

SCHOOL OF HOTEL ADMINISTRATION

STUDENT HANDBOOK

2017-2018

Preface

This handbook is intended to support entering and continuing students in the School of Hotel Administration (Hotel School) at Cornell University. It has been prepared as a reference guide to requirements, programs, policies, and procedures of the Hotel School.

Although this handbook serves as a guide, it does not constitute a complete or definitive statement of the policies of Cornell University. The Courses of Study is the official University document for defining academic programs and requirements. In addition, the final authority for Hotel School academic programs and requirements resides with, and is administered by, the faculty of the School.

We hope you find this to be a useful resource as you progress through your education at the Hotel School and Cornell.

We wish you much success!

Office of Student Services
School of Hotel Administration
180 Statler Hall

Responsibility for Meeting Degree Requirements

Ultimately, students are responsible for understanding the degree requirements for their program, and for planning their courses and schedule accordingly to meet those requirements. Please see Hotel School degree requirements within this handbook. Students may wish to consult with an advisor (in the Office of Student Services or their faculty advisor) to assist in course selection and planning, but completing coursework and requirements is the responsibility of the student.

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Guide to Important Resources

School of Hotel Administration

[Office of the Dean](#), 607.255.5106, sha_dean@cornell.edu

[Office of Student Services](#), 607.255.9393

- Academic Advising and Student Development ha-advising@cornell.edu
- Diversity and Inclusion vyb3@cornell.edu
- Graduate Programs
- Registrar ha-registrar@cornell.edu
- Student Clubs and Organizations

[Admissions](#), 607.255.6376, sha_admissions@cornell.edu

[Alumni Affairs and Development](#), 607.255.3565

[Associate Dean for Academic Affairs](#), 607.255.5106

[Associate Dean for Business Affairs](#), 607.255.3766

[Binenkorb Computer Center](#), 607.255.8872

[Undergraduate & Masters Program Services “UMPS” Career Management Center](#), 607.255.9393

[Center for Hospitality Research](#), 607.255.9780

[Center for Real Estate Finance](#), 607.255.6025

[Cornell Hotel Society](#), 607.255.3565

[Executive Education](#), 607.255.4919

[Hotel School Information Technologies and Helpdesk](#), 607.255.1098

[Marketing and Communications](#), 607.255.8702

[Marriott Student Learning Center](#), 607.255.3673

[Statler Hotel](#), 607.257.2500

[Cornell Institute for Hospitality Labor and Employment Relations](#), 607.255.6574

[Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship](#), 607.255.0179

Personal Counseling Services

[Cornell United Religious Work](#), 607.255.4214

[Counseling and Psychological Services](#), 607.255.5155

[EARS \(Empathy, Assistance & Referral Services\)](#), 607.255.EARS (3277)

[Let's Talk Drop-In Consultation](#), 607.255.5155

[Suicide Prevention \(Ithaca\)](#), 607.272.1616

Academic Support

[Hotel School Office of Student Services](#), 607.255.6376

[Hotel School Communication Center](#), 607.255.1090

[Learning Strategies Center](#), 607.255.6310

[Student Disabilities Services](#), 607.254.4545

[John S. Knight Institute](#), 607-.255.6349

Career Management

[Cornell Career Services](#), 607.255.5221

[Undergraduate & Masters Programs "UMPS" Career Management Center](#), 607.255.9393

Other Resources

[Bursar's Office](#), 607.255.6413 or 607.255.2336 (student accounts)

[Campus Life Management](#), 607.255.5511

[Continuing Education and Summer Session](#), 607.255.4987

[Dean of Student Office](#), 607.255.6839

[Department of Inclusion and Workforce Diversity](#), 607.255.3976

[Financial Aid and Student Employment](#), 607.255.5145

[Cornell Health Center](#), 607.255.5155

[Housing and Dining Office](#), 607.255.5368

[Internal Transfer and Concurrent Degrees](#), 607.255.4386

[International Student and Scholars Office](#), 607.255.2543

[Judicial Administrator](#), 607.255.4680

[Office of Academic Diversity Initiatives](#), 607.255.3841

[Ombudsman](#), 607.255.4321

[University Registrar](#), 607.255.4232

Hotel School Administration

Dean, School of Hotel Administration
Kate Walsh

Associate Dean for Academic Affairs
Cathy A. Enz

Associate Dean of Alumni Affairs and Development
Meg Keilbach

Director of Graduate Studies
Linda Canina

Director of Graduate Studies, Baker Program in Real Estate
Michael Tomlan

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

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

Academic Director of the Center for Hospitality Research
Christopher Anderson

Academic Director, the Pillsbury Institute for Hospitality Entrepreneurship
Vacant

Managing Director, the Statler Hotel
Richard D. Adie

Executive Director of Enrollment Management
Brad Walp

Senior Director of Advising and Student Support
Vacant

Director, Career Management
Kristin LiBritz

Senior Associate Director of Graduate Programs
Beth Van Dine

Director of Diversity and Inclusion
Victor Younger

Registrar
Dina Kristof

Office of Student Services

The Hotel School Office of Student Services (OSS) is dedicated to providing a wide range of comprehensive student services to all Hotel School students (undergraduate and graduate) from matriculation through graduation. The OSS staff strives to create an inclusive environment that fosters individual responsibility and success. Through direct service, the development and implementation of programs, and in collaboration with university resources; the OSS staff is strategically positioned to enhance the holistic academic, personal and career development for Hotel School students.

Academic Advising and Student Development

Academic advising is a multi-dimensional, developmental process that fosters intellectual curiosity, supports holistic development and well-being, and assists students in clarifying their academic, personal, and career goals. Depending on the degree program in which a student is enrolled (undergraduate, professional or graduate), faculty and professional staff advisors have various roles and responsibilities and complement one another to assist students in both the development of educational plans and appropriate utilization of resources and support for the realization of these goals.

Advisors help undergraduate students to understand the meaning of higher education, the curricular, co-curricular and extra-curricular opportunities available at Cornell University, the learning outcomes and requirements of their academic program of study, and how to interpret their progress toward their degree. Through direct service, the use of technology, the development and implementation of programs, and in collaboration with university resources; advisors work with undergraduate students to teach and empower them to become self-regulated learners who think critically about their experience, appropriately seek support and utilize resources, and take responsibility for their educational experience. Graduate or professional advising may involve more coaching and focus on providing feedback to foster development as future leaders or managers in their academic field or intended career function and industry.

