



FALL 2016

Hotelie



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Hotelie

Fall 2016

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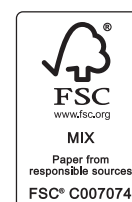
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BELOW

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ON THE COVER

Gentians bloom at Elmau in Bavaria.
Photo by Will Essig



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Our Shared Success

I am excited and proud to be leading our School of Hotel Administration as we help create the Cornell College of Business — the CCB. The two years of my appointment will be very important growth years for our school, and I am very pleased and honored to be able to represent SHA as I work with Dean Soumitra Dutta, and the other members of the CCB leadership team, to strengthen all that we do at Cornell.

*SHA'S TEACHING, RESEARCH, AND
INDUSTRY IMPRINT ALL STAND TO GAIN
SIGNIFICANTLY AS WE EXPLORE NEW
COLLABORATIONS.*

To me, leadership — and hospitality, for that matter — are about being other-centered and working in meaningful ways to help each person succeed. As interim dean, I see my principal role as engaging faculty, staff, students, and especially all of you to build on our strong Hotelie foundation and create the most innovative, contemporary educational experience, one that builds upon our premier status. With my master's degree from SHA in financial and human resource management, plus a doctorate in organization studies, a background in hotel

human resources, academic expertise in leadership, and extensive service both in SHA and at Cornell, I come prepared to work with everyone to do just that.

SHA's teaching, research, and industry imprint all stand to gain significantly as we explore new collaborations with our colleagues from the Dyson School of Applied Economics and Management and the Johnson Graduate School of Management.

While our respective faculties, along with academic programming, will continue to be based within the schools, the entire CCB faculty has also organized itself into areas according to business disciplines. This cross-college structure will broaden academic interchange and thereby encourage new collaborations and research that further the missions of the individual schools while raising the profile of Cornell Business.

The success of our school's mission also relies on the participation of our global network of alumni and other industry leaders. Our network reaches the highest levels of the hospitality industry and inspires the deepest passion and loyalty of perhaps any alumni body anywhere. It has developed, along with this school's international preeminence, over all the decades since our founding in 1922. The active involvement

and financial generosity of its members have always been — and will always be — essential to our ability to deliver the finest student experience and the finest preparation for leadership of any hospitality program in the world. So I ask you, as one alum to another, to please become involved with and support your local CHS chapter, continue your support of our beloved school, and most importantly, please meet our students, and prospective students, and show them what it means to be a Hotelie.

In my new role, I have the wonderful opportunity to listen to our SHA community members and understand more profoundly what we as a group care deeply about. As I meet with you on campus and in your respective cities, and listen to your thoughts and ideas, I will be asking all of you to help us deepen our roots and build new and stronger connections across hospitality-related professions. We need you to enhance the reputation of our teaching and research and to nurture the culture we all cherish. On behalf of all of us here at SHA, thank you; I am grateful for your support and I look forward to working with you!

Sincerely,



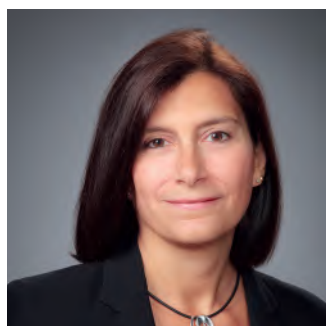
KATE WALSH, MPS '90
Interim Dean and E. M. Statler Professor

Photo by Robert
Barker/Cornell
Marketing Group

RED ALL OVER



PROMOTIONS AND APPOINTMENTS



AETHOS Consulting Group has promoted **GEORGIANNE "GEORGI" FSADNI '86** to managing director for the Asia-Pacific region; she is now based in Melbourne, Australia. Fsadni joined the AETHOS team in 2015 with three decades of experience in hotel operations with Accor, consulting with Ernst and Young, and asset management with Dubai Holding. Fsadni holds a graduate degree from Northwestern University's Kellogg School of Management.



KENNETH G. FULLER '99 returned to LaSalle Hotel Properties in April as executive vice president, chief financial officer, secretary, and treasurer. Fuller previously served fifteen years with LaSalle as treasurer, from 2011 to 2015; vice president of finance, from 2009 to 2011; and vice president of asset management, from 2007 to 2009. In 2015 he founded Vine Investment Partners, a real estate company focused on acquiring and developing multi-family residential properties and hotels.

Interstate Hotels and Resorts in February announced the promotion of **AARON GREENMAN, MMH '96** to executive vice president of acquisitions and development for Europe. As in his previous position as senior vice president, Greenman oversees all business development in Europe, including Russia and the rest of the Commonwealth of Independent States. During his tenure, he has guided approximately 100 management agreements, making Europe one of Interstate's fastest-growing regions; the company has nearly 80 hotels and more than 12,000 rooms under management in Europe and has another twelve hotels in the pipeline. Greenman joined Interstate in 2007 as head of development in India and was promoted in 2010 to



senior vice president. Prior to joining Interstate, Greenman was managing director of AFEX Group in Nairobi, Kenya, where he was responsible for 600 employees with operations throughout East Africa. Earlier, he was a senior manager in Ernst and Young's real estate advisory services practice, based in Boston, New York, and Miami.



Park Madison Partners, a New York-based real estate placement and advisory firm, in April named **JIN Y. LEE '91** to a new position as principal responsible for providing placement and strategic consulting services in the financing and formation of investment products. Lee has over 25 years of real estate experience, including more than a decade in private equity as a principal investor. He founded Probitry Investors, a boutique real estate investment advisory firm, and also held investment management positions at several private equity sponsors, including Thayer Lodging Group, where

he was the chief investment officer; HEI Hotels and Resorts, where he was senior vice president of acquisitions; and Kimpton Hotels and Restaurants, where he was vice president of acquisitions. Over the course of his career, Lee has participated in over three billion dollars' worth of real estate transactions as well as seven fund vehicles. He began his career in real estate consulting for HVS International and in development planning for Marriott International. In addition to his BS from Cornell, Lee holds an MBA from the University of California, Irvine. He is an active member of the Urban Land Institute, where he serves on the Hotel Development Council.



ANNE R. LLOYD-JONES, MPS '82 was promoted in March to senior managing director at HVS in Mineola, New York, with responsibility for stewarding HVS's U.S. valuation practice and supporting its network of professionals in 27 cities. Lloyd-Jones has provided consulting and appraisal services on over 5,000 engagements since joining the firm in 1982. Responsible for the sale, supervision, and administration of over 200 appraisals and consulting assignments annually, her areas of expertise include market studies, feasibility analyses, and appraisals. She has appeared as an expert witness in numerous matters involving bankruptcy proceedings, civil litigation, and arbitration and has served as a guest lecturer at New York University's Tisch Center for Hospitality and Tourism, Cornell University's School of Hotel Administration, and Columbia Business School.



PATRICK MOREO, MPS '76 became dean of the University of South Florida Sarasota-Manatee's College of Hospitality and Tourism Leadership in July after thirteen years on the faculty of the Harrah College of Hotel Administration at the University of Nevada, Las Vegas. Moreo earlier taught at Pennsylvania State University, New Mexico State University, and Oklahoma State University. At UNLV, he served as an associate dean for three years and department chair for five years. He also earned a doctorate in higher education administration from UNLV.

RECOGNITIONS AND AWARDS



ARTHUR ADLER '78, managing director and chief executive officer of the Americas for Jones Lang LaSalle (JLL)'s hotels and hospitality group, was honored in June by UJA-Federation of New York at their Hospitality Division Cocktail Reception for demonstrating leadership and philanthropy at work and in the community. Funds raised at the reception benefit UJA-Federation's annual campaign to sustain its network of nearly 100 nonprofits, which touches the lives of millions of people annually. In 2015, Adler and his group at JLL arranged more than twelve billion dollars in lodging industry investment sales and debt and equity transactions. During his diverse career, he has been managing director of the

lodging and leisure group at Sonnenblick-Goldman Company, a partner in Coopers and Lybrand's hospitality consulting group, a senior principal at Laventhol and Horwath, and an operations analyst for Hilton Hotels. In addition to UJA-Federation, Adler and his wife, Karen, Hum Ec '78, actively support Cornell University, the Technion-Israel Institute of Technology, and various service-dog training centers. Adler is shown in the photo above with Jonathan Tisch, chairman of Loews Hotels (on right), who presented the award.



JENNA BROMBERG '08, senior manager of digital engagement for Pizza Hut, was named in early January to *Forbes* magazine's 30 Under 30 list in marketing and advertising. In three years, she climbed through the Pizza Hut ranks from associate manager of social media to senior manager of digital engagement. In addition to directing all social media marketing and digital video strategy and partnerships for the world-famous pizza brand, she manages brand campaigns, including their 2015 holiday commercial. Bromberg previously led digital marketing programs at H and R Block and Houlihan's Restaurants.



JOHN F. MONHARDT, MPS '85 was presented with Austria's Decoration of Honor in Gold (Goldenes Ehrenzeichen) by Ambassador Arthur Winkler-Hermaden at a ceremony on May 6 at the Austrian Consulate in Malmö, Sweden. The award was made in recognition of Monhardt's services as honorary consul for Austria, a position he has held since 2008 after a successful 24-year career with Rezidor Hotels, formerly SAS International Hotels. At Rezidor he was the general manager of three properties, one of which was the world's first designer hotel, SAS Royal Hotel in Copenhagen. As the chain embarked on an aggressive expansion, he was promoted to the position of vice president and oversaw 100 openings and acquisitions. Since retiring in 2012, Monhardt has also focused on teaching in the Service Management Program at the University of Lund.



CHRISTOPHER MULLER, MPS '85, PHD '92 was awarded the Hamburg Foodservice Prize by DVF Media Group at an industry gala in April. Before accepting the award, Muller was asked to give a keynote to 2,300 people from the European restaurant industry as part of the International Foodservice Forum. Recognized as a teacher, coach, speaker, and thought leader for the German and European professional catering industry for nearly 20 years, Muller is the first American to win the award.

He teaches an international management seminar, Successful Multi-unit Restaurant Management, and his book, *The Leader of Managers*, is used as an important guide by industry leaders around the world. He was co-founder, in 2000, of the European Foodservice Summit in Switzerland, and since then has remained an important program partner. Muller was a founding faculty member of the Rosen College of Hospitality Management at the University of Central Florida and served as dean of Boston University's School of Hospitality Administration, where he is a professor.



GILDA PEREZ-ALVARADO '02, managing director at Jones Lang LaSalle (JLL) and head of their hotels and hospitality group's global hotels desk, was honored with the Jack A. Shaffer Financial Advisor of the Year Award at the Americas Lodging Investment Summit in January. Perez-Alvarado is the first woman to receive this award. Her sales experience includes the Marriott New York East Side, the Jumeirah Essex House, InterContinental the Barclay, the Paramount Hotel, Novotel Times Square, Hotel Lola, and the Morgans and Royalton hotels in New York, among several others. She has also worked for JLL in Madrid and London since joining the company in 2004.

MEDIA DARLINGS



ELIZABETH BLAU, MS '97 starred this year in three episodes of CNBC's *Restaurant Startup*. In the third season of the *Shark Tank*-like show, she joined the regular co-hosts as they heard prospective restaurateurs pitch their ideas. When they heard a winning concept, the host-investors put their own money on the line. Blau, a James Beard Award nominee, is also the founder and chief executive officer of the restaurant development company Blau and Associates. Her impressive client list includes Le Cirque, New York's Rainbow Room, Montage Resorts, Ritz-Carlton Hotels and Resorts, Trump Casinos, and Viceroy Hotels and Resorts. Blau went on to open a series of successful

restaurants across Las Vegas. In 2008, she and her husband, award-winning chef Kim Canteenwalla, launched Society Café at Encore to rave reviews, including earning a spot on *Esquire* magazine's list of Best New Restaurants of 2009. In previous television appearances, Blau has served as a judge on the Food Network's *Iron Chef America* and has been featured on the Travel Channel and the *Martha Stewart Show*.

UPSTARTS



PETER PLAMONDON, JR. '81 (at left, above) and his brother Jim, co-presidents of the Plamondon Companies, have been working steadily to resurrect the Roy Rogers brand since buying the trademark and franchise rights in 2002 from the holding company for Hardee's. The brothers now own 23 of the 50 remodeled and reinvented restaurants directly, with six more opening in 2016, but their attachment to the brand is more than financial. Their father, **Peter Plamondon '54**, helped create the Roy Rogers chain in the 1960s and ran it as head of Marriott's restaurant division until his retirement in 1979. He then became a Roy Rogers franchisee, opening the first of what would ultimately total fifteen stores in 1980. Marriott sold its 650 restaurants to Hardee's in 1990, and Hardee's ended up converting or selling all of them. But Plamondon, Sr. held onto his franchises, and his sons gradually bought his restaurants from him after joining his company, Plamondon Enterprises.

Peter Plamondon, Jr. joined his father in 1993 as vice president of real estate and construction. He had worked in commercial real estate since 1986, ultimately as a vice president with Barrueta and Associates in Washington, D.C. In 1981 he began his career in sales and marketing with Marriott Corporation's hotel division. In 1996, he expanded Plamondon Enterprises into the hotel business with the purchase of a Fairfield Inn by Marriott. He and his brother purchased the stock for Plamondon Enterprises from their parents in 1998. In addition to Roy Rogers, the Plamondon Companies now owns and manages six Marriott-branded hotels in Frederick and Hagerstown, Maryland.



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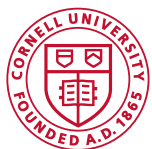
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An Interview with Dean Soumitra Dutta

What are your principal goals for the CCB in the coming year or so?

The College of Business is an exciting initiative that is new not only for Cornell but also for the business school world, so it gives us a tremendous opportunity to create something distinctive, something that does not exist today. By combining the strengths of all three schools' faculty, staff, and students and all three schools' brands and alumni networks, we can create something that is well aligned with Cornell's mission, that builds on the strengths of the constituent schools, and that really positions us as one of the leading universities in the domain of business education worldwide.

