podcasts, reports and other publications, and webcasts, CHR maintains accounts on Twitter (1,292 followers), LinkedIn (1,148 members), and Facebook (385 likes).

CHR and senior partner SAS continued their service to the industry with a series of monthly webcasts during the academic year. The complimentary webcasts were well received, recording more than 1,200 live views and over 450 subsequent downloads. This year's webcasts were "Four Hospitality Industry Studies You Need to Hear"; "Three's Company: The Benefits of Forecasting, Optimization, and Simulation"; "New Pricing Techniques for Hotels and Casinos"; "Data and Analytics: The Blueprint of Service Design"; "Preparing for Profit: Outlook 2011 and Beyond"; and "Social Media Analytics."

## Publications

CHR's publications include Cornell Hospitality Reports, Cornell Hospitality Tools, Industry Perspectives, and Cornell Roundtable and Conference Proceedings, as well as Cornell Hospitality Quarterly (CQ). The world's foremost journal of applied research for the hospitality industry, CQ concluded its 50th anniversary observance in 2010, with J. Bruce Tracey,



Robert Barker, University Photography

Anil Aggarwal, CEO of Milestone Internet Marketing, was named Best Industry Presenter at the Cornell Hospitality Research Summit



Robert Barker, University Photography

*The Cornell Hospitality Research Summit drew 225 industry researchers and executives*

associate professor of human resources management, as editor. CQ's subscribers include 5,352 institutions worldwide, and the journal recorded well over 141,000 full-text downloads in 2010. CQ is listed in the prestigious Web of Science Citation ranking.

CHR published 18 research reports, one tool, two industry perspectives, and five conference proceedings in addition to the four regular issues of CQ. Two CHR reports earned the top spot in the 2011 Industry Relevance Awards. They are "How Travelers Use Online and Social Media Channels to Make Hotel-Choice Decisions," by Laura McCarthy '10, Debra Stock '10, and Professor Rohit Verma, the CHR's executive director; and "Building Customer Loyalty: Ten Principles for Designing an Effective Customer Reward Program," by Michael McCall of Ithaca College and Clay Voorhees and Roger Calantone of Michigan State. Two others were named runners-up: "The Future of Revenue Management," by Sheryl Kimes, Singapore Tourism Board Distinguished Professor in Asian Hospitality Management, and "Best Practices in Search Engine Marketing and Optimization: The Case of the St. James Hotel," by Greg Bodenlos '10, Victor Bogert '10, Dan Gordon '10, Carter Hearne '10, and Chris Anderson, associate professor of services operations management. CHR encourages student research, and student research teams were involved in two of the winning reports.

## CHR meets the industry

CHR actively meets the industry by attending and co-hosting conferences and conventions. One top conference is HR in Hospitality, a joint project of the School of Hotel Administration, the School of Industrial and Labor Relations, and Human Resource Executive magazine. The fifth-annual HR in Hospitality Conference was held in February in Washington, D.C. CHR research fellows and staff also participated in the following conferences: 2010 Global Gaming Expo; Americas Lodging Investment Summit (ALIS); J. D. Power and Associates Customer Satisfaction Roundtable; the International Tourism Summit; the National Restaurant Association Restaurant, Hotel-Motel Show; the Hospitality Industry Technology Exposition and Conference (HITEC); the 2010 Lodging Conference; the PhoCusWright Conference; the International Society of Hospitality Consultants (ISHC) Conference; the INFORMS Annual Meeting; the INFORMS Revenue Management and Pricing Conference; the International Hotel/Motel and Restaurant Show in New York; the Hotel Data Conference; and ICHRIE's Annual Restaurant Executive Summit, Conference, and Exposition.

[www.chr.cornell.edu](http://www.chr.cornell.edu)

## CHR Friends

American Tesco  
 Argyle Executive Forum  
 Berkshire Healthcare  
 Center for Advanced Retail  
 Technology  
 Cody Kramer Imports  
 Cruise Industry News  
 DK Shifflet & Associates  
 ehotelier.com  
 EyeforTravel  
 4Hoteliers.com  
 Gerencia de Hoteles y Restaurantes  
 Global Hospitality Resources  
 Hospitality Financial and  
 Technological Professionals  
 hospitalityinside.com  
 hospitalitynet.org  
 Hospitality Technology Magazine  
 Hotel Asia Pacific  
 Hotel China  
 HotelExecutive.com  
 Hotel Interactive  
 Hotel Resource  
 International CHRIE  
 International Hotel Conference  
 International Society of Hospitality  
 Consultants  
 iPerceptions  
 JDA Software Group, Inc.  
 J. D. Power and Associates  
 The Lodging Conference  
 Lodging Hospitality  
 Lodging Magazine  
 LRA Worldwide  
 Milestone Internet Marketing  
 MindFolio  
 Mindshare Technologies  
 PhoCusWright  
 PKF Hospitality Research  
 Resort and Recreation Magazine  
 The Resort Trades  
 RestaurantEdge.com  
 Shibata Publishing Company  
 Synovate  
 The TravelCom Network  
 Travel + Hospitality Group  
 UniFocus  
 USA Today  
 WageWatch  
 The Wall Street Journal  
 WIWIH.COM  
 Wyndham Green