Diversity and Inclusion

In support of the primary mission of Cornell University to create a more inclusive community, the Diversity and Inclusion within Hotel School is responsible for providing programming that enhances the successful recruitment, retention, graduation, and career outcomes of a diverse student population, while strengthening the community that supports the social and academic success of all students.

- Diversity and Inclusion staff collaborate with faculty and OSS staff regarding student academic performance, and recommendations are made for programs to benefit academically at-risk students including URM (retention and qualitative experiences).
- Diversity and Inclusion staff is responsible for organizing the diversity component of orientation, facilitating programs and support to assist URM students in transitioning to the Hotel School and Cornell University.

- Diversity and Inclusion staff facilitate specific programming for URM students, and advises the National Society of Minorities in Hospitality.
- Diversity and Inclusion staff facilitate cultural competency training for all student club and organization leaders
- The Director of Diversity and Inclusion serves as the chair for the Hotel School diversity committee, which develops workshops and training for faculty and staff to increase multicultural competency.
- Diversity and Inclusion staff collaborate with the Hotel School Human Resources Office to develop and implement educational programming and training.
- The Diversity and Inclusion Director leads the Hotel School Toward New Destination initiatives and serves as the Hotel School liaison to the University Diversity Council and related committees.

Registrar

Many students are unfamiliar with the term “registrar.” Broadly speaking, a registrar is an official keeper of records. The Hotel School, Office of the Registrar maintains degree requirements and policies as approved by Hotel School faculty and is the main repository of all Hotel School student records. The Registrar’s Office oversees all course enrollment, grading, course scheduling, room assignments, and examination scheduling for Hotel School. It is responsible for maintaining current student information on the university’s student data systems, including all grade, enrollment, registration, and transfer credit information.

Additionally, the office manages the petition process, diploma ordering and official degree posting for all graduating Hotel School students, ensuring that all requirements are satisfied for the Bachelor of Science degree. The Registrar’s Office also provides student verification letters, and records (and facilitates the process for) all leaves and rejoins. The Hotel School Registrar can provide assistance with other student registration issues.

What is the Difference between the OSS Academic Advisors and the Hotel School Registrar’s office?

In general, the OSS academic advisors are available to assist students in selecting courses based on individual interests, preparation, and academic goals. The Advisors helps students make decisions about course selection, enrollment, curriculum planning, and how to maximize their time in Hotel School and at Cornell.

In general, the Hotel School Registrar’s office maintains paperwork and documentation related to academic records and enrollment/registration status. The Registrar helps students who have questions related to *their academic record* in Student Center. Student Center is used to check one’s enrollment appointment, enroll in classes, view grades, and review financial accounts including financial aid.

Student Clubs and Organizations

Hotel School is home to approximately 20 clubs and organizations that are a part of the Cornell Hotel Society, Collegiate Chapter (CHS, CC), and the school's club umbrella organization. The

wide variety of Hotel School clubs allow club leaders and members to discover their career interests, develop their leadership skills, and form a wide network of contacts who can help them after they graduate. Clubs are very active throughout the academic year by networking with and learning from industry leaders, hosting charity events, engaging in hand-on learning, developing their career path, touring facilities, and much more.

Students may join more than one club as a member and may also run for an elected officer position. At the beginning of each fall semester, all students are invited to learn more and get involved by attending the Club Fair. Students may find more information about Hotel School clubs and organizations through [OrgSync](#), a web-hosted platform that creates an online community for not only Hotel School clubs but all clubs at Cornell as well.

[Complete listing of current Clubs.](#)

Career Management

The Career Management team in the housed in the Hotel School takes a developmental approach towards career management for all Hotel School students (UG, MMH, Baker Program in RE). Students can meet with a career advisor to define their career goals and to develop the skills needed to successfully pursue those goals. In addition, students are encouraged to attend the career-focused workshops, employer events and other special programs offered throughout the year. Students can get help on a variety of career topics, including:

- Exploring the world of work and clarifying career goals
- Creating an effective resume and cover letter
- Searching for internships and/or jobs
- Conducting professional networking
- Strengthening interviewing skills
- Understanding and negotiating employment offers

Career Management hosts two career fairs in the fall semester, focused on real estate and a breadth of hospitality business sectors. In addition, Hotel School students may attend the university- wide career fairs hosted by Cornell Career Services. Employers visit campus throughout the year, to host company information sessions and interview days, as well as to participate in activities like mock interviews, career conversations and resume reviews. Students are encouraged to take advantage of the networking opportunities available to them through programming provided by Career Management.

Students are expected to abide by the Cornell Career Services Student Policies (<http://www.career.cornell.edu/students/jobs/recruiting/policies.cfm>), regarding expectations for student participation in recruiting activities.

School of Hotel Administration Advising

Hotel School Faculty Advisors

Faculty Advisors help students translate their academic interests into an appropriate course of study and support their professional development. Faculty advisors are prepared to provide the most current information not only about course offerings, but also about Hotel School concentrations, research, and other co-curricular opportunities. They are also able to help students explore and connect their career interests to the curriculum and to industry. Faculty can facilitate networking with other faculty, staff, and alumni. Developing a professional relationship with a faculty advisor will be valuable with regards to your development, networking, career tips, job references, letters of recommendation, internships, graduate school applications and more.

In general, students can expect their Faculty advisor to:

- Provide counsel for an academic program and support professional development throughout their Cornell career;
- Discuss Hotel School concentrations, possible minors or specialized academic opportunities related to interests or goals;
- Give guidance or make referrals if special issues or problems arise related to academics;
- Invest in the advising relationship so that that he/she may be able to serve as reference.

Hotel School Professional Academic Advisors

The Academic Advisors with the Hotel School Office of Student Services provide a variety of academic advising services and programs to support student development and assist students in achieving their academic, professional, and personal goals. Advising is a developmental process that assists students in the clarification of their life/career goals and in the development of educational plans for the realization of these goals. It is a decision-making process which assists students in realizing their maximum educational potential through communication and information exchanges with an OSS advisor.