Along with such great opportunities, our mandate to create a Cornell College of Business also presents an interesting challenge: how best to bring together three schools with very proud legacies and very distinct histories, and which have been doing very well by themselves, in a way that creates new value, on the one hand, and maintains and enhances the brands of the three schools, on the other. The next year or two will be driven by this tremendous opportunity and by this significant challenge of execution.

The heart of it is that we have to build shared knowledge about each other. With shared knowledge will come mutual trust and respect—and with mutual trust and respect will come a common ambition and a shared vision. You cannot mandate trust; you cannot mandate respect; these have to be earned over time. The best way to earn them is by finding out about each other, by being impressed with what

others are able to do in their own distinct ways, and by learning from them. So much can be learned from each of the three schools.

How much of the college was in place on the "soft launch" date of July 1?

The college could not have launched on July 1 unless the faculty came together and agreed on how to organize themselves across the three schools. That was a very tangible piece of progress. The members of the faculty then sorted themselves into areas of academic discipline across the three schools, and the area coordinators were chosen. There is also a well defined process in place for managing faculty hiring and promotions and other important elements of faculty life.

The second critical element of the launch was the financials. From the very beginning of this process, the provost's office has been very clear that, first, the College of Business would have three distinct schools with their brands maintained, and second, it would function as a single entity with one financial structure. A lot of hard work has to happen to understand the mechanics of how the finances fit together for all of the three schools.

And then, of course, some reorganization and centralization of back-office operations that the staff governance committee recommended is getting implemented. Changes to organizational charts and responsibilities will happen by the end of the year. A lot

of other elements will probably be talked through and accomplished over time. Our hope is that, as the academic and financial structures fall into place, the rest will follow.

How will the college go about fostering a broader sense of community?

You have to get people working on projects together and make sure that they keep reaching out to each other. As a structured way to do this, we have created different task forces, such as for admissions, career services, and diversity inclusion programming, to get people engaged in the process and working with colleagues. We will organize

WITH SHARED KNOWLEDGE WILL COME MUTUAL TRUST AND RESPECT—AND WITH MUTUAL TRUST AND RESPECT WILL COME A COMMON AMBITION AND A SHARED VISION.

more informal and unstructured events like the CCB picnic we held in June. And then there will be a range of things in the middle. The more that people reach out to their colleagues in other schools, the more they will discover and learn and, hopefully, be excited with the opportunity.

In all the examples I've seen of people coming together from the three schools, I haven't had a single case where people have said, "That was a terrible meeting; I didn't like it." In fact, in almost every case, people



have said, “I didn’t know that they were doing this. I was impressed, and I want to find out more.” I think that’s a natural reaction, and I’m hoping that our Cornell spirit, our natural affinity, will help us come together.

What do you envision for the college once it has had a few years to take form?

In a few years’ time, I hope that people will at least feel reassured that the schools and their brands are being respected and enhanced and that no attempt is being made to amalgamate and destroy any of their valuable aspects. We need to reach a place of comfort where people trust that we are

all collectively trying to build better schools.

We need to create more distinct avenues for collaboration. For example, the food and beverage faculty in SHA have six or more colleagues in Dyson who work in food. They’re discovering that they can do interesting things together. I hope this discussion will lead to something that makes SHA more distinctive in this area. To give another example, technology is transforming the hospitality business. I speak to a lot of alumni who are concerned about SHA being at the forefront of digital services and the big investment the university is making at Cornell Tech. Johnson is part of Cornell Tech; SHA can work with Johnson

and do interesting things in that area. Real estate is another important aspect of the hotel school. You have faculty in Dyson researching farmland economics, and there are many benefits to be achieved by bringing the two groups together. There are discussions taking place on sustainability among faculty members across all three schools. I hope that, as these discussions reach some level of fruition and maturity in two or three years’ time, we will see concrete actions,

Soumitra Dutta with the CCB’s three school deans. From left are Mark Nelson, Johnson; Kate Walsh, SHA; and Ed McLaughlin, Dyson. Photo by Robert Barker/ Cornell Marketing Group

benefits, and new programs coming out of them.

We are already launching a master's degree program in accounting based on increased collaboration among the accounting faculty in Dyson, SHA, and Johnson. By coming together, they now have the critical mass to offer this program. So I hope that people start seeing tangible new benefits from feeling a part of initiatives that are enabled by the College of Business. I think that, once they do, they will naturally be excited about what can happen.

I hope that prospective students will see that we can offer them a richer learning experience and better job recruiting prospects as a college. I hope that other business schools will look at what we're doing and see that we have unique assets and can do things that others cannot do as easily. Whenever I travel, people ask me about Cornell Tech, because it's unique to Cornell and they're envious of what we're doing there. I hope people will look at what we're doing in the College of Business in a similar way.

What can the college do to engage more fully with the international business community?

I spent 23 years at INSEAD, one of the most international business schools in the world, so I fully understand the need for us to be globally present and relevant. In order to succeed, we have to have an impact locally in the economies where we focus. That means we have to work in those economies, have alumni in those economies, and be relevant to those economies. Our larger scale will help us, and we have some very strong assets that are relevant to some of the emerging markets. Other schools don't have our competence in the service sector, in agriculture and sustainability, or in technology and innovation. Together, we will be a stronger and more determined player in some of the key international markets, especially China.

How will these competencies help distinguish the CCB from other business colleges?

Where Cornell Business can be different is in combining a rigorous, discipline-based focus with a strong link to other elements of Cornell that are of extremely high value to society today. Most business schools don't have Dyson's links to agriculture, food, and sustainability. Most business schools do not have such a strong engineering school next door and would not be able to have Johnson's strong ties to Cornell Tech. And other schools do not have SHA's world leadership in services and hospitality, one of the bigger sectors of the economy today. Cornell has tremendous strengths in the medical school, in hospitality, in engineering, and in agriculture. So, working with the Cornell ecosystem, we can create new insights and have an impact on the world in a way that others would not be able to, and that will give us a distinct flavor and advantage as we go forward.

How would you describe your management style?

I like to think big and be bold and action-driven. My goal is to make sure that I have the best possible leaders around me, because I know I can rely on a great team to get things done. That's pretty much it. I don't micromanage, but at the same time, I look at the details as required. As the dean at Johnson, I always encouraged my staff and colleagues to think about how we could do things differently and better than other business schools. The world of business schools has some very big, sophisticated, powerful players, and the state of the art is evolving very rapidly. We have to be innovative and we have to constantly push ourselves to do more and to do things differently. I think it's fine to make mistakes as long as you learn from them and move on. Experimenting, doing things differently, is part of what I hope we will do.

Talk about your leadership team and what key roles they will play.

There are six academic leaders on our team of ten. There are the deans of the three schools: Kate Walsh in SHA, Ed

McLaughlin in Dyson, and Mark Nelson in Johnson; the dean of academic affairs and deputy dean, Chris Barrett; the dean of external relations, Rohit Verma; and me. Then there are four staff associate deans: Laura Syer, for finance and HR, Tim Durnford, for technology and infrastructure, David Bebko, for marketing and communications, and Jon Denison as interim associate dean of alumni affairs and development. We will all work together on the best way to organize and to unleash some of the potential that we have inside the college. I see the deans of the schools to be very important players, because they oversee the student population, the programs, and in large part the faculty and staff members who are based in the schools.

We went through a period of tumult after the plan for the college was announced, and you've spoken with many alumni since then. What common themes have been expressed by alumni of the three schools?

The reactions are different across the alumni from the different schools, because of their different cultures and legacies. The Johnson alumni have been pretty much supportive throughout; in fact, many have been advocating for consolidation for many years. Inside the Dyson community, most realize that the college will help Dyson in multiple ways to reach its full potential as a top undergraduate business school. There are some concerns around how Dyson will still support the CALS mission and what some of the financial implications will be for CALS, but if you just take Dyson alumni per se, I think there is broad support.

Most of the concerns that were raised came from the SHA alumni community. In the first six months of the year, I think I met one-on-one with at least 120 or 130 alumni leaders and in larger groups with many more. It is very clear that SHA alumni care deeply about the school. They want SHA to remain the top hospitality school in the world, and that's what we want, too. From Cornell's point of view or my own as dean, it would make no sense to have a top-ranked

school lose that stature and ranking. Once the alumni understand that we intend to preserve the strengths we all value and at the same time keep investing in the future, they become supportive and realize that the College of Business, if implemented correctly, will help the school.

I have enjoyed all of my meetings with SHA alumni, and I can say that genuinely, because the passion is very clear. At the same time, I respect their concerns. Any integration process has risks, and the only way to mitigate those risks is to work together. Then we can leverage and unleash the school's full potential. I'll keep reaching out to the alumni. It's a question of dialogue and discussion and gaining a better understanding of what's being planned.

My request to SHA alumni is to continue to be engaged with the school, with our

students; I would like them to come back to campus and talk to people and find out firsthand what is happening. Those who do will be impressed with what they see; they will love the students and they will want to do more with the school.

Have you gained any helpful insights from these conversations?

Conversations with the alumni have helped me to learn more about the schools and their cultures, but I still don't know enough, so I am meeting with every single faculty member in Dyson and SHA individually. It's been fascinating to learn the great things the faculty in these schools are doing. It's also given me ideas about what we might do to create new value. Alumni also have interesting ideas, and useful connections, and there are innovative things that

we can do on different fronts. These discussions have been very, very useful, and I intend to continue with a lot of them.

Do you have any thoughts about encouraging/enabling greater international exposure for SHA students?

I don't know enough about the international curriculum inside SHA at this moment, so I hesitate to make comments on that. But I do know that hospitality is booming as an industry sector worldwide. I'm on the global board of Sodexo, one of the large players in the food and beverage and facilities management sector globally. I see how important the world is for companies like Sodexo. The business is no longer just in one country and one sector; it's a global

Dean Dutta talks with alumni at a joint SHA-Johnson reception in Beijing in July.



business with inter-connections across the different markets: how business is done in Japan affects how we do business in France, and that affects how we do business in America. It's extremely important for SHA graduates who are going to go out into this globalized industry to have a global perspective. You have to be constantly aware, not just of different cultures, but also of the state of innovation in different international sectors. You can't escape the global element in what you do, regardless of the company you work for or where you live, so I hope we can do more on the global aspects with the curriculum, with the faculty, with the programming; and for me it's also important that SHA play a local role in at least selected global economies. I do strongly believe in having some local presence in order to have a greater engagement with and impact in these economies.

Johnson launched a part-time MBA program in Beijing, with Tsinghua University—70 students are entering in the second incoming class this fall. We get about 20

Soumitra Dutta (standing at center) with SHA and Johnson alumni in Beijing. To his left is Teddy Zhang '97.



impact in a country, you need to have a certain critical volume of alumni there. We offer the MBA program with Tsinghua not just to get our faculty closer to what's happening in China but also to be able to generate many more local alumni. If over ten years we produce 1,000 new alumni who are business leaders in China, we can have a different scale of local influence and impact.

So there are different aspects to global exposure. One is, of course, we want students in Ithaca to have a global experience and to spend some time abroad, and we want students in Ithaca to have a global mindset by having different cultures represented on campus. But we also want Cornell to have a global impact. We can do more together as the College of Business.

Is there something that people would be surprised to know about you?

I like painting (watercolor), but I haven't done it for quite some time. I won some awards for painting when I was a child. I am not that good, but I enjoyed it.

How long are your days?

Pretty long. I would say that on average I start around seven and I go to bed around twelve. And then there's the travel—I travel roughly 50 percent of the time. On

average, I spend one week in New York, one week traveling elsewhere around the country or internationally, and two weeks in Ithaca. So you have to pace yourself and keep in mind that the job is a marathon, not a sprint. You have to be physically and mentally fit.

Being a dean is interesting, because while colleges are small organizations at one level, they are also complex. You have star faculty to manage, and you have bright undergraduate and graduate students, who each have unique aspirations and capabilities. Then you have alumni and industry leaders from all over the world who want to be in touch with you, who have views on what you do, so the number and diversity of different stakeholder groups to manage is significant. But that's also something to value and appreciate. Most of the alumni we produce are thankfully so successful; they're very important to us, and in different ways. When I talk to an SHA alumnus, it's different from talking to a Johnson alumnus, which is different from talking to a Dyson alumnus. That's what makes this deanship such an interesting leadership role. ♥

IT IS VERY CLEAR THAT SHA ALUMNI CARE DEEPLY ABOUT THE SCHOOL. THEY WANT SHA TO REMAIN THE TOP HOSPITALITY SCHOOL IN THE WORLD, AND THAT'S WHAT WE WANT, TOO.

MBA students coming to Ithaca from mainland China every year, so why did we launch a program there? Of the 20 who study here, most want to work in the U.S. for some years. Over time, about half go back, but in many cases to Hong Kong, not to mainland China. As a result, Johnson has until recently had fewer than 100 alumni in the whole of mainland China. If you want to have a local presence and have an



JEANNIE GRIFFITH is SHA's senior writer and editor. She welcomes your comments at jeanne.griffith@cornell.edu.



SUSHI MAKI ROLLS WITH SUCCESS

BY SANDI MULCONRY / PHOTOGRAPHY BY CRISTINA SULLIVAN



Despite often telling his teammates to “just roll with it,” Abe Ng ’95, president and chief executive officer of Sushi Maki, leaves little to chance—either in business or in food preparation. His chain’s signature rolls are made with “the most amazing, freshest fish and high-quality rice that’s minimally handled so the clean, bright flavors shine through.” The ingredients, however, tell just one part of the story. “People eat with their eyes first, so the presentation needs to be exquisite,” said Ng (pronounced “Ing”), who carries the working title of chief sushi officer. “Every detail matters. The precision of the cutting, the plating—it all leads to a great experience.”

Sushi Maki (“maki” means “roll” in Japanese) arrived on the South Florida scene in 2000, just as the sushi craze was starting to take hold. Ng accelerated that craze, introducing home delivery and expanding to such nontraditional outposts as supermarkets, hotels, airports, universities, hospitals, and sports stadiums. From the start, his mission

TOP RIGHT
Abe Ng '95

has been to democratize and demystify sushi. “I wanted our neighborhood sushi bars to be

comfortable and welcoming—the last thing I wanted was for guests to feel stupid because they had mispronounced something,” he said. So he gave his rolls familiar names and complemented his culinary offerings with sushi classes and samurai movies. The gambit paid off, and Sushi Maki is now a 25-million-dollar company with 260 employees and 20 locations, including six full-service restaurants (in South Miami, Coral Gables, Palmetto Bay, Miami International Airport, Brickell, and Kendall) and ten Whole Foods Market stations.