## CREF Industry Fellows

Abacus Lodging Advisors  
Archon Hospitality  
Atlantic|Pacific Companies  
The Chartres Lodging Group  
Hersha Hospitality Trust  
Hilton Worldwide  
HVS  
Jones Lang LaSalle Hotels  
LaSalle Hotel Properties  
Marquette Real Estate Group  
Marriott International  
National Realty and  
Development Corp.  
Prudential Real Estate Investors  
Real Capital Analytics  
Sawyer Realty Holdings  
Spring Bay Property Company  
Starwood Capital Group  
Sunstone Hotel Investors  
W Holdings  
Watermark Capital Partners  
Westbrook Partners

## Center for Real Estate and Finance

Now in its third year, the Center for Real Estate and Finance (CREF) continues to expand its twin goals of providing real estate education and creating and exchanging new knowledge regarding commercial real estate investing, finance, and development. The industry's support of the CREF initiative is clear from the steady increase in the number of CREF Industry Fellows and the continued expansion of the undergraduate minor in real estate. Additions to the real estate faculty and expanding industry outreach position CREF prominently among real estate centers.

### Real estate minor

The real estate minor remains the largest undergraduate minor at Cornell. In 2011, the minor enrolled 175 students from all seven of Cornell's undergraduate schools and colleges. Each CREF faculty member teaches three or more courses

each year, and over 800 students were enrolled in real estate courses in 2010–11. Instructional capacity will increase in the fall with the addition of Walter Boudry, assistant professor of real estate. He joins assistant professors Pamela Moulton and Andrey Ukhov, who add significant capacity in the advanced fixed-income and corporate finance electives.

At the master's degree level, the real estate concentration is open only to students of the School of Hotel Administration. Fifteen of the 60 students enrolled in the MMH program are pursuing the real estate concentration.

An outgrowth of student interest in real estate is the Cornell Club for Real Estate. With a listserv distributed to over 200 students, the club provides opportunities to build relationships and learn about the industry. A highlight each year is the Real Estate Trek, which combines visits to development sites with presentations



University Photography

*Real Estate Career Day 2011 drew over 250 students and seventeen companies*

by elite investment banks' real estate shops. This year fifteen students traveled to New York City to visit Goldman Sachs, J. P. Morgan Chase, and the Related Companies, developer of MiMa, a new mixed-use development in midtown Manhattan.

## Real estate competition

The Cornell Real Estate Case Competition is quickly becoming a premier event. Held annually in New York with sponsorship by AREA, Blackrock, Archon, Prudential, ING Clarion, and TIAA-CREF, this team competition is, in part, an extension of the Real Estate Case course. After winning in 2009, the Cornell team placed fourth in the 2010 competition amid a strong field from seven undergraduate programs.

## Hotel Asset Managers Association (HAMA) competition

The 2010-11 HAMA student competition, chaired by Cody Bradshaw, vice president for acquisitions at Pebblebrook Hotel Trust, drew strong participation from students in the graduate-level Hospitality Asset Management course and elsewhere. The winning projects were "Redefining the Helmsley Park Lane," by Bridgette Summers '11 and Molly Pomeroy '11, and "Trends in Hotel e-Commerce," by Teresa Lee '11. The winning entries were presented at the HAMA spring conference in Carlsbad, California.

## Real estate career services

Working closely with the school's Office of Career Management, CREF helps to attract real estate recruiters to Cornell. In addition to the fifteen firms that sent recruiters this year, the Real

Estate Career Fair featured seventeen companies interacting with over 250 students from across the university. CREF faculty and Career Management professionals advise both companies and students throughout the recruiting process.

## ARGUS training

One hundred twenty students participated in ARGUS training, an intensive, three-day course that leads to certification in the use of the real estate industry's cash-flow modeling software. ARGUS certification helps ensure that Cornell students are



*This year's Cornell Real Estate Case Competition team, from left: Bradley Walker '10, Omer Ben-Zur '12, Darren Wang '12, Chris Marshall '11, and Andrew Gindy, '11*

competitive in the job market and provides a platform for rigorous real estate analysis in the classroom.

## Creating knowledge through research

CREF's faculty is well recognized for its real estate research. Most notably, Crocker Liu, the Robert A. Beck Professor of Hospitality Financial Management, continues as co-editor of Real Estate Economics. He and the four other CREF

faculty members regularly publish in the top journals in real estate, finance, and hospitality, including the Journal of Real Estate Economics. They published eighteen peer-reviewed articles, chapters, and papers this year and have 30 works in progress. CREF launched a working paper series in the spring to feature the latest work from the research pipeline.

## CREF Industry Fellows

CREF's activities are made possible by the support and counsel of the CREF Industry Fellows, who meet semi-annually.

The number of CREF Industry Fellows grew to 22 this year, providing a strong industry presence for the center. In addition to critical financial support, the Fellows provide industry outreach, educational enrichment, and access to decision-makers. On their recommendation, CREF recently launched an initiative to provide outreach to industry associations including the Urban Land Institute, NAREIT, and NCREIF.