In general, students can expect OSS academic advisors to:

- Meet to discuss course selections that support academic and career interests;
- Offer advice regarding progress toward degree requirements;
- Help design imaginative and solid curricula that satisfy appropriate Hotel School degree requirements;
- Be knowledgeable about the policies and processes for practice credit, transfer credit, petitions, and curricular substitutions and about the school's many special academic options including Hotel School concentrations, the Management Intern Program (MIP), the Hotel Leadership Development Program (HLDP), the Hotel School/CIA collaborative degree program;
- Provide a respectful and confidential space to ask questions and discuss interests and concerns;

- Make referrals university resources for academic support and overall health and well-being;
- Provide general advice about the links between academic work and career goals;
- Offer advice and guidance on studying abroad, transferring internally (between colleges) within Cornell, pursuing university minors, conducting research/other co-curricular or extracurricular activities;
- Support students with disabilities;
- Be knowledgeable about voluntary, required, and health leaves of absence;
- Coordinate the Early Intervention program and support students having academic difficulties;
- Providing case management for students who are in need of academic consideration, are of concern, and/or are in distress (support students during difficult or vulnerable times—when confused, overwhelmed, or troubled by academic or personal matters).

Hotel School Professional Career Advisors

The Career Management team in the housed in the Hotel School takes a developmental approach towards career management for all Hotel School students (UG, MMH, Baker Program in RE). Career advisors meet with students individually, develop and deliver programs, provide a variety of resources and services, and both collaborate with and refer students to university resources to help Hotel School students develop competencies. Additionally, career development topics are addressed through marketing campaigns in a variety of mediums.

In general, students can expect career advisors to:

- Help refine interests, values, skills and career goals;
- Assist in understanding relationships between the curriculum and careers;
- Provide support in developing career goals and objectives, find industry-specific advice, information and opportunities;
- Teach skills about how to conduct professional networking, strengthen resume and cover letter writing, interviewing, and job search skills;
- Educate about how to reach out to alumni and industry mentors.

Student Responsibilities

Faculty and staff expect students to:

- Take initiative and be responsible for their academic progress and career development;
- Plan ahead. Schedule appointments in advance and reschedule or cancel if they are unable to keep your appointment. Do not expect to get a “same day” appointment outside of published “Open Advising Dates” each semester;
- Reflect on their goals and interests;
- Review their degree audit regularly;
- Prepare a list of prioritized questions or topics to ask/discuss;
- Conduct some background research so they are familiar with what information is already available.

Day of an appointment, we expect students to:

- Arrive on time and log out/hang up their device or laptop. Be present and attentive during their meeting.
- Take initiative, ask questions and make an effort to share openly. Advisors and staff can provide the most helpful support and guidance and if they know what is on students' minds, know all the facts, and understand how students think they can be most useful.

After your appointment, we expect students to:

- Follow through on advice, referrals and actions that were discussed with an advisor or staff member.
- Remember that every student situation is different and the result of an appointment may be unique, do not share information with others for whom the information may not apply.
- Take responsibility for their academic progress and career development. Check back with the advisor or staff member with whom they met and/or schedule a follow up appointment.

Undergraduate Program (B.S. Degree Requirements, Curriculum and University Graduation Requirements)

Hotel School Degree Requirements

To earn a Bachelor of Science from the School of Hotel Administration students must:

- Complete eight terms of residence, or the requirement designated for transfer students. To satisfy a term of resident study, a student must be enrolled in a minimum of 12 credits hours, not including Phys Ed credit. (Students who wish to stay beyond eight semesters or students who wish to graduate early *must* [petition](#) to do so.)
- Earn a minimum of 120 credits, not including of Phys Ed credit.
- Complete the University [physical education requirement](#), including a swim test, during your first year of registration and enrollment.
- Complete the prescribed course curriculum and attain a cumulative GPA of at least 2.0.
- Students must be in residence (on campus) during their final semester. Exceptions for extraordinary reasons may be petitioned if all other graduation requirements, such as Practice Credit, physical education, etc., have been met and the student has a cumulative GPA of 3.0 in the penultimate semester.
- Resolve any courses in which a grade of "[incomplete](#)" was issued.
- Complete the language requirement. *Note:* typically met through the admissions process.
- Complete two units of [Practice Credit](#).

To graduate from the Bachelor of Science program, student must have 800 hours, paid or unpaid, work experience in areas of the industry aligned with one's career goals. Typically, this requirement is fulfilled in two summers, however part-time employment is accepted. The objective of the Practice Credit requirement is to ensure that the student's education has the essential balance between theory and practice.

- A student must work a minimum of two separate employment periods, holding a minimum of two significantly different positions. No single position may qualify for more than 400 hours (one unit). If students have worked in one particular job for more than 400 hours, it will only qualify for one unit.
- To receive two units of Practice Credit from the same organization, students must obtain prior approval from the Office of Student Services. The nature of the jobs must be different.
- Entering first-year students may not receive Practice Credit for positions held prior to matriculation in the School of Hotel Administration. Work experience while in high school or the summer(s) between the high school senior year and first year at Cornell will not be considered for Practice Credit.

Following each work experience, students must submit a Practice Credit Employer Verification Form which is completed by both the student and the employer. For more information on the Practice Credit requirements and guidelines, please see: <https://sha.cornell.edu/current-students/career-management/undergraduate/practice-credit/>

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

Bachelor of Science Curriculum Requirements

Students can track progress toward degree requirements online at:

<http://sha.cornell.edu/current-students/undergraduate/audit/>.

Note: Students should not rely on Academic Requirements noted in Student Essentials/Student Center, this does NOT contain the most up-to-date or accurate information.