But Sushi Maki wasn’t an overnight success. Before Sushi Maki, there was Wrapido.

Wrapido, which sold gourmet burritos, opened in 1997. Although the chain had three locations and a strong lunch business, the concept did not carry over successfully to the dinner hour. “When things don’t work out as you had planned, you really are tested,” Ng said. Since he had personally guaranteed the leases and couldn’t walk away from them, he tried adding sushi to the menu to build the dinner trade. Soon, he was looking to convert his wrap concept to a neighborhood sushi bar.

Plans for Sushi Maki jelled at a National

Restaurant Association trade show in Chicago, which he attended with his wife, Christina Tsai Ng, A&S '96. Back then, Christina worked for a federal judge, and the couple had no children. "If there was a time for us to take this risk, it was then," he said. "That's one of the realities of being an entrepreneur—you have to look at your life situation. People view entrepreneurs as swashbuckling risk-takers. But the ones who are successful know how to remove elements of risk. They optimize their chances for success, because there are inevitable bumps in the road, and you have to be able to pivot and stay the course."

During Sushi Maki's early days, Christina worked at a law firm by day and distributed menus on the street at night to help bring in customers. "When we first converted our concept, we had no money—there was no

margin for error," Ng said. They designed the restaurant's first logo and menu themselves, using Microsoft Word and Excel. "Today, we're fortunate to be able to work with great graphic artists and visual identity and branding people, both in-house and on an outsourced basis," he said. "But when you have no resources and you're backed against the proverbial wall, you figure it out somehow."

LIVING THE BRAND

From the start, Ng eschewed what he saw as the traditional "either/or" ethos of the sushi industry. His vision was to make Sushi Maki a land of "ands"—the food would be high-quality *and* unpretentious, responsibly sourced *and* affordable, traditional *and* innovative. Restaurants would be come-as-you-are casual *and* date-night cool.

As part of its brand promise, the company educates people and shares with them the joy of sushi—whether through private events in people's homes, sushi-rolling classes, or multimedia. "When you walk into our restaurants, we want the spirit of the brand to come alive," Ng said. "We show Japanese anime, we have Korean music videos, we put on some great movies with a nod to Asian pop culture." Guests are also treated to original murals, thanks to friendships he has forged with Miami street artists. Currently, he is working with Binho Ribeiro, a Brazilian artist he met at Art Basel in Miami Beach, whose subject matter is fish and marine life. The bright, colorful graphic identity reflected in Sushi Maki's decor extends to its uniforms, menus, and website. "People love the non-traditional nature of our brand," Ng said. "It's quirky and irreverent."





And if that irreverence moves you to, say, write a haiku, you're invited to submit it to the company's website, as one guest, Michelle, did recently:

*Sushi is a chord
That sounds glorious to eat
Makes the world complete*

A key to Sushi Maki's growth has been its partnership with Whole Foods Market, a company whose values align with its own. For the last eight years, the two have partnered to bring restaurant-quality sushi to Whole Foods' South Florida stores. "One of the reasons they gravitated toward us is that we're a hospitality company—we have the training, warmth, and service orientation not typically found in a supermarket setting," Ng said. Other factors were Sushi Maki's use of locally sourced ingredients, whenever possible, and its commitment to innovation in both menu development and food preparation (its "super-cool" sushi

robots, for example, can make ten thousand rolls a day). "Meeting and exceeding Whole Foods' quality standards has made us a more deliberate, more transparent company," said Ng, who hopes to grow "this incredible partnership" beyond South Florida.

Sushi Maki also has a catering division, which offers live sushi bars and cooking stations, and partners with several hotel chains. "The Hotelie in me gave me a real understanding of how to approach an executive chef at the Ritz-Carlton, the Four Seasons, the Westin, and help them solve a problem: how do you offer high-quality sushi at an affordable price point?" he said. Next up is a fast-casual restaurant prototype, set to open in November in Coconut Grove.

In return for South Florida's support of Sushi Maki, Ng has been an active community volunteer, serving on the boards of the Greater Miami Convention and Visitors Bureau, the Business Improvement District of Coral Gables, the Baptist Health Foundation, and the Florida Restaurant and

Lodging Association.

He also is a former chairman of the Miami chapter of the Young Presidents' Organization, an association that connected him with two other Hotelies, Warren Leeds '84, president and co-founder of Dartcor Management Services, and Larry Reinstein '77, president of IJR Hospitality Ventures. Having all attended SHA, Ng said, the three speak a common language.

Ultimately, Ng hopes to move beyond the region and "crack the code" on building a national brand. "Someone is going to do it in the sushi sector, and we think, 'Why not us?'" he said. "We do this with a great deal of humility, because we understand the challenges involved."

GROWING UP IN THE BUSINESS

Ever since he can remember, Ng has had an attachment to food. "We celebrated around food," he said. "My dad is old-school and

ABOVE
A chef prepares
nigiri sushi featuring
tuna, salmon,
and hamachi.



LEFT

Abe Ng and his wife, Christina, A&S '96, at Sushi Maki



tells you he loves you by feeding you — that’s the kind of family I grew up in.”

His parents, immigrants from Hong Kong, lived first in New York City and honeymooned in Miami Beach; they enjoyed it so much that, a few years later, they moved to Miami. In New York, his father had worked weekdays in the laundry business and weekends in the restaurant business. In Miami, he got a job at a small Chinese take-out restaurant, which he and his wife eventually bought and turned into the successful chain of Canton Chinese Restaurants. Ng worked weekends at the restaurants while he was in high school. Although he loved the industry, he was intimidated by its 24/7 nature and suspected he’d be happier in a corporate environment. His interest in hospitality and team-building led him to Cornell.

“When I got there, I absolutely fell in love with the hotel school — the culture, the work ethic, the international flair of it,” he said. “If I could do it all over again, I would. It was a spectacular, well rounded, diverse experience.”

One of the most important things he learned at SHA, Ng said, was the need to deliver for one’s team, “because they, ultimately, are the critics who count. I try to

remind teams I’m working with that your reputation as someone who can be depended on is far more important than any evaluation you will ever receive,” he said. “That’s a guiding principle I carry with me to this day.”

Ng credits much of his success to Professor Tom Cullen ’67, MS ’81, PhD ’83, “a very dear friend, mentor, and advisor who lived in Miami for a good bit and has been instrumental in everything we’ve done at Sushi Maki.”

Today, Ng, too, is a Cornell mentor, though he believes he learns as much from the students as they learn from him. “Students are a great resource to help us continue to innovate and be relevant going forward,” he said. For the past year, he has served on the advisory board of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship. On May 4, he returned to campus for the first time in fifteen years to speak to two classes — Introduction to Food-service Management, taught by assistant professor Ben Lawrence ’97, and Conversations with Entrepreneurs, taught by assistant professor Mona Olsen ’04. During his visit, he also had lunch with Hotel Leadership Development Program students at Taverna Banfi and met with the collegiate chapter of the Cornell Hotel Society.

The Ngs’ three children — Kyle, eleven, Lindsay, nine, and Jacquelyn, seven — all love food. Next summer, the family plans to take a noodle tour of Asia to feed Kyle’s particular passion — paving the way, perhaps, for the next generation of restaurateurs. ▀



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BUSINESS IS BREWING

..... FOR

MARK THOMPSON '08

BY LINDA BRANDT MYERS

Eight years after graduation, Mark O. Thompson '08 is beginning to execute his long-range plan.

When he moved to New York City soon after graduation to work as a financial analyst on Wall Street, he did it knowing that he wanted to start his own hospitality-related business, in time.

That time is due to arrive this fall, when the flagship location of the Harlem Coffee Co. opens its doors at 117th Street and Lenox Avenue in upper Manhattan's storied Harlem neighborhood. "It's a great location for capturing the morning commuter traffic," he noted.

The young entrepreneur has put his heart and soul, as well as some of his cash, into the new venue, and it shows. When it opens, the place will beckon to passers-by with a blend of comfort and sophistication. Rich, dark wood finishes, exposed brick walls, and an industrial, rustic aesthetic will resonate with the neighborhood's vibrant history while also welcoming newcomers. The walls will display photographs of Harlem luminaries like poet Langston Hughes, and the music of Duke Ellington and other jazz greats will play softly in the background.

There will be free WiFi, of course, and a staff ready to cater to the customer experience. But first there will be the soul-warming aroma and savor of Harlem Coffee Co.'s premium house blend. "We've worked with our supplier to formulate our marquee item: a deep, rich, smooth Harlem roast that embodies the vibe and rhythm of the surrounding community and people," said Thompson, who chose to use the abbreviated form of "Company" in his company's name in order to bring out all the social mutuality conveyed by the prefix "co".

The store also will serve espresso-based beverages as well as teas and iced drinks and, of course, a rich array of warm pastries and sandwiches to go with them. If all goes according to plan, four more stores will open within the first five years, and from there Thompson hopes to see the Harlem Coffee Co. grow exponentially to become an international brand.

Hospitality, said Thompson, was part of his upbringing. Born in Jamaica, he accom-

His parents also instilled in him and his sister the values of discipline, hard work, and ambition. "Coming here and starting over was a big risk for them. That makes my venture pale by comparison," said Thompson.

Starting his own entrepreneurial venture straight out of college was never part of Thompson's game plan, he said. He accepted a position

BELOW
Mark Thompson '08.
Photo by Jesse Winter



panied his parents and older sister to the United States in 1990 at age three. His mother, a registered nurse, and his father, a middle-school special-ed and math teacher, settled the family in Vineland, New Jersey.

"My parents are very hospitable people, and whenever we had guests, they would roll out the red carpet," Thompson recalled. "Everything had to be its best, and they always gave their best. They really imparted to us that same selflessness and attentiveness to the needs of others."

in 2008 with the foreign exchange arm of Goldman Sachs, where he'd interned for two summers as a student.

"It was one of the worst times ever to begin working on Wall Street," he noted. "I remember hearing on TV, on the Sunday at the start of spring break my senior year, that Bear Stearns had collapsed and was being sold to another bank. I said, 'You've got to be kidding me!' I had friends with offers to work there. What made it really tough for our class was that we'd gone to

school in '05, '06, '07 during this boom time.”

Nevertheless, the Goldman Sachs job turned out to be a great opportunity to “acquire skills, network with very smart, driven, talented people, establish credibility, and eventually position myself to go out on my own,” Thompson said. It also gave him a bit of capital that he hoped to use later on to launch his own enterprise.

After a subsequent stint at Bay Street Advisors as a research associate, Thompson joined Credit Suisse Securities, where he is an assistant vice president in the chief risk office. “I’m on the risk-management regulatory side, an area of business that’s seen growth, largely due to the regulatory environment,” he explained. He likes the chance to look at the industry from that angle. “Plus, risk management is an important skill for anyone to have, but particularly entrepreneurs. And the more you can apply job-specific training to real life, the better off you are, I think.”

He plans to stay with Credit Suisse while also running the Harlem Coffee Co., and he remains unruffled about the balancing act. “I tell people I leave my nine-to-five and go to my six-to-ten.” And right now, he said, he is learning so much and having so much fun that “it really doesn’t feel like work.”

Thompson had not yet focused his entrepreneurial aspirations on creating a coffee company and brand when he decided to take a different kind of plunge a few years ago—skydiving.

“It was eye-opening, to say the least. You’re falling to the ground from 15,000 feet at freefall speed. You’re looking at the ground getting bigger and bigger by the second, feeling the wind flapping your face, and you think to yourself: ‘In a few seconds, I’m going to pull this ripcord, and in the event that it doesn’t open and these are the last moments of my life, how am I going to feel? Am I going to feel like I maximized every single opportunity, took advantage of every day and every moment that I had on Earth, and accomplished every goal I set out to? Or am I going to say, ‘I wish I had’ or ask, ‘Why didn’t I?’”

A book Thompson read, *The Everything Store: Jeff Bezos and the Age of Amazon*, also motivated him to recalibrate his life. “When Bezos was deciding to leave his job at a Wall Street hedge fund and start his own online retail store, he came up with a decision-making framework he called ‘regret-minimization’ that really resonated with me,” explained Thompson. “You imagine yourself at age 80 looking back over your life and ask yourself what you regret most—the things you didn’t do, or the things you did? Bezos realized that knowing he could have started Amazon but didn’t would be more painful for him than taking the risk to make it happen, even if it failed,” explained



Photo by
Jesse Winter

Thompson, who came to a similar conclusion about jump-starting his own venture.

His time at SHA—which he called “literally the best years of my life”—had shown him how much he liked hospitality. He loves to cook, too, and has hosted and catered several spectacular fundraising dinners for young alumni at his Harlem apartment, including two that honored Michael Johnson while he was dean of the school.

“Mark impressed me from our first meeting, when he was a resident advisor on West Campus and I was a faculty member in residence,” recalled Johnson, who is now the provost of Babson College. “I was pleased that he accepted my invitation to join the school’s Council of Young Alumni after he

graduated. We need young leaders like Mark. He is personable and smart but also modest about his abilities, ambitious for the future but also prudent in his actions. Above all, I’ve observed that he is extraordinarily well prepared in everything he attempts.”

Despite the praise, Thompson was well aware of the high failure rate of restaurant startups and was not going to go in that direction—or was he?

In March 2015, he sought advice from the hospitality entrepreneur he now calls his mentor, John Meadow '02, the CEO of LDV Hospitality and founder of such heralded high-end restaurant concepts as Scarpetta, American Cut, and Dolce Italian as well as Corso Coffee. He said about that first meeting, and subsequent ones, “I was most impressed from the get-go with Mark’s willingness to engage with the realities and the challenges of being an entrepreneur in the restaurant space, because it was clear that he saw more than just the upfront romance of the idea. Instead, Mark’s approach from day one was to learn as much as he could about the reality of the process. He was approaching it from the right perspective, and I found that to be both humble and encouraging about his chances for success.”