[www.cref.cornell.edu](http://www.cref.cornell.edu)

# Pillsbury Institute for Hospitality Entrepreneurship

The Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship (PIHE) expanded and refined its suite of programs and activities this year. In particular, PIHE is focusing increasingly on integrating entrepreneurial instruction into the school's curriculum. This includes added faculty and the new Cornell Hospitality Business Plan Competition, as well as the Conversations with Entrepreneurs Series, Entrepreneurs in Residence, the Entrepreneurship @ Cornell Celebration, and the Cornell Hospitality Innovator Award.

## New classroom instruction

Curricular planning continues toward developing a concentration in entrepreneurship. Classroom instructors who teach entrepreneurship now number three: senior lecturer Susan Fleming, adjunct assistant professor Adam Klausner, and lecturer and entrepreneur-in-residence James Quest. Six courses are available for student

instruction in entrepreneurial strategy. Last fall's first offering of Entrepreneurial Management, taught by Susan Fleming, drew 29 students: seventeen undergraduates, six MMH students, and six MHA students from the College of Human Ecology's Sloan Program in Health Administration. Entrepreneurial Finance, which Susan introduced this spring, attracted 33 students: eighteen undergraduates, four of them from the Dyson School in the College of Agriculture and Life Sciences and the remainder SHA students, and fifteen graduate students, eight of them from our MMH program.

## Wall of Success

As a means of representing the road to entrepreneurial success, the hallway leading to the PIHE offices now features a bank of four television monitors that present the life stories and philosophies of industry entrepreneurs, many of them SHA alumni.

## Hospitality Business Plan Competition

Capping a successful year of PIHE activities, the Cornell Hospitality Business Plan Competition drew concept papers from 28 student teams made up of over 80 students vying for a \$15,000 prize. Through a progressive judging process, three teams (eleven students) presented their plans before a three-judge panel during Hotel Ezra Cornell. After a lively question-and-answer session with all three teams, the judges—Lee Pillsbury '69, Tony Capuano '87, and John Metz '77, MBA '79—selected the winning concept, Fushi Sushi, a quick-service sushi concept developed by Sam Boochever, CALS '11, and Daniel Mann '11. Lead support for the competition was provided by the Sun family (Stanley Sun '00 and his parents, Dennis and Betty Sun), with additional support from Marriott International, as title sponsor, and Avendra, Chartres Lodging, and HotelPlanner.com. The competition was developed by Susan Fleming and PIHE managing director Tom Ward, CALS '81.

## Entrepreneurs in residence

Three successful entrepreneurs spent time on campus to teach classes and guide student entrepreneurs, recording more than 200 student interactions. We welcomed Brad Tolkin '80, cofounder and CEO of World Travel Holdings, one of the world's largest cruise distributors; Jacob Wright, cofounder and president of Action Companies, one of the country's fastest-growing fully integrated, independent hotel ownership, development, and management companies; and James Quest '56, who founded several companies after his career as a marketer at Procter and Gamble.



Robert Barker, University Photography

Drew Nieporent '77 accepts the 2011 Cornell Hospitality Innovator Award



University Photography

*Rick Doody '84 in a session of the Conversations with Entrepreneurs series*

## Cornell Hospitality Innovator Award

To acknowledge his remarkable and continuing contributions to the restaurant industry, we honored Drew Nieporent '77 with the 2011 Cornell Hospitality Innovator Award. As owner and founder of Myriad Restaurant Group, Drew continues to set trends for restaurants in New York City and elsewhere. The Innovator Award, which recognizes entrepreneurs who have created and continue to develop industry-leading enterprises, is presented each June at the Cornell Icon and Innovator Awards Dinner.

## E @ C

PIHE was centrally involved in the success of this year's university-wide Entrepreneurship @ Cornell Celebration. Harris Rosen '61 was honored as Cornell Entrepreneur of the Year and the conference's keynote speaker. PIHE produced two panel discussions. The first panel, "Family Business: The Generational Curse," included Andy Dolce, MS '63,

founder and chairman of Dolce Hotels and Resorts, and Giancarlo Turano '01, national sales manager for Turano Baking Company. Meredith Johnson '92, vice president of operations for the Cleveland Clinic Canada, and Tom Ward took part in the second panel, "Entrepreneurship in Healthcare and Hospitality."

## Conversations with Entrepreneurs

PIHE hosted eight events in this series, with a total of ten speakers. As part of the PIHE's plan to upgrade instructional strategies, an evaluation is underway to determine whether this series will become part of the school's formal curriculum.