Core Courses:

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

[HADM 1210 - Financial Accounting](#)

[HADM 2210 - Managerial Accounting](#)

[HADM 2220 - Finance](#)

[HADM 3210 - Principles of Hospitality Real Estate](#)

Employment Relations; HR; Law: (9 Credits)

[HADM 1150 - Organizational Behavior and Leadership Skills](#)

[HADM 2810 - Human Resources Management](#)

[HADM 3870 - Business and Hospitality Law](#) (offered fall semester only)

Food and Beverage Management: (7 Credits)

[HADM 2360 - Food Service Management, Theory and Practice](#)

[HADM 3350 - Restaurant Management](#)

Information Systems: (3 Credits)

[HADM 1740 - Business Computing](#)

Management Communication: (6 Credits)

[HADM 1650 – Business Writing](#)

[HADM 3650 – Persuasive Communication](#)

Operations: (12 Credits)

[HADM 1350 - Introduction to Hotel Operations](#)

[HADM 1360 - Introduction to Foodservice Management](#)

[HADM 2010 - Hospitality Quantitative Analysis](#)

[HADM 3010 - Service Operations Management](#)

Properties Development and Management: (6 Credits)

[HADM 2550 - Hospitality Development and Planning](#)

[HADM 3550 - Hospitality Facilities Management](#)

Services Marketing: (6 Credits)

[HADM 1410 - Microeconomics for the Service Industry](#) (offered spring semester only)

[HADM 2430 - Marketing Management for Services](#)

Strategy: (3 Credits)

[HADM 4410 - Strategic Management](#)

Total Core	64
HADM Electives	14*
Non-HADM Electives	15**
First-Year Writing Seminar (FWS)	3**
Free Electives	24***
Total Program	120

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

Note: All core courses must be taken for a letter grade. HADM electives also must be taken for a letter grade unless only offered on an SX/UX basis (such as HADM 4300).

- * A minimum of 14 credits, 3000-level or higher, in the Hotel School.
- ** A minimum of 15 credits, to be taken outside the Hotel School.
- ** A minimum of 3 FWS credits to be taken during first year at Cornell.
- *** A minimum of 24 credits, to be taken either in or outside the Hotel School.

Electives

Fulfillment of electives is required toward the degree to broaden and strengthen the intellectual and analytical base of students' thinking.

Students must complete:

- 14 credit hours of HADM electives (must be taken for a letter grade unless course is offered SX/UX only and at the 3000 level or higher)
 - *NOTE: HADM 4150, HADM 4930, HADM 4940 and HADM 4960 will count toward free electives only*
 - *NOTE: HADM 3030 and HADM 3040 must be taken concurrently to be counted toward HADM electives. HADM 3030 taken alone will count as a free elective only*
 - NOTE: Up to 3 credit hours of the following coursework may be used toward HADM electives, any credit over 3 will count as free elective only:*
 - *HADM 4910, HADM 4970, HADM 4971, HADM 4980, HADM 4990, HADM 4930, HADM4940*
- 18 credit hours of Non-HADM electives (includes the 3-credit First-Year Writing Seminar)
- 24 credit hours in free electives

Typical Course Sequences

The following arrangements of courses tend to be more fixed during freshman and sophomore years, with a greater degree of flexibility characterizing the upper-class years. Students will typically enroll in 12 to 16 credits each semester.

First-Year Core coursework: 21 credits

- [HADM 1150 - Organizational Behavior and Leadership Skills](#)
- [HADM 1210 - Financial Accounting](#)
- [HADM 1350 - Introduction to Hotel Operations](#)
- [HADM 1360 - Introduction to Foodservice Management](#)
- [HADM 1410 - Microeconomics for the Service Industry](#) (offered spring semester only)
- [HADM 1650 – Business Writing](#)
- [HADM 1740 - Business Computing](#)

First-Year Electives: 6 credits (Non-HADM or Free) First-

year writing seminar (FWS): 3 credits

Total: 30 credits

Second Year Core coursework: 22 credits

- [HADM 2010 - Hospitality Quantitative Analysis](#)
- [HADM 2210 - Managerial Accounting](#)
- [HADM 2220 - Finance](#)
- [HADM 2360 - Food Service Management, Theory and Practice](#)
- [HADM 2430 - Marketing Management for Services](#)
- [HADM 2550 - Hospitality Development and Planning](#)
- [HADM 2810 - Human Resources Management](#)

Second-Year Electives: 8 credits (Non-HADM or Free)

Total: 30 credits

Third Year Core coursework: 18 credits

- [HADM 3010 - Service Operations Management](#)
- [HADM 3210 - Principles of Hospitality Real Estate](#)
- [HADM 3350 - Restaurant Management](#)
- [HADM 3550 - Hospitality Facilities Management](#)
- [HADM 3650 – Persuasive Communication](#)
- [HADM 3870 - Business and Hospitality Law](#)

Third Year Electives: 12 credits (HADM, Non-HADM or

Free) Total: 30 credits

Fourth Year Core coursework: 3 credits

- [HADM 4410 - Strategic Management](#)

Fourth Year Electives: 27 credits(HADM , Non-HADM, or Free) Total: 30 credits

Hotel School Concentrations, Minors, and Programs

Concentrations

Students may select an optional 12-credit concentration within the HADM Elective requirement. Courses that fulfill concentrations are defined by the academic areas within the school. To declare a concentration and have it appear on your final transcript, all courses must be taken for a letter grade (unless offered as SX/UX only), and a 3.0 minimum cumulative GPA in the concentration courses must be attained.

[Election of Concentration Form](#)

[Hotel School Approved Concentrations](#)

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

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

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

Undergraduate Minor in Real Estate

The School of Hotel Administration offers the [minor in Real Estate](#). This minor prepares students for careers in the commercial real estate industry such as real estate investor, real estate finance, real estate consulting, structured finance, and real estate transaction support.

Cornell University Minors

Cornell University offers 70 minors across the schools and colleges, in a variety of fields and disciplines. Many of these minors are interdisciplinary. Hotel School students may consider a minor in a foreign language, computer science, theater, nutritional and health sciences, and more. For more information, visit [Undergraduate Minors](#) under the Cornell University Fields of Study.

Culinary Institute of America (CIA)/School of Hotel Administration Alliance

For further information, please see: <http://www.sha.cia.org/>

Hotel Ezra Cornell (HEC)

Hotel Ezra Cornell (HEC) is an annual student-run hospitality industry conference that has been a School of Hotel Administration tradition since 1925. The mission of Hotel Ezra Cornell is “Showcasing Hospitality Education through Student Leadership.” The three-day conference takes place each March and provides School of Hotel Administration students and other Cornell students the opportunity to educate, entertain and network with industry professionals and the Cornell community. HEC is an unmatched opportunity for students to gain professional leadership experience and to build long-term relationships with hospitality industry leaders. With a balance of educational seminars, leisure activities, and food and beverage events, HEC

allows students to practice the skills they learned in the classroom and showcase their talents to a distinguished and discerning audience.