“When I told John my situation, he laid out three possible scenarios for me,” recalled Thompson. Scenario one was to quit his day job and become a chef in a restaurant, with the upside of always being able to cook but the downside of punishingly long hours and having to reestablish himself. Scenario two was to become a franchisee, with the upside of having an established business model but the downside of being tied to a parent company that would likely claim a significant portion of the profits and limit creativity.

The third scenario Meadow offered Thompson was to leverage the brand appeal of his Harlem neighborhood by opening up something accessible and proven like a specialty coffee shop, one that would evoke the history of the neighborhood while appealing to its current, broadened demographic. Most importantly, it needed to be scalable.

Option number three was the only one that appealed to Thompson, but it certainly didn't sound grand. But Meadow had some more advice for him. "Never despise humble beginnings," John counseled me," said Thompson. "A lot of people without any experience want to start out with a fabulous, gourmet, high-end, fine-dining restaurant, and often it's too much for them to handle too early, and it doesn't work out.' He's a big advocate of starting with something simpler, less complex, that people are familiar with, and establishing a brand and a reputation for yourself," he continued. "When I left his office, I remember thinking, 'That's a great idea—I love it!'"

He ran back to his computer and learned via a Google search that coffee is the second-most-traded commodity in the world, behind only crude oil. "I bought some domain names, and a few days later I submitted a trademark application to form my own coffee company," he said.

Thompson also bought Starbucks founder Howard Schultz's book, *Pour Your Heart into It*. "What really impressed me was his focus on authenticity and the customer experience," he said.

Devoting a chunk of each day to growing his idea, Thompson went to coffee trade shows and talked with people in the industry. "My goal was to acquire as much knowledge as I could," he said. Over time, he developed and fine-tuned a highly detailed business plan and commissioned a stunning logo, through a crowd-sourcing website, that reflects the rich history of the Harlem community as well as its bright future. The biggest step was to lease a commercial space, which he then renovated to become his first coffee lounge. Would it work?

In a parallel challenge, he decided to train to run in the New York City Marathon in 2015. "I wanted to see if I could devote myself to an ideal, commit to a goal, and put in the time and the effort to make it happen," he said. (He could and he did, coming in at a respectable 4:16.)

"Mark is an incredibly driven individual with a clear vision of what he is trying to

achieve with the Harlem Coffee Co.," said classmate Kirk Kelewae '08. "But what impresses me most is his humility. He's incredibly comfortable asking for guidance from the experts." Kelewae predicts that Thompson will succeed in anything he puts his "energy, enthusiasm, and work ethic" into.

Despite his many Hotelie virtues, Thompson did not begin his Cornell years as a Hotelie. He first enrolled in the ILR School, which he chose with a thought toward preparing for law school. He soon felt weighed down by the heavy reading demands, however, and reconsidered.

Gazing across the street at Statler Hall, he was impressed by how professionally dressed the students were and how much fun they seemed to be having. He checked out the curriculum and was immediately sold. "I liked its practical nature," he said. "It was finance for the hotel industry, marketing for hospitality, culinary theory, and so on. That really stood out to me. I knew at the end of the day I would have a hard skill, plus a degree from the world-renowned, top-ranked Cornell School of Hotel Administration."

He transferred in the middle of his sophomore year and thereafter carried a hefty 21 credits a semester so that he would still be able to graduate in four years. Along the way, he squeezed in two seasons as a defensive lineman for the Big Red varsity football team and a semester in Hong Kong in spring 2007, where he took business courses, became conversationally proficient in Mandarin Chinese, and met SHA alumni from throughout Asia.

"I was really privileged to have the opportunity to go to the hotel school, and I enjoyed every single minute of it and every course," he said. "All the professors were passionate about what they were doing, and that passion radiated from them every single time they stood up in front of the class." Barbara Lang, who taught Restaurant Operations, impressed him with her passion and enthusiasm for the subject and with the focus that she placed on the guest experience, Thompson said, and they've stayed in touch.

"Mark has always known the man he wants to be," Lang observed. "Not only was he incredibly curious and engaged as a student, but he also is aware that he has a personal responsibility to give back to the hospitality community as an alumnus. He has been involved in C-CAP [the Careers through Culinary Arts Program] and has volunteered at the New York City Ronald McDonald House, cooking for the families of cancer patients. And," she added, "he's a really good cook."

Craig Snow, a former senior lecturer in managerial communication, was another influential teacher. "My biggest takeaway from him was this notion of structure in writing and in life," said Thompson. "He told us, 'Once you establish the structure, the message writes itself. Structure is what separates a message from a mess.' I've applied that framework, not just in writing, but also in this business venture."

"Mark is careful, thoughtful, smart, disciplined, articulate, humble, insightful, and analytical," said Snow. "He saw the communication concept I teach as a life concept. Like the best students in the hotel school, he has taken the foundation that my class and others gave him and used it to continue to do great things."

About his new venture and its chances for success, Thompson said: "I believe that, once you start, the universe will open up for you. I know that sounds supernatural, but what I mean is, once you have your mind focused on a goal, you'll notice things you didn't notice before; you'll see talent in people and opportunities you didn't see before."

"I like the saying: 'You don't have to be great to get started, but you have to get started to be great,'" he said. "The key is starting." ♥



LINDA BRANDT MYERS has been a writer and editor at Cornell for 35 years. She covered SHA and Cornell's other professional schools from 1997 to 2006 for the *Cornell Chronicle* and *Cornell News Service* and won an award from the Council for the Advancement and Support of Education for her writing.

DAN QUAN INVESTS HIS INTELLECTUAL CAPITAL IN REAL ESTATE STUDENTS



At eight o'clock on a Thursday morning in November 2015, a team of six students at the School of Hotel Administration received a challenge that would test both their physical stamina and their knowledge of the intricacies of real estate financing. Over the next five days, the team's members would spend many hours analyzing market conditions for three commercial properties owned by Fortress Investment Group, recommend whether an investment firm should buy them, and then travel to New York City to present their findings for judging by a panel of leading industry experts.

The stakes were high the day of the seventh annual Cornell International Real Estate Case Competition: nineteen teams, the largest number ever, were in the running, and Cornell hadn't won the competition in four years. After the final presentations,

however, the Cornell team had won the first-place title and 10,000-dollar prize.

Celebrating with her teammates that afternoon was Yiwei Chen '16, now an analyst with Blackstone in Hong Kong. "It was the most memorable thing that I did at Cornell," she said. "It used all of the things I learned from all of the real estate classes I took, and it was such an honor to bring the trophy back to the hotel school."

Chen and her classmates might never have participated in an international real estate case competition without the vision of Dan Quan, the Arthur Adler '78 and Karen Newman Adler '78 Academic Director of the Center for Real Estate and Finance and the Robert C. Baker Professor of Real Estate, who launched the event in 2009 as a way to boost the reputation of Cornell's program. "After I had been teaching a few years, I thought the SHA students were extremely talented, extremely poised, and very professional," Quan said. "I didn't think the industry knew this, and I wanted to find a way to showcase our students."

From the seven teams who took part in the inaugural event in 2009, the competition has grown dramatically, spawning a regional qualifying event at the University of Sydney for students from Australia and New Zealand, while negotiations are underway to establish a similar qualifying contest in Hong Kong. The event has become so successful that Quan was asked to organize a separate case competition for the annual convention of the

International Council of Shopping Centers, which last May hosted five teams from top university real estate programs.

Cornell's case competition is just one of many innovative programs that Quan has spearheaded during his seventeen-year tenure at Cornell. By creating a series of events that have brought industry leaders to Cornell and sent students out to observe the industry, he has helped to elevate the visibility and impact of SHA's real estate program, helping to turn it into a driving force for the school and the new College of Business.

For the past several years, Quan has organized an annual trek to New York for students in the Cornell Real Estate Club, arranging for them to tour major real estate developments, such as Silverstein Properties' One World Trade Center and Macklowe Properties' 432 Park Avenue, and attend high-powered industry panel discussions, including one in 2014 that featured the men who pioneered commercial mortgage-backed securities. More than 200 members of the industry attended this year's panel discussion,

TOP

Dan Quan at the Brandenburg Gate with real estate students David Weinstein '15, Tyler Shine '14, and Tom Jaeger '15, who traveled to Berlin to compete in the International Hotel Investment Forum Student Challenge in 2014. The team took first place. Behind the group is Ted Teng '79.

BOTTOM

Quan gets ready to start class in the course Hospitality Real Estate Finance. Photo by Jon Reis





Titans of New York Real Estate, which featured William Mack, Larry Silverstein, and Harry Macklowe and was moderated by Richard Baker '88, who, with his wife, Lisa, endowed the Baker Program in Real Estate in 2012.

The students who take part in these opportunities are granted extraordinary access to developers at the highest levels of real estate. During a three-day tour of Los Angeles that Quan organized for the students in the Cornell Real Estate Club last January, three of them got the chance to have lunch with Rick Caruso, a prominent developer, and then stopped by the Americas Lodging Investment Summit at the J. W. Marriott, where they met the organization's board of directors.

"Dan connected us to people in the industry who we would never have been able to meet on our own," said David Fitzpatrick '16, past president of the real estate club and now an analyst for Baker's company, National Realty and Development Corporation. "These contacts broaden our networks of influential people."

Quan poses with panelists and attendees following the Titans of New York Real Estate panel discussion. Moderator Richard Baker '88 is to the right of Quan in the front row. Others in the front row include, from right, faculty members Dustin Jones and Peter Liu and panelists William Mack and Harry Macklowe. Photo by Jesse Winter

Liu, an associate professor of real estate, establish a series of roundtables in China. "That's something that we've always talked about," Quan said. "And since Peter has been so successful in getting interest there, it makes sense."

Quan is Chinese by birth, having been born in Hong Kong, but he is Canadian by upbringing. His father, who emigrated first, brought his family over when Quan was six. His father had established a restaurant in the tiny town of Blairmore, which lies

Next on Quan's horizon is a trip to China, which he hopes to incorporate into a new course he'd like to develop on international real estate. The venture into Asia would build on connections he's already made while teaching at two universities in Shanghai during winter breaks and helping SHA colleague Peter

along Alberta's southwest border in the Rocky Mountains, and there Quan got his first taste of the hospitality business. The family moved to Vancouver when he was fifteen so that his father could open a second restaurant.

Dissuaded from studying the arts, as he would have liked, Quan began his college career studying physics and chemistry at the University of British Columbia. After two unhappy years with those subjects, he gravitated to economics. "I took a course in mathematical economics, which involved applying mathematics to all the things I had learned in the first two years, and the world completely opened up to me," he recalled. "It was a complete enlightenment."

Although he knew nothing about agriculture, Quan chose to major in agricultural economics, in part because the program didn't require studying a second language. (He was "terrible" at French and by then had forgotten his Chinese.) Fascinated with mathematical economics, he stayed on to earn a master's degree in agricultural economics as well.

After a stint as an economist at Agriculture Canada, Quan enrolled in the London School of Economics, where he felt "like a kid in a candy store" as he took a year of graduate coursework in econometrics and mathematical economics. He then transferred to the University of California at Berkeley, where he developed his passion for real estate while earning a PhD in business administration, finance, and real estate. He wrote his dissertation on developing models to explain real estate transactions.

After teaching for seven years in the MBA program at the University of Texas at Austin, Quan switched gears to become the chief mortgage economist for the board of governors of the Federal Reserve System in Washington, D.C. Every week, he would prepare for a Monday morning meeting where he fielded questions about the mortgage markets from the board of governors and Fed chairman Alan Greenspan.

“It was very stressful the morning before the meeting, because I had to phone all my contacts and see if there was anything going on that I should know about,” Quan recalled. “I wanted to make sure I had the right sources, because there are always those out there who want to sway your view of the world. I had to triangulate opinions among different people in the industry, so I would call a series of people.”

After a year at the Federal Reserve, Quan was weighing lucrative offers from two banks on Wall Street to manage major trading desks while also being recruited by Cornell. Unable to decide, he called a former classmate from Berkeley, who was working in mortgage banking in New York, to ask her advice.

“What she said was, ‘If you go to Wall Street, you will never be able to go back to academics again, because the kind of research

you’ll be doing will be completely irrelevant for academics. But if you go into academics and you do something relevant, you

will always have the option to go to Wall Street.” Not willing to give up a career researching real estate, Quan chose Cornell.

While Quan had already taught for more than a decade, he was introduced to a fundamentally different pedagogical approach when he co-taught the Hospitality Real Estate Finance course with Jan deRoos, the HVS Professor of Hotel Finance and Real Estate. To Quan’s surprise, deRoos used two case studies in each class that were based on actual real estate deals. Although it involved a tremendous amount of preparation, Quan adopted the practice as well. He continues to teach the course, assigning two real estate cases each semester for the students to analyze. He solicits case suggestions from alumni working in the industry.

Yiwei Chen, who took Hospitality Real Estate Finance in her junior year, said she enjoyed Quan’s two-pronged approach to the course: a theoretical discussion of the investment matrix and group assignments analyzing cases presented by alumni visiting the class. “That definitely gave us practice in applying the tools that we learned in class

to a real-life situation,” she said.

The study of real estate at Cornell has surged in popularity since the establishment of the Minor in Real Estate in 2008. From an initial cohort of 25 students, the minor has grown to attract more than 400 students each year from all parts of campus. Quan believes that interest in the program, which now boasts a full-time faculty of six, arises from the practical education that it provides. “One of the biggest advantages of our real estate program is the fact that our students arrive on the job ready to function perfectly from day one,” he said.

Quan’s own two children are alumni of the program as well. Son Ian ’06, assistant vice president of the Hospitality Finance Group at Wells Fargo, was born too soon to enroll in the minor, but daughter Taylor ’10, an acquisitions and capital markets associate at Macklowe Properties, was a member of its second cohort.

Taylor Quan also participated in the real estate case competition, which her team won in 2010. She said that the combination of learning theory in the classroom and applying concepts to case studies gave her the skills to succeed in the real estate industry when she graduated. “I think the hotel school prepares you for the real world,” she said. “Although it’s a very academic environment, it forces you to take what you learn and apply it to the real world.”