[www.pihe.cornell.edu](http://www.pihe.cornell.edu)

## Conversations with Entrepreneurs speakers

- Jim Farrell, *founder and president, f'REAL! Foods*
- Eli Zabar, *founder, Eli Zabar, Inc.*
- Jeff Broadhurst '91, *president and CEO, Eat'n Park Hospitality Group*
- Mark Broadhurst '97, *director of concept development, Eat'n Park Hospitality Group*
- Rick Doody '84, *chairman and founder, Bravo Brio Restaurant Group*
- Katie Brown, *founder and star, Katie Brown Workshop*
- Michelle Russo '87, *president, Hotel Asset Value Enhancement*
- Emily Hochberg, *founder, Emily Hochberg Luxury Hospitality*
- Howie Glickberg, *co-owner, Fairway Market*
- Danny Glickberg, *senior vice president, Fairway Market*

## PIHE Advisory Board

- Michael Beam '97
- Kenneth M. Blatt '81
- Robert S. DeVries
- Monica S. Digilio
- Bryan Graybill '93
- John A. Griswold '71
- Larry Hall '81
- Christopher R. Hemmeter '86
- Dan H. Kathan '70
- Joseph E. Lavin '75
- Warren H. Leeds '84
- David Mansbach
- Patrick Meyers
- Elizabeth Ngonzi '98
- Leland C. Pillsbury '69
- James H. Quest '56
- Dharmendra J. (DJ) Rama '96
- Rachel Roginsky '79
- Phil Sandhaus '74
- Bradley J. Tolkin '80
- Joshua J. Wells '93
- Lynda S. Wirth '82



*Tim Durnford, MPS '93, associate dean for business affairs*

**W**e ended the year with an operating deficit, opting to spend some of our reserves to accelerate our facilities debt repayment and reduce loan balances. To have had the option of ending in the black is in itself remarkable and encouraging, given the harsh economic environment of the past three years. In addition to our income from contributions, the Statler Hotel's revenue per available room has far outperformed its competitive set, and enrollment in our executive education programs is beginning to recover. Very importantly, the value of Cornell's endowment was nearing its pre-recession level at the fiscal year's end and, through aggressive cost-cutting, the university expects to retire its structural deficit in 2012, one year ahead of schedule.

While the cost of covering the university's structural deficit continues to grow, our student financial aid obligations remain our greatest concern. Increases to financial aid continue to outstrip increases in tuition; financial aid from operations has grown from ten percent of tuition in 2009 to over fifteen percent in 2011. We expect financial aid to draw even more from our operations budget this year as we finish phasing in the enhanced financial aid program announced by the university in January 2008.

Our financial aid policy now allows students with family income under \$75,000 to graduate debt-free, and it caps loan debt at \$3,000 per year for students from families earning less than \$120,000. This

policy has been applied at the rate of one additional class per year since the fall of 2008 and is being fully implemented with the entry of this fall's freshman class. In addition to these factored increases in our financial aid payout, we have seen unprecedented need for aid as more of our students' families have lost financial footing during the recession. We will face further added expense beginning this fall as Cornell begins to match any need-based aid offer from the Ivy League and will attempt to do so for any such offer from Stanford, Duke, or MIT. Competing for the best applicants at this level is certain to pose a challenge for us, as Cornell's endowment per student is among the lowest in the Ivy League and many of these schools have a higher family income cap on financial aid.



# Financial Summary

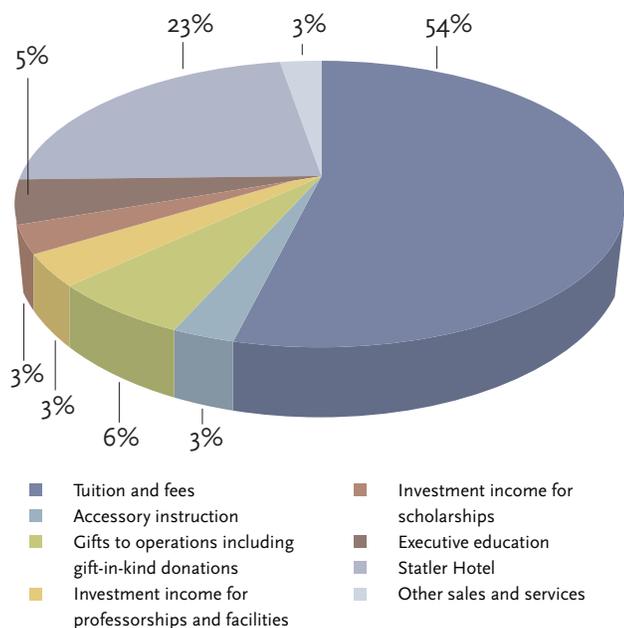
Robert Barker, University Photography

The bottom line is that our costs are increasing faster than revenues, and we do not have sufficient endowment income to support the current demand for financial aid. This year, the school's growth in tuition revenue of \$1 million was not enough to offset the increase of \$1.7 million in our financial aid bill plus the \$2 million charged by the university in operating fees. Adding to our concern, we have been unable to put aside any money during the past two years for physical plant maintenance because of the need to dedicate resources to alleviating the university's structural deficit. We need to do much better than break even in order to protect our reserves going forward.