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

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

Hotel Leadership Development Program (HLDP)

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

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

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

Please review this short video to learn more about the program from some of our recent HLDP students: <http://youtu.be/FfA6k-3SEes>.

For more information on HLDP including eligibility requirements and the application process, contact the Statler Payroll and [Student Employment Office](#) or stop by the office located in G23 Statler Hall.

Management Intern Program

[The Management Intern Program \(MIP\)](#) is a one-semester work-study program for juniors and first-semester seniors who have completed required course work. Students may elect to extend the program to include a summer. The MIP is a unique opportunity for students to gain

invaluable knowledge and experience in the real world while receiving twelve Free Electives and one unit of [Practice Credit](#), as well as typically earning a salary.

For further information regarding the MIP, please contact Undergraduate & Masters Programs Career Management Center, 180 Statler Hall.

Study Abroad

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

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

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

Note: Students must take courses abroad for a letter grade (no S-U designations).

Summer Study Abroad

If students are unable to study abroad during the academic year, they can integrate an international experience while doing coursework or an internship through a summer or January term abroad. [Cornell Abroad](#) does not administer short term programs at this time; however, students can apply directly to the program and submit a 'request for pre-approval form' available in the Office of Student Services, 180 Statler Hall to ensure that credit will be properly applied. CU Abroad does also request that students register their travel plans and contact information at <http://travelregistry.cornell.edu/>. This is a convenient service to support emergency communications and give access to Cornell's emergency travel assistance coverage while abroad.

Undergraduate Research

Research is fundamental to all fields of scholarship. Hotel School students can engage in undergraduate research through independent study at the Hotel School or through programs offered at the larger Cornell University community.

[The Center for Hospitality Research](#) (CHR) offers students the opportunity to work with faculty to explore critical issues that face the hospitality industry and its related service industries. They offer students direct experience and support in conducting research studies, often publishing the results in CHR publications and reports.

[The Hunter R. Rawlings III Cornell Presidential Research Scholars Program](#) (RCPRS) selects highly motivated students and provides them with the opportunity to conduct financially supported, faculty mentored research throughout their undergraduate years.

For further information regarding undergraduate research, please contact the Office of Student Services, 180 Statler Hall or The Center for Hospitality Research.

Academic Standing/Changes in Status

Good standing

Each semester, a student will be considered in good standing if they:

- fulfill University registration requirements
- are enrolled and complete 12 or more credit hours (not including Phys Ed)
- achieve a semester GPA of at least 2.0
- maintain a cumulative GPA of at least 2.0

Academic Review and Actions

At the conclusion of each semester, Hotel School Academic Review Committee review records of all students and takes appropriate action for students who do not meet the above Good Standing criteria. These actions may include, but are not limited to:

- **Warning:** issued when a student's semester and/or cumulative GPA fall below 2.0 or did not complete 12 credits. The student is warned that a 2.0 must be attained in the following and subsequent semesters or he/she faces further action, such as a required leave or withdrawal.
- **Required Leave:** generally issued after a student has been warned but may be issued at any time a student's semester and/or cumulative GPA fall below 2.0. The student is advised that he/she must leave the university for a period of one or two semesters.
- **Required Withdrawal:** issued when a student's academic record is such that the faculty deems that the student should leave the university on a permanent basis.

Leaves of Absence

There are various types of leaves of absence for students in the School of Hotel Administration: voluntary, health, and required.

- **Voluntary/Personal Leave:** Students may sometimes find it necessary to take a pause from their studies. A voluntary, or personal, leave of absence may be requested via petition to the Office of Student Services (180 Statler Hall) for any reason before the drop deadline (normally the end of the seventh week of classes) by a student in good academic standing. Students are advised to check with the university bursar for tuition refund policies in the event a voluntary leave is requested once the semester has commenced. Students are responsible for all tuition, fees, and administrative charges incurred, and it is the student's responsibility to contact the Office of Financial Aid,

Student Housing, and the ISSO, if applicable. There will be no record of enrollment for the leave semester.

- **Health Leave:** must be requested by the student and recommended by Cornell Health Services. If granted a health leave, which usually is at least six months in duration, the student may not return to the university until [Cornell Health](#) recommends a return.
- **Required Leave** (one or two semesters): generally issued after a student has been warned but may be issued at any time a student's semester and/or cumulative GPA fall below 2.0. Hotel School faculty will advise that a student must leave the university for a period of one or two semesters. To request a return following a required leave the student must follow the readmission requirements included with the Required Leave letter.

Note: *Students returning from required leaves must attain a minimum 2.0 grade-point average and must not have any grades of "F" or "Incomplete" in the rejoin term.*

Otherwise, the student may be subject to further disciplinary action.

Students on any leave of absence are not permitted to enroll in courses at Cornell during the leave. They may, however, seek pre-approval to take courses at other accredited institutions while on a leave (see Transfer Credit pg.22).

Students must submit a formal, written request to rejoin the college following a voluntary or required leave. This should be done at least six weeks prior to the beginning of the semester in which they wish to return. Students who were given conditions to meet while on leave will be granted permission to rejoin once evidence has been presented that all conditions have been met. Students who are approved for rejoin will receive written confirmation and be reactivated at the university.

Other separations from the University include:

- **Voluntary Withdrawal:** students who voluntarily withdraw from the School of Hotel Administration sever all connection with the college. A student who fails to register with the university by the end of the fifth week of the semester will be dropped from their classes and be considered to have voluntarily withdrawn, meaning they have separated from the university and are no longer students at Cornell. Students that have been withdrawn and wish to return must make a formal appeal for readmission.
- **Suspension:** issued when a student has been convicted of a gross violation of the *Code of Academic Integrity* or the *Campus Code of Conduct*. A suspension is generally temporary.
- **Expulsion:** is a permanent separation from the university wherein the student may not reregister in the future.

Internally Transferring to another College at Cornell

Students interested in applying for transfer within Cornell should consult with their advisor(s) and the Office of Internal Transfer and Concurrent Degrees, 200 CCC Building (<http://internaltransfer.cornell.edu>).