Quan is proud not only of his children’s accomplishments, but of all the SHA graduates who have excelled in the real estate field, noting that they tend to start work with the same level of career preparation as many MBA recipients. “The students are wonderful,” he said. “They’re just a joy to teach, and of course the fun part is seeing how successful they become after they graduate.” ♥

Quan with David Fitzpatrick ’16 and Macarena Crespo ’16 during last year’s real estate club trek to Los Angeles. Photo by Jesse Winter



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WALL STREET SUCCESS STORY: WELLS FARGO'S MARIELLE JAN DE BEUR '88

When Marielle Jan de Beur '88 and her team of researchers at Wells Fargo weigh in on structured products — namely commercial and residential mortgage-backed securities, consumer loan asset-backed securities, and collateralized loan obligations — institutional investors listen. As a managing director at Wells Fargo Securities and an expert on these subjects, Jan de Beur shares her analyses via a respected weekly cross-sector market outlook and periodic themed reports that she writes and publishes for the industry.

Structured products are securities backed by loan cash flows. “Generally, these securities are cash flows from different kinds of debt,” explained Jan de Beur. “Banks pool a bunch of those together and then take the cash flows off those loans and create securities for institutional investors to buy.”

These investment instruments are important enough that Dan Quan, the Arthur Adler '78 and Karen Newman Adler '78 Academic Director of the Center for Real Estate and Finance and the Robert C. Baker Professor of Real Estate, teaches a course devoted to them, Real Estate Finance and Structured Financial Products. He knew of Jan de Beur's expertise in this field before he knew of her connection to the school.

“Marielle is one of only a few researchers in structured products who have been very successful in providing this kind of information to the real estate industry. When I found out that she was an alumna, I contacted her and asked her to be a guest speaker,” said Quan. “She was initially surprised that there was a course on what she's doing.”

Jan de Beur turned out to be “the perfect candidate to be a guest speaker,” and has returned several times to Quan's class. “She is extremely approachable and down-to-earth,” he said. “She speaks well and at the right level. She really engages our students and has been a great addition to the course.”

She also hosted the students in the Cornell Real Estate Club when they visited Wells Fargo as a stop on their 2014 New York real estate trek. “These were students

who were absolutely interested in a career in real estate finance,” said Quan. “She brought in her managing director in mortgage-backed securities, and the two of them gave the whole group a presentation about the market. We are very fortunate to have her as an alumna.”

Jan de Beur grew up in Florida, the daughter of a single mother working in fashion merchandising. She followed her sister, two years older, to Cornell and got a scholarship to study in the College of Human Ecology. But a freshman-year work-study job as a server in the Statler Hotel's banquets department prompted her to transfer to SHA. “I'd always been interested in finance, and it just seemed a much more dynamic, more business-focused place,” she explained.

Once she had made the switch, Jan de Beur became a teaching assistant in Properties Management, a course taught by Professor David Stipanuk, now emeritus. “Sometimes you see students who you know are going to go on to do very well,” said Stipanuk. “Marielle was one of those. She had confidence and ability, and I was very happy to have her as a student and teaching assistant.”

Heather Bucy McCurdy '88, who roomed with Jan de Beur when they were undergraduates at SHA and who has remained a friend, said, “Marielle has always been a hard worker and had jobs all the way through school while carrying a full course load. She was great at juggling all of that.”

The roommates met on McCurdy's first day working in the banquets department, where Jan de Beur “made me feel very welcome. She's the kind of person people are drawn to — caring, insightful, plus she has a terrific sense of humor.”

Jan de Beur gravitated toward courses related to real estate and finance. “That was really what I was interested in and excited about,” she said. “There's something about the experience of having a project go from dirt to a building, the creative process of it, that I like.”

But when she and her classmates graduated in 1988, their timing was inopportune, to say the least. “The real



Photo by Jesse Winter



Jan de Beur talks with a student after appearing as a guest-lecturer in the course Real Estate Finance and Structured Financial Products. Photo by Jason Koski/Cornell Marketing Group

estate markets were basically melting down, and there were no jobs to be had,” she recalled.

So she accepted a job in hotel management at Hyatt. “I went through their corporate training program and ended up working at the Grand Hyatt in Washington, D.C. The head of HR realized that I was a numbers person and convinced me that I needed to go into finance.”

That, and the fact that she kept looking for real-estate-related jobs, led to the ideal opportunity in 1990. “Just two years out of college, I got to oversee the assets of a group of privately held hotels that had been structured as tax shelters in the mid-1980s,” she related. “They were carrying way too much debt and quickly needed to be restructured. It was stressful, but it was a great time in the sense of learning how things work.”

By the mid-1990s, Jan de Beur was ready to go to the next level in her career, so she enrolled at the University of Maryland to study business at night while working at a private equity company buying commercial mortgage-backed securities. “We were looking at assets from an ownership perspective rather than a debt perspective and were buying the riskiest pieces that had the most leverage,” she said.

The Russian debt crisis came along just as she was finishing her MBA in 1998. “The markets blew up again,”

she said. “I was supposed to go to New York City to interview, but all of my interviews were cancelled.”

At the same time, the company she was working for filed for bankruptcy. “So I was like, ‘Well, this *is* a low point,’” she recalled. “But it was kind of a blessing in disguise, too, because it pushed me to get out the door.”

She married her fiancé, Jim Langley, then an architect with a Washington firm, and she got a job with a sell-side broker in Baltimore doing equity research on hotel real estate investment trusts. “It was very much in my wheelhouse of expertise, but the environment was very old-school. As a woman, I felt hampered in terms of advancement opportunities,” she said.

By 2000, Jan de Beur and her husband both realized they weren’t happy at their respective jobs. The market was booming by then, and she got a call from a headhunter about a job at Morgan Stanley. “I hadn’t considered moving to New York, because I thought it was too expensive to live there, but when I came up to interview, I really liked it,” she recalled. At about the same time, her husband got an offer from the prestigious New York architectural firm of Rafael Vignoli.

“We sold our house in ten days, so it was like the stars were aligned,” she said.

A few years later, when they talked about starting a family, “we both thought it was important to have some-

body at home,” said Jan de Beur. “Because I was making more than Jim was, we decided that the only solution would be for Jim to stay at home, because we couldn’t live in New York on what he was making. So that’s what he did once our daughter was born, while I continued to work at Morgan Stanley.”

The couple now have two children, Alexandra, thirteen, and Holbrook, ten. Langley has since become an artist, winning praise and awards in recent exhibitions for his paintings of the people and places around him.

“Marriage turned out to be one of her better career moves,” wrote Jodi Cantor and Jessica Silver-Greenberg about Jan de Beur in a 2013 *New York Times* story, “Wall Street Mothers, Stay-Home Fathers.”

Now, looking back, Jan de Beur said, “If you had asked me even the day after we got married, ‘Do you want to work and let your husband stay at home?’ I would have said, ‘No, I don’t think so.’ But it has worked well for us. Jim is very intellectual, very patient, and much more of a thinker than I am. And he’ll sit down with the kids and really play creatively, or he’ll talk them through how a plant grows or the Earth spins. Having him at home has been a real gift for them, whereas, if it were me staying at home, the house might be a lot cleaner and more organized, but the kids would not have the rich kinds of experiences that they’ve had.”

Right after their son was born in 2006, Jan de Beur was recruited by Bear Stearns, then a prominent global investment bank and securities trading and brokerage firm. She worked there for two years as managing director and global head of commercial mortgage-backed securities research before the company failed in 2008.

The failure was a shock to almost everyone in the market, she said. “On the Friday before it happened, the trading floor was very big and active, and you got a sense of how liquidity was seizing up. Then, as the news rolled out over the weekend, it was announced that we were being acquired by J. P. Morgan,” she remembers.

It was essentially a forced merger.

“My manager helped me secure a position at J. P. Morgan, but I would be sharing it with someone already there,” she said. “I knew it was a lifeline, but it wouldn’t be putting my career forward, so I said, ‘I really appreciate the offer, but I’m going to take the severance and take some time off to reassess.’”

But friends persuaded her to get out there and interview immediately, and she ended up accepting an offer to head structured products research at Wachovia, then the fourth-largest U.S. bank holding company. A few

months after she started, Wachovia failed and Wells Fargo acquired it.

“Wells had never had an investment bank, and at first we didn’t even know if they cared about us as a business,” said Jan de Beur. “But eventually they realized it was a good business opportunity. They’ve been able to gain market share and grow since the acquisition, so it’s turned out well.”

“She’s too humble a person to talk about her successes,” said McCurdy, “but I know she has been very focused and single-minded and has worked really hard and made sacrifices” to become the respected leader in her field that she is today.

What is Jan de Beur’s forecast for tomorrow’s business climate? “The financial services business as a whole is smaller now and will be smaller going forward,” she said. That’s because, among other things, “the amount of cash and capital that banks have to hold right now is a drag on economic growth.”

But while she sees uncertainty about the future among investors today, she noted, “When I spoke at Cornell this past spring, I tried to be encouraging to the students by telling them: ‘You’re graduating in a market that is well capitalized, with large reserves, so the odds of another financial crisis, in my opinion, are very low.’

“The flip side of that,” she continued, “is that you’re not going to have the growth on Wall Street that I’ve been fortunate to have in my career.” ■



MOVE OVER,
BACCHUS,
AND MAKE ROOM
FOR THE

Grape Goddess

Master Sommelier Catherine Fallis '83 was thirteen when she took her first sip of wine. Her initiation came from a bottle of Boone's Farm Strawberry Hill, a variety that could always be found in her grandmother's refrigerator. As a student at SHA, Fallis traded up to Verdicchio, the wine that she and her friends liked to serve at parties.

The wider world of wine opened up to Fallis as she explored the countryside of France during her junior year. There she

Catherine Fallis '83 shows how to saber a Champagne bottle with style. Photo by Texas Grace Photography

discovered Rosé from Provence, Beaujolais from southern Burgundy, and Sancerre from the Loire Valley.

"Wine was always on the table in people's homes and in even the most modest restaurants," she said. "It was just there—like salt and pepper." Time spent living in Florence after college broadened her exposure to Italian wines.

After "failing miserably" in a kitchen apprenticeship with Chef Alain Sailhac at Le Cirque, Fallis finally landed her first job in the industry as a cellar master and wine school coordinator with Kevin Zrally at Windows on the World. Zrally had her take three wine courses in ten months "to prove I was serious," she said, and the experience led her to begin the process of becoming a Master Sommelier—one of the two most

respected credentials in the field of wine, the other being Master of Wine.

By the mid-1990s, Fallis learned that most men in the industry were not as willing as Sailhac and Zrally to mentor women. At the time, only four women in the United States had passed the grueling sequence of examinations required to qualify as Master Sommeliers.

As she began preparing for the final level of the exam, which requires a blind tasting of wines from around the globe, Fallis could not find a mentor to shepherd her through the process, so she flew to Detroit for three days to train with the nation's first female Master Sommelier, Madeline Triffon, who was then

a wine director for a restaurant group.

Triffon's frank advice was to "finish the race with your blinders on, like a champion thoroughbred," Fallis said, adding that, without it, she probably would not have made her final, successful attempt to pass the exam in London in 1997.

The obstacles that Fallis faced in her five-year quest to become a Master Sommelier two decades ago have been falling away since then. Women have steadily increased their representation among the ranks of Master Sommeliers, but their numbers are still low.

Only 23 of the 147 Master Sommeliers in the United States, and just 32 of 230 in the world, are women, according to the Court of Master Sommeliers, the organization that administers the exam.

The shortage of female Master Sommeliers does not surprise Cheryl Stanley '00, an SHA lecturer in food and beverage management, who has passed the second-level exam to become a Certified Sommelier. "Becoming a Master Sommelier is a full-time commitment outside your normal job," Stanley said. "Your life goes on hold."

Studying for the exams is very difficult for working sommeliers, who may be putting in nearly twelve-hour shifts at their jobs and working past midnight, Stanley said. "There's a time where some women in food and beverage operations have to decide—do they continue or do they make other life choices?"

The low number of female Master Sommeliers reflects a larger pattern of gender roles within the food and beverage industry, in which women have traditionally worked in frontline jobs, such as sales and service, said Kathy LaTour, SHA's Banfi Vintners Professor of Wine Education and Management.

"Women are making it to the top, just not in the numbers represented by men," she said. "They are breaking through and becoming leaders in the wine world, many on the business side."

For Fallis, a single mother whose son will turn ten in November, the difficulty of working long hours as a sommelier in restaurants and hotels was always outweighed by her passion to succeed in the hospitality industry.

That drive was fueled by a childhood spent in blighted neighborhoods in New York City. In grade school, Fallis lived with her brothers and mother in a tenement on Manhattan's Lower East Side, "between the gangs in Chinatown and Little Italy." When she was in high school, they moved to a drug-infested neighborhood on Staten Island. She saw a degree in hotel administration from Cornell as her ticket to a better life, and she was

willing to work for it. "I was hoping to discover something that was more pleasant than the world I grew up in," she said. "I wanted to be able to have a job that would let me go anywhere in the world."

Her degree and hard work led her from New York's Windows on the World to the tropical climate of Waikiki, where she worked

Photo by Texas Grace Photography as a sommelier at the New Otani Kaimana



Beach Hotel, as a wine store manager, and as wine manager for a distributor. Three years later, she moved to Los Angeles to become a district manager with the wine division of Seagram Classics.

After a series of hard personal losses that included the deaths of her grandmother and her younger brother, Fallis decided it was time to take stock of her career. "After all this grief, it made me question what I was doing and why I was working seven days a week," she said. So she left Seagram and moved to San Francisco, where she worked in a variety of positions, from consulting with a major cruise line on their beverage program to managing Fume, a wine and cigar bar, to working as a buyer for Beltramo's, a wine merchant.