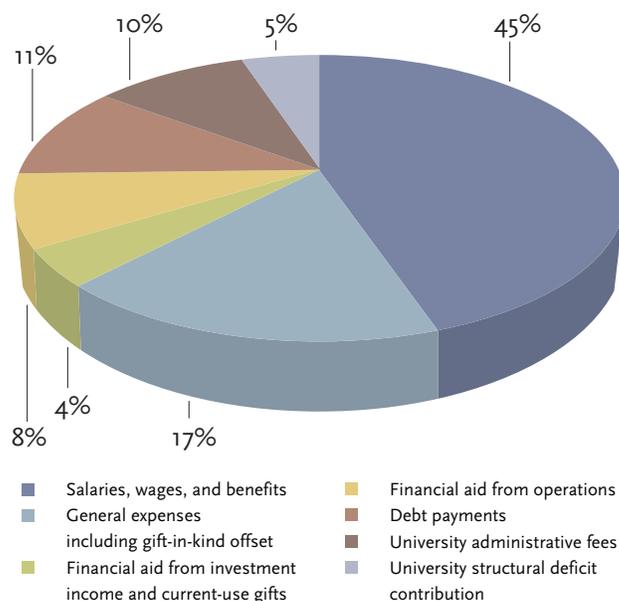
The past few years have been anything but business as usual but, thanks to some hard choices and decisive action on the part of the university's leadership as well as our own, we are largely getting through the difficulties of the recession. We have done an excellent job of containing costs in ways that will not be felt by our students. We have made major efforts to further the university's faculty renewal initiative, and the faculty members we have recruited are first-rate. We also continue to compete for and attract the best candidates for our student body, and we have made it possible for those students whose families have suffered financial reversals to stay in school. We continue to create unparalleled meeting and networking opportunities for our students,

faculty, alumni, and other industry executives. As evidenced by our student satisfaction scores and the high level and quality of student internship offers and career placements, among other metrics, we continue to offer an outstanding educational experience to all of our students, regardless of need. We are proud of these accomplishments and grateful to our many friends and partners in the hospitality and travel industry who are involved and supporting us in more ways than ever before.

## Operating revenues FY 2011



## Operating expenses FY 2011



## Revenues and expenses

Overall revenues for the school and hotel increased by approximately five percent this year, with the Statler Hotel's RevPAR higher than it has ever been and executive education program sales approaching their FY 2009 level. Giving to the school continues to exceed projections.

The counterweight to these encouraging gains is the continued growth in our financial aid burden, which increased by nearly \$2 million this year while tuition revenues went up by a little more than \$1 million. At the same time, the payout from our endowment continued to decline. To clarify this impact on financial aid, the table shows investment income for scholarships and investment income for professorships and facilities as separate entries.

We have done very well in containing the costs over which we have the greatest control: salaries, wages, and benefits and general expenses. Payroll expenses rose only seven-tenths of a percent despite a two-percent, across-the-board salary increase, an increase in benefits, and three new faculty lines. General expenses continued to decline for the third year; careful purchasing practices helped the school reduce this expense by over \$500,000.

Our contribution to paying down the university's structural deficit increased by \$1.22 million this year. On the other hand, the university did not draw down our reserves this year as in the two previous years. We chose to follow

through on an additional \$5.3 million in planned repayments of our debt. Although this supplemental payment took our fund balance into the red, it will ultimately save the school money in the form of lower interest payments.

### Consolidated statement of activities (in millions)

|   | FY 2009         | FY 2010         | FY 2011         |
|---|-----------------|-----------------|-----------------|
| <b>Operating revenues</b>                                   |                 |                 |                 |
| Tuition and Fees  | \$34.51         | \$35.97         | \$37.04         |
| Accessory instruction                                       | \$1.73          | \$1.64          | \$1.90          |
| Gifts to operations <i>including gift-in-kind donations</i> | \$3.87          | \$4.35          | \$4.38          |
| Investment income for professorships and facilities         | \$3.31          | \$2.67          | \$2.43          |
| Investment income for scholarships                          | \$2.72          | \$2.48          | \$2.17          |
| Executive education   | \$3.65          | \$2.52          | \$3.35          |
| Statler Hotel   | \$14.26         | \$14.37         | \$15.72         |
| Other sales and services*                                   | \$1.44          | \$1.41          | \$1.78          |
| <b>Total operating revenues</b>                             | <b>\$65.49</b>  | <b>\$65.41</b>  | <b>\$68.77</b>  |
| <b>Operating expenses</b>                                   |                 |                 |                 |
| Salaries, wages, and benefits                               | \$32.00         | \$30.67         | \$31.24         |
| General expenses <i>including gift-in-kind offset*</i>      | \$15.08         | \$12.75         | \$12.22         |
| Financial aid from investment income and current-use gifts  | \$2.94          | \$2.69          | \$2.90          |
| Financial aid from operations                               | \$3.72          | \$3.78          | \$5.67          |
| Debt payments   | \$1.98          | \$2.12          | \$7.44          |
| University administrative fees                              | \$5.88          | \$6.76          | \$6.76          |
| University structural deficit contribution                  | \$0.00          | \$2.35          | \$3.57          |
| <b>Total operating expenses</b>                             | <b>\$61.60</b>  | <b>\$61.12</b>  | <b>\$69.80</b>  |
| <b>Change in net assets from operating activities</b>       | <b>\$3.89</b>   | <b>\$4.29</b>   | <b>(\$1.03)</b> |
| <b>Non-operating income and expenses</b>                    |                 |                 |                 |
| Interest earned on long-term investments**                  | \$0.37          | \$0.33          | \$0.30          |
| Net assets released for capital projects                    | \$0.00          | \$1.27          | \$0.81          |
| University withdrawal from reserves                         | \$1.13          | \$3.51          | \$0.00          |
| <b>Change in net assets from non-operating activities</b>   | <b>(\$0.76)</b> | <b>(\$4.45)</b> | <b>(\$0.51)</b> |
| <b>Total change in net assets</b>                           | <b>\$3.13</b>   | <b>(\$0.16)</b> | <b>(\$1.54)</b> |