Extramural Students

Students not enrolled full-time who register for individual courses through the School of Continuing Education and Summer Session are noted as extramural students. Hotel School students may not take Cornell extramural courses while on a leave of absence or during their last semester of undergraduate enrollment. For further information about tuition, enrollment and a listing of available courses, students should visit <https://www.sce.cornell.edu/sce/>, or the office located in B20 Day Hall.

Petitions

To request consideration of academic matters that are not routine, Hotel School students will submit a formal petition request. The petition form may be obtained online at <https://sha.cornell.edu/current-students/undergraduate/forms.html>, or in hard copy at the Office of Student Services, 180 Statler Hall.

Petitions are required for, but are not limited to, such purposes and requests as:

- a change to expected degree date
- consideration for approval of a voluntary leave of absence
- adding or dropping courses after the University deadline
- requests to drop core HADM courses

The petition should include evidence that an exception is warranted and outline specific details of the request. Students are required to meet with an OSS advisor or their faculty advisor to discuss prior to submission.

Dean's List

The Dean's List recognizes academic achievement each semester.

Criteria for undergraduate students:

- Satisfactory completion of at least 12 credits for a letter grade
- No U, UX, INC, or F grades in the semester
- A semester GPA of 3.3 or better
- No more than 25 percent of all students may be included on the Dean's List.
Note: Each semester, the Hotel School Registrar will notify undergraduate students of the prior year's upper quartile GPA cutoff.
- INC grades may be petitioned once the grade is changed. An INC in HADM 4970 (Honors Thesis) is excluded.

If you satisfy these criteria, you will receive written recognition from the dean and a notation will be made on your official transcript.

Graduating with Distinction

Selected primarily on the basis of academic excellence as measured by cumulative grade point average. Maximum eligibility pool is 15% of the January, May and August graduates. Maximum actual number to be awarded is 10%. School of Hotel Administration faculty legislation specifies that: 1) minimum GPA eligibility is 3.3 quality points; 2) the non-transfer vs. transfer ratio of awards to be determined by the non-transfer vs. transfer ratio of the graduating class; and 3) internal Cornell transfers appear on the non-transfer list.

Latin Honors

Latin Honors applicants' GPAs must be in the top 10% (or be greater than 3.5, whichever is the more selective criterion) as measured by cumulative GPA up to and including the semester prior to matriculation in the program (the end of junior year).

Applicants must submit the [Latin Honors Course Enrollment Form](#) -- signed by both student and thesis advisor -- to the Office of Student Services, by end of class period the semester prior to matriculation in the program.

Applicants must be enrolled in the Latin Honors courses (HADM 4970 and 4971) for the duration of the thesis project, for a total of 6 credits. *Note: Up to 3 credits of Latin Honors work may count toward HADM Electives. **NOTE:*

Thesis must be completed in the last two consecutive semesters before graduation.

Latin Honors Advising

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

Latin Honors Evaluation Procedures

Review of thesis is as follows:

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

Latin Honors Evaluation Standards

Level	GPA Performance (based on penultimate semester)	Thesis Performance
Summa Cum Laude	Top 1%	PASS (grade of "A" or better in both 4970 and 4971)
Magna Cum Laude	Top 5%	PASS (grade of "A-" or better in both 4970 and 4971)
Cum Laude	Top 10%	PASS (grade of "B+" or better in both 4970 and 4971)

Transfer Credit and Advanced Placement Policies

Students must complete all degree requirements with a minimum of sixty (60) credits earned at Cornell University. Thus, a maximum of sixty (60) credit hours in transfer credit and advanced placement may be considered toward degree fulfillment.

Transfer Credit

Academic credit from other accredited schools may be considered for transfer toward Hotel School B.S. degree requirements. Limitations and restrictions will be based on a case-by-case evaluation.

- Up to eighteen (18) credits may transfer toward fulfillment of required HADM core.
- Up to fifteen (15) credits may transfer toward fulfillment of Non-HADMElectives.
- Up to three (3) credits may transfer toward fulfillment of the University first-year writing (FWS) requirement.
- Up to twenty-four (24) credits may transfer toward fulfillment of Free Electives.
- Transfer credit is not accepted toward HADM Electives (exception: Culinary Institute of America).
- Cornell University does not accept credit for courses sponsored by colleges but physically taught in a high school to high school students, even if the college provides a transcript of such work.
- Current, matriculated Hotel School students (not transfer students) may request to take courses outside of Cornell for consideration for credit toward degree requirements, but only from accredited colleges or universities. (*Note: Coursework at For Profit Institutions is not permitted.) [Preapproval is required](#). Core course requests will only be considered for extenuating circumstances.

- Matriculated students are expected to complete core course work at the Hotel School, although they may consider taking Non-HADM and/or Free Elective in the summer.
- Accepting a student request to take a core course in the summer outside of Cornell will be considered ONLY for extenuating circumstances and requires an advisor conversation and support.
- Transfer credit will not be awarded for courses taken during a fall or spring semester in which a student is enrolled at Cornell in a degree granting Program.
- An official transcript noting a grade of at least a “C” (not C-) is required for a course to be eligible for transfer credit.
- Online course requests to be taken at other institutions will only be considered from four-year, accredited schools/universities. (*Note: Coursework at For Profit Institutions is not permitted.)

Advanced Placement

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

With qualifying scores, Hotel School students may be awarded AP credit only in Free Electives, with two exceptions:

- ❑ AP Microeconomics – a score of 4/5 will fulfill HADM 1410
- ❑ AP English Language and Comp or AP English Literature and Comp – a score of 5 will fulfill the First-Year Writing Seminar

Also note the following for AP Statistics taken by Hotel School Students:

- Hotel School students who receive AP Stats credit (score of 4 or 5) will have it awarded toward Free Elective requirements only. They must still take HADM 2010, the HADM core Hospitality Quantitative Analysis course.
- Hotel School students may not take statistic classes listed on the [forbidden overlap list](#) (STSCI, PAM, etc.).

International Credentials: GCE/A-Level and International Baccalaureate (IB)

Consideration of credit awards for General Certificate of Education “A” Level Examinations and International Baccalaureate Higher Level Examinations is summarized in the [University Courses of Study](#).