*ONLY 23 OF THE 147 MASTER
SOMMELIERS IN THE UNITED
STATES, AND JUST 32 OF 230 IN
THE WORLD, ARE WOMEN.*

"Working at Beltramo's rounded out my palate to the point where I was finally able to pass the blind tasting and finish the exam process" to be certified as a Master Sommelier, she said. "I was told by Fred Dame [the founder of the American branch of the Court of Master Sommeliers] that I had earned the highest score in history on my first try."

Fallis changed the direction of her career by launching a consulting company called Planet Grape. She began writing articles and books about wine, teaching wine classes, and offering tastings at private and corporate events for companies such as Apple. "They would fly in their top people from around the world. It was both entertainment and education. The more fluent that business people are in the language of wine, the more successful they can be."

In 1998, Fallis discovered a new skill while vacationing with her boyfriend in the south

of France. When they visited the home of a Champion Sommelier, the host greeted them at the door by handing her boyfriend a sword and a bottle of Champagne. After she had watched him open bottles with swords at four different homes, Fallis wanted to try it.

"These French sommeliers said, 'You silly American girl, you can't do that.' Being an aggressive New Yorker, I said, 'Yes, I can.' So they gave me a sword and a bottle, and I pulled it off. I've been doing it ever since."

Tackling another facet of the industry, Fallis last January launched an online review of wines, which she said is the only such platform in the country that is led by a woman. Her Planet Grape Wine Review offers critiques of wines in 220 characters—"a tweet and a half," she said—aimed at helping average consumers choose wines.

"I wanted to create a way to help consumers who are struggling at the grocery store to pick out a bottle of wine to have with their pizza," she said. "I wanted to have a panel of top experts critically review wines but use common, down-to-earth language—nothing technical."

While it has taken decades of determination to carve a niche for herself in the industry, Fallis said the wine world is now a more hospitable place for women. It is more commonplace, for example, for male Master Sommeliers to mentor women studying for the exam. "With more women getting the credential, there are more mentors out there—male and female," Fallis said. "With the younger generation, it's not as much of an issue as it once was."

The future of women in the wine industry can be seen in up-and-coming professionals such as Brooke Gerstein-Salerno '15, a marketing associate at Excelsior Wines in New York. Over the past two years, Gerstein-Salerno has pursued her Master Sommelier title with the help of Christopher Bates '02, one of four Master Sommeliers who were featured in the Spring 2016 issue of *Hotelie*. Gerstein-Salerno met Bates when she began working at his Element Winery in Arkport,

New York in her senior year at SHA. She now participates in several tasting groups that Bates and other Master Sommeliers run in New York.

Yet Gerstein-Salerno, who has passed the Certified Sommelier exam, notices the paucity of women in the industry, both at the company where she works and in the tasting groups she has joined. "I think that can be intimidating for some," she said. "I don't think it's any more or less difficult as a woman, but I do definitely find that I'm in the minority."

Kathy LaTour, who has also passed the Certified level, has dedicated herself to helping women advance in the wine industry through an organization called Women of the Vine, which provides networking events and conferences across the country. A member of the group's board, LaTour has requested funding from SHA to send a female student to the organization's annual conference in Napa, California.

With women making 60 percent of all wine purchases in the United States, LaTour said that more women are needed at the top of the industry to help tailor more products toward the "female palate and brand." One example she suggested is to offer a greater variety of bottle sizes in order to appeal to different segments of the market, such as single women.

"When you think of the Old World and Bordeaux, you think about men and London and lots of money," she said. "It was always an elite, white man's product. With the globalization of wine and the New World, this image is changing. It's not as stuffy as it used to be." ■

Editor's note: Catherine Fallis '83 escaped our attention when we featured Master Sommeliers Greg Harrington '92, Sabato Sagaria '97, Christopher Bates '02, and Jack Mason '11 in the last issue of *Hotelie*. We apologize for this oversight.



NOT HIS GRANDFATHER'S IDEA OF FREEDOM

Dietmar Müller-Elmau Upends Tradition at Schloss Elmau

BY JEANNIE GRIFFITH

Schloss Elmau in 2007,
before construction
of the Schloss Elmau
Retreat. Photo by
Dietmar Müller-Elmau



DEEP IN SOUTHERN BAVARIA, set on the side of a hummocky alpine meadow backed by Germany's tallest peak, the hip-roofed castle of Schloss Elmau beckons, as from a storybook. And what a story it has to tell.

Schloss Elmau's majestic seclusion has attracted a century's worth of notable characters, from the German elites who flocked there in the years between the World Wars to the leaders of the G7 nations, who held their annual summit there in June 2015 at the invitation of German chancellor Angela Merkel.

It took more than five-star accommodations in an idyllic setting to win Schloss Elmau's owner, Dietmar Müller-Elmau, MPS '80, the distinction of hosting the leaders of the free world. The G7 came as a consequence of his persistent lifelong quest to experience and then champion freedom and individual choice—an effort that would put him seriously at odds with the many defenders of the old ways at Schloss Elmau.

Müller-Elmau began his quest at age eighteen, when he took himself to India. There he first encountered a respect for individualism. His journey of discovery continued at Cornell, where the freedom to pursue any study he chose, and to argue for any idea or ideal, set him on his life's course.

In addition to studying hotel administration at Cornell, Müller-Elmau learned how to program computers. He used his knowledge of hotels and computers to create the first user-definable software and to found a company whose products are known throughout the hospitality industry: Fidelio and Opera.

As a side note, Müller-Elmau named Fidelio for Beethoven's beloved opera. Its heroine, Leonore, adopts the name Fidelio when she disguises herself as a male prison guard in order to rescue her husband, a political prisoner, from an unjust death. Leonore is not just faithful, as her *nom de guerre* suggests; she is also a freedom fighter. So, in his highly individual way, is Dietmar Müller-Elmau.

A SANCTUARY FROM THE SELF

Müller-Elmau was born at Schloss Elmau, 100 kilometers south of Munich and within sight of the Austrian border, as one of many



grandchildren of its founder, Johannes Müller. Müller, a famed German Lutheran theologian-philosopher and best-selling author whose lectures attracted audiences by the thousands, bought the land in Elmau in 1912. He undertook construction of the schloss, or castle, in 1914 after a wealthy admirer insisted on sharing the cost of the building. World War I broke out soon after

construction began, but the property opened on schedule in the spring of 1916, with Müller devotee Prince Max von Baden presiding at the dedication.

Müller's guests included many prominent members of the German cultural elite, who were drawn to Schloss Elmau by the beauty

Dietmar Müller-Elmau, MPS '80.
Photo by Thomas Straub



of the natural surroundings and the rigidly structured activities. “The rules were clear,” Müller-Elmau wrote in his excellent book, *Schloss Elmau: A German History* (Kösel-Verlag, 2015): “no applause at concerts, no talking while dancing.” The sense of communality

was also enforced at meals; guests were assigned to seats at long tables and served the same menu. “They took all the freedom from you,” he said when interviewed, also referring to the small, spare guest rooms of the time as “monastery cells.” Müller and his Schloss attracted a large and devoted following among high-minded Germans seeking “a vacation from the self.”

As Müller-Elmau explains in his book, his grandfather’s theology held that God was in every sense beyond the grasp of man and could only be experienced through the total forgetting of self. “Müller hoped that contemplation of the towering Wetterstein mountains, the peace of nature, the experience of community in the

dining arrangements, the regular classical concerts and, above all, dancing to classical music, where concentrating on the music and one’s partner’s

steps was more important than thinking of oneself, would make his guests immediately receptive to the silence of divine reality.”

The grandson never met the grandfather, but he felt the effects of his philosophy and of German cultural elitism on his family as a kind of oppression. “I had already distanced myself as a child, but I had no way out of it,” he said.

THE BEST OF ALL RELIGIONS

At age eighteen, Müller-Elmau left Schloss Elmau to deliver a car to India. Rather than taking payment for the job, he asked for time to use the car to explore the worlds he passed through. “I made lots of detours so I could look at a few places,” he said, including parts of Jordan, Syria, Lebanon, Turkey, Iraq, Iran, Afghanistan, and Pakistan. Despite significant dangers and encounters with religious fanaticism along the way, he

A full moon illuminates the Wetterstein mountains behind Schloss Elmau. Photo by Will Essig



Dietmar Müller-Elmau's grandparents, Irene Sattler and Johannes Müller. The grandfather opened Schloss Elmau in 1916.



The ballroom in Johannes Müller's Schloss Elmau. This space was reborn as the concert hall shown on page 49.

concentrate my studies on philosophy and cut short the time I was spending in business education, but my father was

insisting that I needed some sort of business background. When he suggested that I could go to Cornell, I was interested, because I could do this at the best school in the world and I would also be in America, which I was always very fond of."

Within a month he was in trouble, however, alarmed at his inability to understand what was going on in Professor Dick Moore's computing class. "I was lost and so desperate, and I thought how stupid I was." He stopped going to class and spent most of the next month working alone in the computing center. "At first I didn't understand what the heck was going on, but then programming became the easiest thing in the world."

"Once the light went on, he was like a sponge, and he learned how to program a computer in half a semester," said Moore, who offered him a teaching assistantship.

Müller-Elmau received full financial aid after that, money that he would have had to borrow otherwise. "It was like the American dream made real—if you want it, you can make it," he said. "In Germany there was nothing of this openness at all. The whole environment at Cornell was so inspiring, the freedom to study the subjects that interested me, and particularly to meet Jewish professors—in Germany, no Jewish teachers were left. I had access to books that I could never have gotten in Germany. Anything I wanted, I got—I had mainframe computer time, I got the first Apple computer, and we were programming the Canteen management system on it for the hotel school. This was one of the very first applications at the university. I really fell in love with America at Cornell."

Müller-Elmau was also excited to be forced to prove himself. "You had to earn authority and respect; you had to compete. In Germany, people want to know where you come from. At Cornell, nobody cared

found people almost everywhere to be "extremely hospitable to strangers."

Müller-Elmau had wanted to visit India since reading *The Breath of India*, a book that was written at Schloss Elmau in 1954 about India in 1931. "At the core of this book is the narrator's encounter with a sage called Ramana Maharshi," he explained. "The traveler keeps asking the sage questions, but he stays silent. Finally, he says, 'Ask yourself first who you are, because you cannot understand any other answer until you understand that one.' I wanted to see that place. That's why I drove there."

Ramana had died in 1950, but Müller-Elmau found his thatch-roofed ashram in Tiruvannamalai, in Tamil Nadu. After being given some food on a banana leaf, he was left alone on a bare floor to eat it. "I felt totally at home in this place, because nobody was telling me what to do or what to think," he said.

Müller-Elmau had his first great revelation in Haridwar. There he witnessed a Kumbh Mela, the mass Hindu pilgrimage "where believers cleanse themselves of self-centeredness by bathing in the River Ganges," as he explains in his book. "The sight of millions of pilgrims in religious ecstasy so shocked me that I just wanted to get away."

After making it to the bus station, he was

approached by some Hindu ascetics, who asked him his religion. Still reeling from the spectacle he had witnessed, he rebuffed them, saying, "I just want to get away!" To his utter amazement, they declared his desire to break free "the best of all religions."

"That unexpected esteem for individual liberty, which I first experienced so intensely in India, immediately afterwards in Israel, and later, more than anywhere else, in the United States, has ever since guided my interest in the history of, defenses of, and challenges to the idea of freedom," he wrote.

Müller-Elmau returned to India immediately after graduating from Cornell, and for three months every year thereafter, until he founded Fidelio in 1987. He built a house in Tiruvannamalai with his first wife, a disciple of the Hatha yoga master Desikachar. The first of his six children, David, was born there.

CORNELL AND THE AMERICAN DREAM

Müller-Elmau was 21 when he came to Cornell for a master's degree in hotel administration. He had spent two years at the University of Munich studying business administration and philosophy. "I came to Cornell not because owning a hotel was my career plan," he explained. "I wanted to

who you were or where you came from. What mattered was what you could do. It was fantastic, absolutely fantastic.”

A TROUBLED HOMECOMING

When Müller-Elmau graduated from Cornell, his father was waiting for him to come home and help him save Schloss Elmau, which had become a family hotel enterprise in the years after the founder's death. The property was owned in equal shares by Müller-Elmau's father, Bernhard Müller-Elmau, and his aunt Sieglinde. Relations had been contentious between the two branches of the family, and there had been multiple legal skirmishes. Into this fraught environment Müller-Elmau was expected to enter as part-time assistant general manager while continuing his studies in philosophy at the University of Munich. The intention was that he would eventually succeed the longtime general manager.

“It was a total disaster,” he recalled. “There was a loyalty conflict with my father and the rest of the family. It was just a narrow world, dogmatic in many ways. I saw no possibility to change it.” He quit Schloss Elmau after four years of trying.

MÜLLER AND HITLER

Johannes Müller and his family lost control of Schloss Elmau for nine years beginning

in 1942, when the Supreme High Command of the German army leased it for the Wehrmacht to convert into a military hospital. When Germany capitulated in 1945, the Americans took hold of it immediately, using it first to confine the patients there as prisoners of war and later as a training facility for winter warfare.

In 1946, Müller was charged with “glorification of Hitler in speech and writing” by a Bavarian provincial government tribunal and found guilty “on the paradoxical and controversial grounds that his public criticism of anti-Semitism had in fact heightened the public impact of his support for Hitler,” as Müller-Elmau relates in his book. The state took possession of Schloss Elmau in 1947 and ran it until 1951 as a convalescent home for victims of the Shoah. Müller died in early 1949.

As Müller-Elmau describes them, his grandfather's political views were as paradoxical as the accusation against him. Müller seems to have attempted to reconcile the rise of National Socialism with his own philosophy. While he argued for national community over capitalism and self-interest, he also considered the Jews' contributions to German society to be foundational as well as essential to its continued well-being. His theology rejected the German belief,

which Müller-Elmau traces to Martin Luther's theology and the philosophers of the German Enlightenment, that the Germans had supplanted the Jews as God's chosen people.