\* FY 2009 and FY 2010 restated to include Statler Club activities

\*\* Interest earned in long-term investments included for all years

# Financial aid

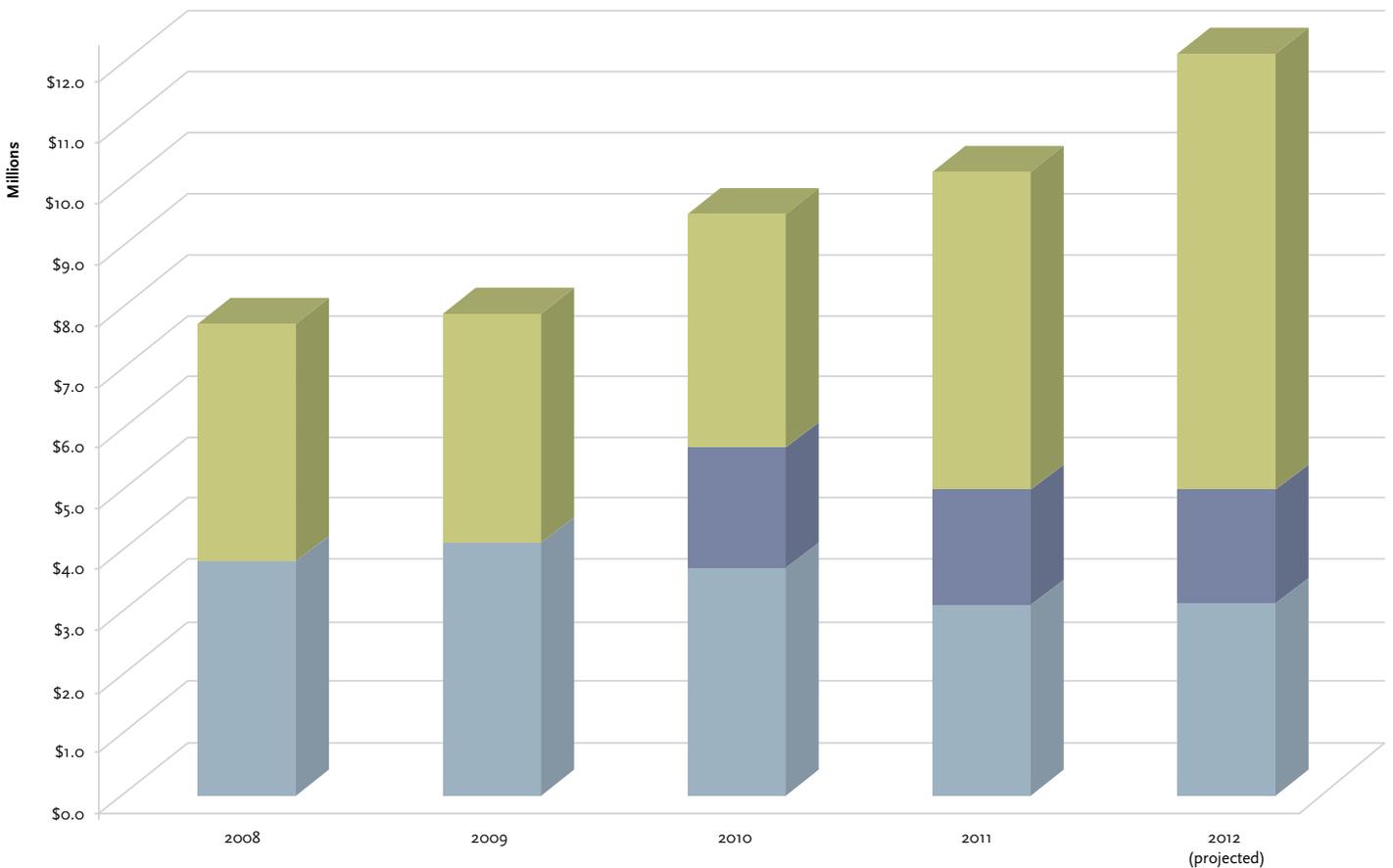
The graph below represents all sources of financial aid for our students, the vast majority of which is used for undergraduates. The school's direct cost of financial aid (in green) grew even more than we projected last year, while financial aid revenue (in light blue) continued to decline due to decreased payouts from endowment. In order to counter the continued increase in student need resulting from the recession as well as to be more competitive in attracting the most exceptional

applicants, the Cornell University Board of Trustees agreed to allocate special endowment income (in dark blue) to the colleges every year from FY 2010 to FY 2015.