Registration and Enrollment

Registration

Being registered with the University and the School of Hotel Administration and completing course enrollment are two different and distinct things.

Through [Student Essentials](#), students may view registration and enrollment status each semester.

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

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

- settle all financial accounts, including current semester tuition and charges
- satisfy New York State and University health requirements
- clear any and all holds from their college, the Office of the Judicial Administrator, Health Services, or the Bursar.

Further information can be found at <https://registrar.cornell.edu/Student/registration.html>.

Enrollment

Through submission of a completed add/drop form or through their Student Center enrollment pages, students may add and drop classes during the specified enrollment periods (pre-enrollment and add/drop) of each semester.

Specific deadlines and further instructions can be found at the University Registrar's site: <https://registrar.cornell.edu/Student/enroll.html>.

NOTE: Individual courses may have add/drop deadlines separate from the University dates. Please be sure to follow these if applicable.

Maximum Number of Credits per Semester

The typical course load per semester is 12-16 credits.

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

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

Cumulative GPA		Maximum credits per semester
2.50-2.99		19
3.00-3.49		20
3.50 and above		21

Auditing Classes

Hotel School graduate and undergraduate students may not audit courses. Cornell undergraduate's students from other colleges may not audit HADM courses.

Class Time Conflicts

Since instructors have the right to expect that the students registered for their courses will attend for the entire class period, enrollment in courses with overlapping schedules is not permitted.

Forbidden Overlaps

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

[A current list of forbidden overlaps at Cornell.](#)

Repeating Courses

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

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

Grades and Credit

Grade Computation

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

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

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

Quality Point Equivalents:

A+ = 4.3	C+ = 2.3
A = 4.0	C = 2.0
A- = 3.7	C- = 1.7
B+ = 3.3	D+ = 1.3
B = 3.0	D = 1.0
B- = 2.7	D- = 0.7
	F = 0.0

Example: Calculating a GPA

Course	Grade	Quality Points	Credit Hours	Product
HADM 2360	C+	2.3	4	9.2
HADM 1150	A	4	3	12
HADM 1740	A-	3.7	3	11.1

HADM 1210	B	3	3	9
GOVT 1110	B+	3.3	3	9.9
Total			16	51.2
51.2/16 =	3.2 GPA			

Grade Option

Every class is offered for one of the following grade options:

- Letter (A through F) exclusively
- Satisfactory/Unsatisfactory (SX/UX) exclusively
- Student option (letter or S/U)
- "Student option" allows students to choose the grade option for the class. Students must make the decision for all of their applicable classes by the university drop deadline

S/U, SX/UX, and Incomplete Grades

Students are limited to four (4) credits of S/U each semester (see above for difference between S/U and SX/UX. S/U credits may only satisfy Non-HADM and Free elective requirements, and may not count towards a concentration. A maximum total of six (6) S/U credits may count toward Non-HADM elective requirements.

The University allows students the first 57 calendar days of the semester to make grade option changes to courses with the choice of taking it for S/U or letter grade. This can be done via an add/drop paper form or through their Student Center enrollment pages.

A grade of Incomplete is given when a student is unable to finish the work for a course on time due to extenuating circumstances. In order to receive a grade of Incomplete, the student must have substantial equity in the course (i.e., completed 50% of work to date and be currently passing). The final decision as to whether a grade of Incomplete will be given rests with the instructor.

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

Note: A student may not graduate with an Incomplete on the transcript.

Grade Dispute

If students find themselves in a significant disagreement with their course instructor over a grade, there are options:

- ❓ The student should request to meet with their instructor and try to resolve differences.
- ❓ Students may wish to seek the advice of their advisor to discuss a strategy for resolving the disagreement.
- ❓ Meet with the University's Ombudsman, 118 Stimson Hall, 607.255.4321.

Academic Integrity

Academic integrity is a critical issue for all students and professors in the academic community.

Students are expected to follow the code and understand that the faculty and administration of the School of Hotel Administration take academic-integrity violations very seriously.

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

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

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

See: [The complete Code of Academic Integrity.](#)

Graduate Degree Programs (MPS, MMH, MS, Ph.D)

Professional Degree Programs

Master of Professional Studies Baker Program in Real Estate (BPRE)

The Baker Program in Real Estate is a two-year master's degree (MPS/RE). The degree is a comprehensive, multi-disciplinary study of commercial real estate. The 62 credit degree requires:

40.5 credits of core coursework in the development process, entitlement, marketing, financing and investing, operations, valuation, modeling, law, statistical analysis, communications, deal

structuring, planning, design, contraction, construction and project management.

10 credits of concentration coursework in a wide variety of areas such as, sustainable development, private equity, historic preservation, international, market analysis and more.

4.5 credits of leadership and management coursework including negotiations, human resources, cross-cultural management and managerial decision making.

7 credits of free elective coursework to balance your resume in areas such as international monetary policy, game theory, a foreign language or golf.

In addition, students benefit from one domestic and one international real estate case trip, and a summer internship.

This combination provide Baker students with the knowledge, skills, experience, network and vision needed to move forward in their careers.

For a detailed list of course requirements, please visit our [Baker website](#).

Master of Management in Hospitality (MMH) Degree Requirements

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

(MMH) Degree Requirements:

Semester I(a)	Credits
HADM 7230: Corporate Finance (CC)	3
HADM 7240: Managerial Accounting (CC)	3
Professional Development (PD)	n/c
Semester I(b)	Credits
HADM 7030: Operations Management (CC)	3
HADM 7430: Marketing Management for Services (CC)	3
HADM 7970: Leadership Development Program (LDP) (CC)	1
Professional Development	n/c
Semester II	Credits
HADM 6100: MMH Distinguished Lecture Series (CC)	1

HADM 7110: Organizational Behavior (CC)	3
HADM 7510: Properties Development and Planning (CC)	3
HADM 7610: MMH Management Communication (CC)	3
Career Concentration Electives	5
Free Electives Courses	2
Professional Development (PD)	n/c
Intersession	Credits
Externship (PD)	n/c
HADM 7950 Master Class (optional)	1

Semester III	Credits
HADM 7820: Human Resources Management (CC)	3
HADM 7144: Competitive Strategies for the Hospitality Industry (CC)	3
Career Concentration Electives	10
Free Electives Courses	2-3
Total Required	48

MMH Core Course Waiver Policy

A student may waive a core course (without receiving credit) with the permission of the instructor by exhibiting an understanding of the body of knowledge covered by the course. The student must replace the course with an equivalent number of credit hours during the academic year. The student must justify the waiver by submitting a written [petition](#) request to the instructor.