Müller praised Hitler in 1933 as “a tool in God's hand” and leader of the “national revolution of common good over private self-interest,” while in the same publication he described the Nazis' condemnations of Jews as a “disgrace to Germany” that turned him “red with shame.” He got away with such outspokenness only because Joseph Goebbels, Hitler's minister of propaganda, was persuaded that his praise of the Jews did the National Socialists more good than harm, but Müller had numerous run-ins with the authorities. Said his grandson, “Despite frequent interrogation and escalating intimidation by the Gestapo, and the eventually complete restriction on his lecturing and publishing activities, his belief in Hitler, as well as in the Jews as the better Germans, remained unshakeable.”

Schloss Elmau never became a Nazi gathering place. Müller allowed no talk of politics, for or against Hitler, to intrude on the tranquility of the place or its guests, some of whom were Jewish, and the Nazi salute was banned there from the beginning.

|| The old
tea room



THE FIDELIO REVOLUTION

When Müller-Elmau walked away from Schloss Elmau in 1985, he turned to “the only other thing I really knew how to do—I knew how to program computers.”

His initial clients were opera houses and agencies. “They used the software to track and manage their artist roster, contracts, planning, and scheduling. Staging an opera is a huge project; you have 50 to 60 artists, orchestras, conductors, and then particularly the sopranos,” he said, noting that divas can be temperamental and sometimes quit at the last minute. “So the program knew who could do what role and with whom, at what time, how long it would take to get a substitute there from Tokyo, if there was enough time . . . Managing artists is a nightmare.”

The famed Hotel Traube Tonbach, in Germany’s Black Forest, got wind of what Müller-Elmau was doing and asked if he

could develop a guest profile system for them. He recalled thinking, “I don’t like hotels, because they cannot explain their needs in a precise and systematic fashion, and when you deliver the software to them, they say, ‘That’s not what I asked for,’ and they won’t pay you.” But the money being offered was so good, and so needed, that he decided to figure out how to get paid without having to rewrite the software the day after he delivered it. And so the idea of user-definable software was born.

“I developed language where they could change anything on their own, anytime,” he said. “They could change the database fields, the screens, the reports—they could change any input or output they wanted. This was an unheard-of thing—nobody had done it before, in any field.”

He presented his concept to the hotel. “They were so impressed that the hotel

manager called the Swiss Hotel Association. They had just created a commission of 30 hoteliers, plus the whole Lausanne hotel school, to determine what would be the next-generation computer system for the Swiss hotel business—for all hotels.”

The manager asked the commission to come take a look at his concept. “So all these Swiss people came to this hotel in the Black Forest and they looked at the sample screen that I had built,” he said. After an incredulous test-drive, the group invited Müller-Elmau to address their annual conference. He went; he spoke; and the commission voted to make his idea “the system of the future”—despite the fact that he did not yet have a product to show them.

He was offered

A bedroom in one of the suites in the Retreat offers sweeping vistas of the Wetterstein mountains. Photo by Christian Kain





200,000 Swiss francs—“huge money”—to program and install his first complete system at a hotel in Zurich. There was a catch, however. “They said, ‘If you don’t deliver on this date four months from now, you have to pay back the 200,000 plus a 200,000 penalty for wasting our time. Do you accept?’” Against his lawyer’s strenuous advice, he signed the contract, because he wanted to prove that he was as good as his word. He moved into the hotel, “programmed day and night,” and earned his payday six months later.

“It was kind of a revolution,” he said. “The biggest and most famous hotel in Switzerland called me up and wanted to be the next one. I had barely started to put that system in there when the Peninsula in Hong Kong called, wanting to be next. And then the first Aman resort, in South Asia, and then Brisbane, Boston, Paris. It just skyrocketed. Unbelievable.”

While working on his first hotel system, Müller-Elmau managed to recruit the chief technology officers from Ashton Tate and Nantucket, developers of the dBASE and

Clipper database programming languages. “I needed them, because they were the inventors of the language I was using to program all of this. If we ever came to the limits of the language, I wanted to be able to just extend it.”

On the strength of those recruiting coups and his own groundbreaking idea, Müller-Elmau received a flurry of job applications from U.S.-based programmers. “The software was very sophisticated and avant-garde, and Munich was a very attractive place to live, so we got very good programmers.”

Three years later, in 1990, he was walking around the HiTech computer show in Las Vegas, trolling for prospects, when Marriott’s chief information officer, Charlie L’Esperance, MPS ’80, asked for a demonstration of his software. L’Esperance (another of Moore’s teaching assistants) ended up giving Müller-Elmau the contract to develop the company’s next-generation

The fires are always lit in the common areas of the Retreat, shown here, and the Schloss. Photo by Bert Heinzlmeier

system, which would become the prototype for the program Opera.

“Marriott had several hundred people in its computer department, and we were only twelve people,” he remembered. “They were all freaking out—can you imagine? It was at that level—it wasn’t just the independents and the small hotel chains, it was Marriott, InterContinental, Hilton.”

Müller-Elmau first exposed Fidelio to the open market in 1988, with a booth at a computer show in Switzerland. “It was two palm trees, two laptops, and two young women to help me demonstrate the software. We had queues, people were taking numbers, and opposite us were all these big European companies with huge booths and spectacular displays—empty.”

The head of Micros for Europe, Bernard Jammet, was in one of those fancy booths, and in 1993 he convinced Micros chairman Lou Brown to buy a stake in Fidelio. “The deal was that they would take a ten-percent stake and concentrate on point-of-sale, which was their market, and we would concentrate on hotels, and we wouldn’t compete with each other,” Müller-Elmau recalled.

He agreed to the deal because it came with the use of Micros’s sixteen U.S. field offices, an expensive resource that Fidelio needed in order to expand its business and support new customers. “Email wasn’t working as it is today, so you still had to ship a disk by UPS overnight to fix a bug in the software the next day,” he explained. “We needed people on site to help if anything didn’t work.”

Müller-Elmau also saw another reason to take the deal. “It gave us not only nationwide presence, but credibility with the American market. At the same time, it discredited our American competitors, because Micros didn’t buy a share in them. Many of them ended up closing shop.”

He soon realized, however, that the deal left the door open for a takeover. “But on the other hand, all the credibility rested on me and my personality. If I were to drop out, people would wonder what was left to expect from this company.” So he was



stuck, and the deal was struck, “in such a way that Micros could, theoretically, take over the majority, but the price would be prohibitive.”

The rate of growth of profits ultimately shifted the equation. “The company was so extremely successful that whatever we had put in there as a ceiling was just nothing. Micros had to exercise their option to buy everything, because otherwise they really could not have afforded it anymore.” Müller-Elmau was offered the position of chief executive officer, but he resigned after a few months, in 1997. “I’m not used to working for anyone else,” he said.

The divorce was amicable, and Müller-Elmau remains committed to the success of his beloved brainchildren, Fidelio and Opera, lending honored counsel on a regular basis and speaking at company meetings.

Oracle bought Micros two years ago for five-and-a-half billion dollars. Most of the people Müller-Elmau had hired stayed with Micros and, with the buyout, “they

became double-digit millionaires,” he said with satisfaction.

Fidelio and Opera are still the hospitality operations software of choice—not just in terms of user preference, but in terms of user freedom—more than 30 years after Müller-Elmau conceived them.

UPENDING TRADITION

Within months of leaving Micros-Fidelio, Müller-Elmau was called home to Schloss Elmau. Its general manager had been refused loans for urgently needed renovations because there was no succession plan in place for him. The board of the holding company that his father and aunt had formed in 1972 asked Müller-Elmau to sign a management contract for the hotel. By this time, he was ready to make an investment in the place. “I wanted to preserve Schloss Elmau as my parents’ home and to redefine it for myself.”

He left no doubt that Schloss Elmau was under new management. “My first act after taking charge was to abolish the forced

communality. I symbolically sawed in half the long, shared tables in the Dining Hall, did away with the seating order, and reduced the dances. Arguments with the family shareholders

escalated in full public view. Long-serving staff and the union mutinied. The Friends of Elmau Society, which saw itself as the true guardians of my grandfather’s spiritual legacy, openly called me the destroyer of the ‘spirit of Elmau’ in its publications. The organizers of anthroposophical and esoteric gatherings immediately canceled all their bookings.”

“I lost everybody,” he said when interviewed. “And then we started from scratch.”

OPEN TO DEBATE

Since its earliest years, Schloss Elmau has been known for its concerts, and starting in 1957 it became “an international Mecca of

Schloss Elmau's bookstore includes many selections for children as well as adults. Guests also have the use of two libraries. Photo by Christian Kain

chamber music,” according to Müller-Elmau, who has since taken the music program to spectacular heights. “We have a hundred-year tradition of classical music, and that’s unbelievable. It’s a total miracle,” he said.

But because “freedom demands diversity,” he expanded the cultural program when he took over to include jazz, world music, literature, and political as well as historical debates. Schloss Elmau has since become one of Germany’s foremost cultural and intellectual retreats.

“My grandfather and I both cherished classical music,” said Müller-Elmau. “The difference is that his German ideal was for the artist to disappear behind the art so that the Creator can shine through uninhibited. I see art as the highest expression of individual freedom.”

The idea of opening Schloss Elmau to political debates would have seemed especially heretical to his grandfather and his guests. Müller-Elmau introduced a public symposium series to examine “the ideological roots and enduring political relevance of opposing ideals of liberty on the two sides of the Atlantic” by “bringing together internationally renowned scholars to examine questions of political theology and their historical origins.” The series, which began in 1998 with programming keyed to the fiftieth anniversary of the founding of the state of Israel, “focused on the arguments of the enemies of liberty, who apply fundamentally non-negotiable theological, moral, or national criteria to political questions that must in fact be negotiated pragmatically.”

Müller-Elmau sees hotels as natural venues for the free exchange of ideas and the enjoyment of art. “Hotels were once used as gathering places where writers and artists could meet and exchange ideas with a random audience instead of with the usual suspects, who have nothing new to say to each other. The internationally renowned scholars who attended the Schloss Elmau

Symposia generally held contradictory viewpoints. Most of the hotel guests who came to listen were there by chance, and they asked unusual questions. That’s why we were able to stir debates in the German media, sometimes for months. The media would show up looking not only for new insights, but also for radical arguments, for the unexpected.”

One national debate that Müller-Elmau initiated in a Schloss Elmau Symposium in 1998, “Globalization without Migration?,” concerned Germany’s refusal to grant “green cards” to skilled workers from most foreign countries other than the United States. Because of those restrictions, he had been unable to base an internationally diverse team of software developers in Munich and ended up moving development to Florida before winning his fight and opening a development office for Fidelio Cruise in Hamburg. “That issue went on to the national talk shows,” he said. More than sixteen years later, the topic of guest workers became an area of common ground between him and Angela Merkel, who spent a private afternoon discussing it and refugee issues several weeks before the start of the G7 summit.

TRIAL BY FIRE

Merkel first visited Schloss Elmau in June 2005, shortly before her election as German chancellor, to speak at a Transatlantic Forum of the German Marshall Fund. While Müller-Elmau’s programmatic efforts to promote peace and unity were meeting with such evident success, however, he was still locked in conflict with half of the family shareholders over control of the family holding company. In July that year, those shareholders took their case to the district court in Munich, and lost. Müller-Elmau’s position as sole managing director was “unreservedly” confirmed.

Weeks later, a fire started before dawn in the bedroom of the former general manager. There were 150 children and 300 adults asleep in the castle at the time, and all were evacuated safely, thanks in part to the fire safety upgrades that Müller-Elmau had made since 1997. Most of the building was destroyed. Firefighters worked for 20 hours to extinguish the blaze.

The preliminary findings cited a short-circuit in an electric blanket as a possible cause, but further investigation was dropped as part of an out-of-court settlement with the insurers. Sixteen months after the fire, the



Schloss Elmau burns on August 7, 2005. More than 80 percent of the historic landmark building was destroyed. The tower survived. Photo by Dietmar Müller-Elmau

family members who had opposed Müller-Elmau sold their holding-company shares to him and his Fidelio business partner, at last leaving Müller-Elmau with majority ownership of Schloss Elmau.

THE ROOTS OF RESENTMENT

The 50-year family struggle over control of the legacy of Schloss Elmau had its basis more in cultural ideological differences than in ordinary familial resentments. What Müller-Elmau experienced in childhood as “a hypocritical and politically totalitarian idealization of culture and community” shared a lineage, despite the family’s amity toward Jews, with the “devastating combination of moral superiority and political subservience” that had enabled Hitler’s genocidal regime to get the indispensable support of the German elites.

The German ideal of national community that offered freedom from the self “dovetailed almost perfectly with the anti-rational, anti-civilizational imperative of the National Socialists: ‘You are nothing; your

nation is everything.’”

Müller-Elmau found the origins of the historical German antipathy toward Jews—and Americans—in the German resentment against “the ideal of individual freedom to transgress boundaries and move beyond the control of the cultural elites,” who depend for their influence and power on a homogeneous populace that disparages independent thinking.

“The German argument was, ‘Because Germans are genetically disposed to have no self-interest, they have produced the greatest compositions of classical music. That’s why we are morally superior to everyone else. Because the Jews and Americans think only of their own interests, they are morally inferior, and that’s why we have to take their place as the chosen people and rule the world according to God’s will.’”

SCHLOSS ELMAU 2.0

Because no one was injured when Schloss Elmau burned, Müller-Elmau was free to appreciate the opportunity presented to him

to start over altogether. In a remarkable mirroring of the past, he was able to use as his architect a cousin, Christoph Sattler, who is the grandson of Schloss Elmau’s original architect, and Müller’s brother-in-law, Carlo Sattler.

Sattler imagined restoring the Schloss to its original appearance, but Müller-Elmau had other ideas. Although required by the preservation commission to maintain the original footprint and the hotel’s historic aspect, he doubled the size of the rooms and made many new aesthetic choices designed to offer his guests “the luxury of space and privacy” and allow them “to meet people as easily as to avoid them.” In other words, he offered them the freedom to choose the vacation they wanted to have.

He also wanted a place where he and his family would feel at home, especially his independent-minded, Calvinist Dutch

Inducements to relax in the Al Camino Bar and Lounge, in the Schloss, include live jazz piano, an open fireplace, and perfect lighting—even for reading. Photo by Will Essig





mother, who had “remained an outsider in Lutheran Schloss Elmau” until he took over ownership in 2006.