The past few years have been hard ones for families in the middle and lower economic classes. Many determined and very talented students come to Cornell from situations of financial hardship, and their presence enriches our classrooms and our lives. These students will one day

bring prestige—and volunteer commitment—to their school, as have so many who came before them. Although the challenge of supporting their educations continues to grow, doing so is one sure way to invest in the future strength of this institution, the hospitality and travel industry, and our society in general. A Cornell SHA education changes lives dramatically for the better. That, in turn, can only benefit us all.

## Financial aid analysis



- SHA financial aid expense
- Special CU endowment income\*
- SHA financial aid endowment income

\* Special endowment income approved by Board of Trustees for FY 2010-15

# Private Support

Robert Barker, University Photography

Our development team had another noteworthy year, thanks to the generosity of our dedicated alumni, corporate partners, and friends. We raised a total of \$11.2 million in new gifts and commitments, exceeding our fundraising goal for the year, and the SHA annual fund passed the million-dollar mark for the first time ever. More than 1,093 individuals made annual fund gifts, for a total of \$1.3 million in current-use cash. This amount, which is greater than the yearly payout from a \$25 million endowment, is a remarkable example of the cumulative power of even modest annual giving.

We continue to focus our fundraising efforts on strengthening the three pillars that support the preeminence of our programs: excellent faculty and academic programs, state-of-the-art facilities, and financial aid resources that allow us to enroll our most qualified applicants without regard to their financial status. We have been fortunate to receive outstanding gifts in each of these areas this year.

## Marriott Student Learning Center

The J. Willard and Alice S. Marriott Foundation made a \$3 million lead gift to create the Marriott Student Learning Center. This project, due to be completed by the end of next summer, will reconfigure the Nestlé Library, the George B. Mallory '54 Student Lounge, and the

World Atrium as a fully digitized information center with optimized study and meeting space. As technological innovations and developing curricula change the way students learn, the Marriott Student Learning Center will provide Hotelies with the equipment and space they need to succeed.

For more than 50 years, the Marriott family and corporation have supported the school with funding for student aid and capital projects. Marriott is the school's largest corporate donor and has recruited some of our finest graduates. This latest gift from the foundation will allow us to create an innovative space that reflects emerging trends in learning and education, provides a richer student experience, and complements our existing learning facilities.



*Steve Goldman '83 during a 2009 visit to campus as a Dean's Distinguished Lecturer*

## **Ceriale Professorship**

This spring John and Melissa Ceriale endowed the John and Melissa Ceriale Professorship in Hospitality Human Resources with a \$3 million gift from their family foundation. We will share the gift with the School of Industrial and Labor Relations as we continue our collaborations on the study of hospitality workplace issues, but the professorship will be held by an SHA faculty member. Faculty from SHA and ILR have conducted joint research on hospitality labor issues, designed courses to help students better understand the interplay between labor and management in hospitality, and organized industry conferences that highlight the latest practices and research on the topic. Funding support from the Ceriale endowment will help maintain and

expand these initiatives. John Ceriale has been instrumental in our partnership with ILR, working with professors from both schools to integrate labor and management issues into courses and symposia. He also participated in a roundtable this year with faculty, industry leaders, and students. He joins the Dean's Advisory Board effective July 1, 2011.

The Ceriale gift is particularly noteworthy because the need for faculty support is at an unparalleled high. With more than half of Cornell's faculty set to retire in the next decade—a trend seen across universities nationwide—endowed professorships and faculty renewal fellowships have become critical to our success. The School of Hotel Administration, like the rest of Cornell, is well along the path of replenishing the faculty pool before our most senior profes-

sors retire. The Ceriale Professorship and other gifts in support of faculty excellence will help us to recruit PhDs who are at the top of their fields and maintain our role as a leader in hospitality research and education.

## **Miranda Tsao and Phil Liao Scholarship**

We also received a standout gift to our students this year from Miranda Tsao, P '12 and Phil and Yeechin Liao, P '12, who gave the school \$175,000 to establish the Miranda Tsao and Phil Liao Scholarship and contributed an additional \$100,000 to the annual fund. The university added \$25,000 in matching funds to their scholarship.



*The Marriott Student Learning Center will create a modern, multipurpose space on the East Avenue side of Statler Hall*

Endowed gifts like the Tsao and Liao Scholarship help us maintain our policies of need-blind admissions and need-based financial aid, making it possible to admit students solely on the basis of their potential to succeed. These policies ensure that we have a student body that is intelligent, culturally and socioeconomically diverse, leadership-oriented, entrepreneurial, and—most importantly—passionate about the hospitality industry. The school’s scholarship endowments—which number more than 350—provided a return of about \$2.5 million this year, a very significant help but well short of our current financial aid budget of approximately \$9.5 million.

To meet this budget fully through investment payout would require more than \$125 million in additional scholarship endowment. Every endowed scholarship eases this burden and frees up more funds for other areas of the school’s operating budget.