Typically, the waiver will only be considered if the student has previously completed an undergraduate major or taken graduate courses in the area, and has three or more years of related work experience. If approved by the instructor, the signed petition form must be submitted to the Office of Student Services (180 Statler Hall).

Course Load Policy

Students may enroll in up to 20 credits for the fall and spring terms, not including the Master Class. Physical Education (PE) classes/credits do not count toward the 20 credits. Students must [petition](#) the Director of Graduate Studies to enroll in more than 20 credits.

Concentration

Students will choose one of five career concentration/minor options: Graduate Minor in Real Estate, Operations and Revenue Management, Marketing Management, Entrepreneurship, or Self-Directed. Students are required to complete 12-15 credits of career concentration/minor courses as specified by the career concentration faculty advisor, depending on the concentration/minor.

All concentration courses must be taken for a letter grade unless they are only offered SX/UX.

Faculty Advising

One of the most significant parts of graduate school is student relationships with the faculty. The Hotel School faculty is uniquely positioned to offer academic advice, career planning, and networking contacts. Concentration faculty advisors are the faculty director of a student's particular concentration. In addition, the Director of Graduate Studies is another resource.

Career Advising

MMH students can clarify their career goals and learn the skills necessary to successfully pursue those goals, by taking advantage of the advising, networking opportunities and resources available in the Undergraduate & Masters Program Services "UMPS". The Career Management team, led by the Director of Career Management, is available for individual advising appointments with students. In addition, the breadth of programming, on-campus recruiting visits and online resources available through Career Management and the MMH Professional Development Program, are crucial resources for students.

Residency Requirement

Students must complete three semesters in residence at Cornell University, enrolling for at least 12 credits minimum each semester. As with most graduate-level degrees, it is not possible to transfer residency from other universities.

Elective Credit/Grade Option

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

Physical education credits do not count toward your MMH degree.

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

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

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

Taking elective courses on a satisfactory-unsatisfactory (S/U) basis is limited to 4 credit hours each semester, not including those courses only offered SX/UX, and may only be in non-

concentration track courses. Core and career concentration courses must be taken for a letter grade.

Course auditing is not permitted.

**NOTE: Neither Cornell University nor the School of Hotel Administration is able to offer all courses each semester.*

Graduate Programs - Academic Standing/Changes in Status

Good Standing

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

Dean's List

The Dean's List recognizes academic achievement each semester. Criteria include:

- A semester GPA of 3.7 or better
- The top 10 percent of all students are selected for the Dean's List each semester.

If you satisfy these criteria, you will receive a letter from the dean.

Leave of Absence (LOA)

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

1. Health leave of absence
2. Personal leave absence
3. Part-time study leave

To apply for a LOA, students must complete and submit a [petition](#) request to the Office of Student Services at the School of Hotel Administration. The request is reviewed by the Graduate Committee and the Director of Graduate Studies. Approval is not automatic and only students in good academic standing may request a LOA.

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

Graduate Degree Programs

Master of Science (MS) Degree Requirements

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

Residency/Registration Unit Requirements

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

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

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

Course Requirements

Courses are to be decided with your special committee as are appropriate to your area of study, including methods, theory, and application. In addition, each master's student is required to register for one major and one minor. The special committee member who represents an approved subject or concentration on a special committee determines the specific requirements for the student (*Code of Legislation of the Graduate Faculty*).

Additionally:

Physical Education (PE) courses do not count toward required graduation credits.

Graduate elective credit is not given for 1000- or 2000-level courses. Students also will not receive elective credit in 3000- or 4000-level courses if there is an equivalent graduate course.

A students must receive permission from his/her special committee chair to receive credit for undergraduate courses taken outside of the Hotel School.

Grade Requirement

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

Chair and Special Committee

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

Thesis Requirements

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

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

Examination Requirements

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

Students must schedule exams with the Graduate School at least seven calendar days in advance. The director of graduate studies in the student's field announces exams to members of the

graduate faculty so that they may attend (*Code of Legislation of the Graduate Faculty*, p. 32).

Faculty Advising

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

Career Advising

Career-planning and job-search questions should be directed to your special committee chair. If additional assistance is needed, please contact the Senior Associate Director for Graduate Programs in the [Office of Student Services](#).

Leave of Absence (LOA)

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

4. Health leave of absence
5. Personal leave of absence
6. Part-time study leave

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

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

PhD Degree Requirements

As doctoral scholars within the School of Hotel Administration, you are developing the skills necessary to create and disseminate new knowledge in the management sciences and the hospitality industry.

You will be working toward obtaining professorial positions in top business and hospitality schools or research and consulting positions with premier hospitality firms, while producing publishable research in your discipline's top journals.

The [PhD degree requirements](#) leave room for tremendous freedom and flexibility. While all students must abide by the Graduate School's rules and requirements, you, along with your special committee, will decide the nature and course of your degree program, including all coursework and research.

The special committee is made up of three members of the graduate faculty. Once you have determined your academic focus, you will ask specific faculty members to join your committee

and, with their agreement, fill out the [Special Committee Selection and Change \(A1\) form](#) for the Graduate School. These faculty members will guide you through the degree program, and assist you with industry connections and advice.

Resources for PhD Students

- Graduate School Forms
- Code of Legislation of the Graduate Faculty
- Center for Teaching Excellence
- Information for Teaching Assistants
- Teaching Materials
- International Teaching Assistant Development Program
- International Students and Scholars Office (ISSO)
- Orientation Schedule
- Cornell Career Services
- Cornell Interfolio Credentials Service
- Graduate School Thesis Advisor
- eCommons—Digital Publishing of your Dissertation
- Health Leaves of Absence
- Cornell Health Services
- Counseling and Psychological Services (CAPS)
- Student Health Insurance Program (SHIP)