### Other notable gifts:

- Andy Crowley ’68 made a \$125,000 commitment, which received a \$41,667 match from the university, to enhance the F. Andrew Crowley, III Family Scholarship.
- Barbara Foote Shingleton ’75 supplemented the Shingleton Scholarship with a \$150,000 gift commitment. The gift qualified for a university match of \$50,000.
- The Ralph and Jeanne Kanders Foundation made a pledge to enhance the Beatrice Kanders Memorial Scholarship by \$112,500. The gift yielded a university match of \$37,500, for a total gift of \$150,000.
- Alan ’87 and Julie Kanders established the Julie Rose and Alan ’87 Kanders Scholarship with a \$75,000 pledge, which will receive a university match of \$25,000, for a total gift of \$100,000.

- Tim, MPS '88 and Karen Dick enhanced the Timothy J. and Karen B. Dick Scholarship with a new \$75,000 gift commitment, with a match of \$25,000 from the university.
- Steve Goldman '83 and Lesli Henderson committed \$75,000 to enhance the Lestev Scholarship, which Cornell supplemented by \$25,000.
- Robert Hecker, MPS '87 and Rob Stiles '83 committed \$75,000 to enhance the Horwath HTL-Asia Pacific Scholarship, which received an additional \$25,000 from Cornell.
- Dale Okonow '78 made a \$75,000 commitment to enhance the Okonow Family Scholarship. The university matched the gift with \$25,000.
- Simon '83 and Jeri '83 Turner's \$75,000 pledge to enhance the existing Simon and Jeri Turner Scholarship received \$25,000 in matching funds from Cornell.
- Kevin '76 and Mary '76 Fitzpatrick supplemented the Kevin and Mary Fitzpatrick Scholarship with a new \$50,000 gift.
- Marc and Lisa Cummins, P '13 made a \$50,000 gift to the annual fund.
- Lucinda Servis '49 gave \$45,000 in support of the annual fund.

For our nearly 90-year history, we have prided ourselves on being the best academic program in hospitality management. This achievement requires the hard work, dedication, and vigor of our faculty, staff, and students, but it also requires the financial support of our many donors. With heartfelt gratitude, we thank all the donors who help keep us on the cutting edge of hospitality research and education.



Jon Reis Photography

*Alix Morris '11 makes a point during the Labor Relations in the Hospitality Industry Roundtable, a culminating activity in Professor Dave Sherwyn's course, Labor Relations in the Hospitality Industry. John Cerialo is at left.*



*Statler Hall*

**B**efore beginning my first term as dean of the School of Hotel Administration in 2006, I visited Ithaca often to get acquainted with the school and its people. From the time of those first introductions, Hotelies impressed me—not only as a set of remarkable individuals, but for their remarkable cohesiveness as a group united in their passion for hospitality education and for guiding the growth of the global hospitality industry in all of its many dimensions.

Five years after becoming dean, my appreciation for our faculty, staff, students, alumni, corporate partners, parents, and friends has only grown. It is very rare to find the sustained high level of talent, energy, inspiration, experience, insight, and dedication to a school and its continued preeminence that we enjoy within the SHA community.

I entered the deanship with three overarching goals: to hire and develop outstanding faculty members; to enrich the student learning experience and related career opportunities; and to prepare the school to meet the financial challenges of the future. While the financial challenges have been real, we have faced them in true



*Sarah Leow '12*

Hotelie style: decisively, effectively, and together. As you have seen in reading this report, we have made very significant progress toward all three of the goals I set forth, and I am very proud of the manner in which we have worked to reach them.

We have invested in our future by making the school stronger academically and collaboratively, by supporting the needs and ambitions of our students and faculty financially, and by enhancing our built environment. All the vision in the world would not accomplish these aims without funding, and I am delighted that we can acknowledge through this annual report the generosity of those who made this year's achievements so noteworthy.

Of course, the work of creating the best possible conditions in which to educate tomorrow's top leaders is continuous and can never be completed. In a world of

*University Photography*

# In Closing

Robert Barker, University Photography

instantaneous global communication and hard-driving innovation, no institution with high aims can afford to rest on its past record. Therefore, the goals of my first term carry forward to my second, along with an intensified focus on extending our educational reach internationally.

As we enter our 90th year, this school and its academic program are not only still the best in the world; we are stronger than we have ever been. Although we expect the strain on our operating budget and our reserves to continue, we are investing in the future, and we are well equipped to achieve our goals for the next five years and beyond. Our school and hotel are exceptionally well managed and staffed, and our renowned faculty is only growing in preeminence. We continue to attract the very best applicants to our student body, regardless of their financial circumstances,



Jason Koski, University Photography

*From left, Tiffany Aguiar '14, Jenilssa Holgin '13, Carlos Vazquez '13, Katty Villapando '12, and Jacqueline Carvajal '13*

and the commitment and level of accomplishment of our alumni and industry partners remain the gold standard for the industry. With their involvement and financial support, we will long remain the number-one school of our kind in the world.

Sincerely,

Michael D. Johnson  
Dean and E. M. Statler Professor  
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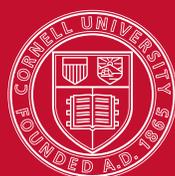
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*The board of directors of the 86th Annual Hotel Ezra Cornell*



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