After a two-week test run with a Zionist Tarbut conference and a German Marshall Fund Conference on Transatlantic Relations, the new Schloss Elmau officially opened its doors on the fourth of July in 2007. A member of the Leading Hotels of the World (whose president and chief executive officer is Ted Teng ’79), the hotel immediately began garnering superlatives from the industry. American Nikolai Bloyd, GMP ’13 became general manager in 2010, assisted by deputy manager Christian Magewski, GMP ’14 and their charmingly hospitable staff, and international honors continue to accrue to Schloss Elmau.

Even while he was rebuilding the castle, Müller-Elmau’s ambition to create a wholly new hospitality concept, plus his desire to restore the guest capacity he lost by enlarging

G7 summit participants assembled in the concert hall at Schloss Elmau for famed mezzo-soprano Waltraud Maier’s performance of Richard Strauss’s *Vier letzte Lieder*. Schloss Elmau stages more than 200 classical and jazz concerts each year. Photo by Bundesregierung/Guido Bergmann

the guest rooms in the Schloss, led him to the idea of building a second hotel, as “a hotel within a hotel,” down a short footpath from the first. In addition to the prospect of having total design freedom and being able to offer his guests greater choice, it occurred to him that, “by building eight family suites of identical size” within it, “I might improve the chances of a G8 summit being staged at Schloss Elmau.” (As Müller-Elmau explained, the G8 became the G7 after Angela Merkel redefined the summit as “a community of wealthy and democratic nations responsible for defending freedom and improving quality of life in the entire world.” This new definition has excluded Russia,

plus China and India, for the time being.)

Müller-Elmau gave his second hotel a peaceful, subtly Asian-inspired contemporary aesthetic that contrasts entirely with the Schloss’s traditional Bavarian architecture. The Schloss Elmau Retreat opened on March 21, 2015, less than three months before the start of the G7 summit.

THAI SOUP DIPLOMACY

During Müller-Elmau’s pre-summit tête-à-tête with Merkel, he stated that Germany had “an anti-rational immigration policy regime.” She asked him what he meant by this, and he told her how it had taken him eight years to get an “experimental” permit from the president of the Office of Labor—who had been a guest at Schloss Elmau, no less—for five Thai chefs to work in the Retreat. She asked him how that could be. He explained that Thai chefs were only permitted to work with other Thais, not in



|| The Retreat. Photo by Will Essig

the same kitchen with Germans or other nationals. “Only if they’re a Thai specialty restaurant, and no German can take their place, can you hire a Thai,” he explained to the chancellor.

Merkel asked to meet one of the Thai chefs. After a warm, woman-to-woman conversation about the best way to make *tom kha gai*, or coconut-ginger soup, the chancellor called her chief of protocol and directed him to put the soup on the menu for the summit.

“This was a break in tradition with 40 years of summits,” said Müller-Elmau, “where you’ve only been allowed to provide local food. You can’t have a G7 in Germany and serve French wine, it has to be all local, ideally just from the place where you are. Every president—and on the second day there were eighteen of them—even Obama, saw that this was a different, a cosmopolitan Germany. That’s what she wanted to show.

“They were all raving about the soup, and they understood its symbolism,” he continued. “Obama finished his bowl without leaving a trace, and his head of security was going crazy,” because he is supposed to leave behind a portion to analyze in case he falls ill.

The day after the summit, said Müller-Elmau, “Merkel called the head of the Office of Labor and told him, ‘Listen, what you’ve done in Elmau, I want you to make it a rule now.’ She also put him in charge of the Office of Migration in addition to the Office of Labor, knowing that the integration of migrants requires them to be able to work. As she was saying in this kitchen, ‘If the Thais and the Germans work together, it’s much better for everybody. We learn from each other.’”

“Merkel knows that a civilized immigration policy is essential if Germany wants to attract the brightest immigrants from around the world,” he said later. “She not only wanted

to solve a humanitarian crisis by opening the borders for Syrian war refugees, but she also wanted to show that Germany is friendly to immigrants as well as asylum-seekers. She knows that, for Germany and Europe to be competitive in the future, they need to become open and cosmopolitan societies.”

THE LUXURY OF DIVERSITY AND CHOICE

The environment of Schloss Elmau has a soul-soothing, warm and cool tactility and a sophisticated yet homelike luxury. The feeling is the same in the Retreat and in the main castle, despite their historical and architectural differences, because both buildings reflect Müller-Elmau’s constant consideration of the elements that will put people truly at ease. His unifying design concept, he explained, “celebrates the diversity of materials and spaces in the world we live in and the homogeneity of the light that comes from the sun and moon beyond this world.”

Schloss Elmau offers guests a variety of leisure options in addition to the pleasures of the outdoors. Other offerings include “yoga without dogma,” which is led by a variety of experts in Müller-Elmau’s brilliantly conceived yoga pavilion; two libraries and a bookstore; six superb spas; and six distinctive restaurants, one with a Michelin star.

Most notably, Schloss Elmau also has a comfortably intimate, acoustically excellent concert hall where artistic director Silke Zimmermann and her staff stage more than 200 classical and jazz concerts year-round (free to the guests) featuring a parade of internationally renowned artists who perform there solely in exchange for the pleasures of the resort. Brad Mehldau, whom Müller-Elmau considers “the greatest jazz pianist today,” is one of the artists who enjoy Schloss

Elmau enough to perform there every year. (Mehldau even felt moved to compose a piece titled “Schloss Elmau” for his album *Places*.) Others in the Schloss Elmau Who’s Who include “many of the greatest pianists of our time,” including Martha Argerich, Grigory Sokolov, Daniil Trifonov, Yefim Bronfman, and Yuja Wang.

Müller-Elmau’s belief in diversity and choice as conditions of freedom has influenced his entire conception of hospitality. His dedication to understatement and inclusive, not exclusive, luxury is an outgrowth of this thinking. “Luxury can be very oppressive,” he noted, when it aims to impose and impress. “This place doesn’t try to make you smaller,” he said, adding, “We have a very heterogeneous clientele, a whole, incredible range of super-rich and just very normal, average earners.” The benefits of the resort

are the same for every guest, whether they are industrialists, Hollywood stars, politicians, or school teachers.

Müller-Elmau is able to offer his resort to the budget-minded because of the great variety of accommodations available between the two buildings. In addition to the widely varying square footage of the rooms and suites that he built in the Schloss and the Retreat, about 20 of the Schloss’s original rooms survived the fire.

“You can still have your monastery cell with the furniture from 1916,” he said. “It’s nice; it has a shower and a sink and the bed is perfect, and you can stay there for about 200 euro on average, including breakfast, dinner, spa, concerts, and more.”

In other words, even the old way is still a choice at Schloss Elmau. Dietmar Müller-Elmau would have it no other way. ▀



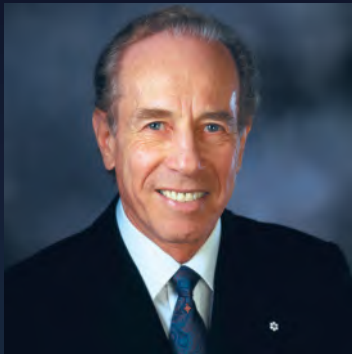
The Adult Spa in the Retreat is one of six spas at Schloss Elmau, including one reserved for families with children. Photo by Thomas Straub



8TH ANNUAL CORNELL HOSPITALITY

ICON & INNOVATOR AWARDS

On June 7, 2016, the School of Hotel Administration was privileged to celebrate the 2016 honorees:



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The 2016 Cornell
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MICHAEL JOHNSON

The Bradley H. Stone Dean and
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his leadership of the School of Hotel
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The School of Hotel Administration extends our thanks to the following companies for their support of this event and of student scholarships to enable the next generation of hospitality leaders:

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School of Hotel Administration

CHS PRESIDENT'S MESSAGE



HOTELIES FOR LIFE

Heading into 2016, the primary goal of the executive board of the Cornell Hotel Society (CHS) was to support the efforts of our 53 chapters around the world. While CHS is a global organization, I believe we serve our members best through the 150-plus social, educational, philanthropic, and professional events organized at the local level. In support of these undertakings, the board doubled our budget for local chapter assistance and faculty travel.

The announcement on December 14, 2015 that Cornell planned to form a college of business (CCB) prompted the CHS executive board and the CHS Foundation to shift their focus to promoting constructive, factual, two-way communication between Cornell and SHA officials, on the one hand, and alumni, on the other. It is our belief that informed Hotelies make smart decisions.

Hotelies are some of the most engaged alumni at Cornell. According to university statistics, over 50 percent of SHA alumni donated money, attended an alumni event, or volunteered to serve as leaders during the period from 2013 through 2015. This compares to a campuswide average of 40 percent. Hotelies are also showing their support by

paying their CHS dues. Through April of 2016, the number of dues-paid members was up fourteen percent over the first four months of 2015. Further, alumni are showing greater support for CHS by signing up for our auto-renewal and lifetime membership programs.

The first few months of 2016 provided some additional challenges for CHS, SHA, and the overall Cornell community. Foremost among them, tragically, was the unexpected death of President Elizabeth Garrett in March. From the initial announcement of the CCB, President Garrett had graciously held several group and one-on-one conversations with CHS leadership.

SHA has also undergone a change in leadership with the conclusion of Michael Johnson's tenure as dean. We wish him well in his new post at Babson. In May, Professor **Kate Walsh, MPS '90** was selected to succeed him, on an interim basis, beginning July 1. CHS pledges to work closely with Dean Walsh and her administration through this period of great change and adjustment.

The first half of 2016 also saw several very enjoyable Hotelie moments. Emblematic of the global nature of CHS, we gathered in Reykjavik, Iceland in February for the annual EMEA conference, followed by the annual APAC gathering on Jeju Island, South Korea in May. I thank, and congratulate, all the CHS leaders who helped organize these wonderful, successful events. Hotelies returned to Ithaca for HEC in March and for Reunion in June. Also in June, alumni traveled to New York City for the Icon and Innovator Awards dinner.

As the year goes on, our 53 local chapters will continue to host their social, educational, philanthropic, and professional events all around the world (see them all at <https://sha.cornell.edu/alumni/connect/events>), and CHS leadership will maintain the enhanced communication that started following the CCB announcement. Please

check out our CHS presence on Facebook and Twitter as well as our "CHS Updates" on the second Saturday of each month. To make sure you receive information about CHS events and significant SHA happenings, it is very important that you keep your contact information up to date at https://sha.cornell.edu/alumni/connect/directory/members/update_address.

Phew—it has been a busy year so far. The executive board thanks the hundreds of volunteers who serve as regional and local CHS leaders. Without their help, we could not have accomplished what we have this year.

It has been my great pleasure to work with the Hotelies who have served with me on the executive board. First vice president **Cheryl Boyer '87**, second vice president **Bill Minnock '79**, co-treasurers **Dexter '87** and **Susan '87 Wood**, secretary **Carmel A. D'Arienzo '88**, and immediate past president **Deniz Omurgonulsen '00** have risen to meet many challenges this year. Additional thanks go to CHS Foundation chair **Jeanne Sander '66**, SHA senior lecturer **Cheryl Stanley '00**, who oversees the CHS collegiate chapter, and the staff of the SHA Office of Development, Alumni Engagement, and Outreach: **Meg Hardie Keilbach, CALS '88**, **Julie Pizzuti, MPS '06**, **Nickie Fredenburg**, and **Agata Okulicz-Kozaryn**.

For Hotelies, 2016 has been an eventful year filled with emotional challenges. Let's remember to take some time to have fun, because at the end of the day we are all *Hotelies for Life!*

ROBERT MANDELBAUM '81

CHAPTER EVENTS



EUROPE, MIDDLE EAST, AND AFRICA REGIONAL MEETING

Four days in Reykjavik turned into a spectacular February weekend filled with adventure, history, and a look to the future of the industry. Organized by **Deiv Saluts kij '71** and **Martti Palonperä '77, MPS '94**, the event had 74 attendees from all over the world, who participated in a Viking dinner, soaked in the exquisite geothermal waters of the Blue Lagoon, and went on a day trip to the geysers in Thingvellir National Park.

However, the trip wasn't all play. The Cornell Hospitality Summit on Friday morning offered updates on the College of Business; an informative presentation on the growing trend of tourism with the participation of Ragnheiður Elin Arnadóttir, minister of trade and tourism, Halldor B. Thorbergsson, senior vice president of business development for Iceland Air Group, and

Michael Widmann, PDP '00, managing partner, PKF; and an insightful presentation on sustainability in hotel operations by **Jeanne Varney '85**, SHA lecturer in properties development and management.

Thousands of dollars were raised for scholarships at the auction, and Deiv was surprised with a special thanks for all his years of service and the naming of the CHS Deiv Saluts kij PDP Scholarship. Congratulations also to outgoing regional vice presidents **Christian Walter, PDP '08** and **Alison Hargreaves '00**.

While perhaps the taste of dried mako shark will be easy to forget, the rest of the weekend will not be — thank you to all who attended for such a successful long weekend!

Save the date for the 2017 EMEA meeting in London, June 15–18, under the new leadership of regional vice presidents **Jeffrey Scott '91** and **Michael Cortelletti, MMH '99**.



1 The group takes a wellness swim in the Blue Lagoon.

2 **Deiv '71** and Tina **Salutskij** enjoy Viking Night with **Martti Palonperä '77, MPS '94**.

3 SHA students and staffers and CHS board members play in the snow with SHA lecturer **Jeanne Varney '85** (left).

4 The "Niagara Falls" of Iceland.

5 EMEA attendees gather at Harpa, a striking new concert hall, for their gala dinner.

6 The meeting's chief organizer, **Deiv Salutskij '71**, was honored with the establishment of a PDP scholarship in his name. With him are CHS VIPs **Christian Walter, PDP '08**, Meg Keilbach, **CALS '88**, **Jeff Scott, MPS '91**, **Carmel D'Arienzo '88**, **Cheryl Boyer '87**, **Susan Boyle Wood '87**, **Alison Hargreaves '00**, and **Michael Cortelletti, MMH '99**.



1 Arizona: Bruce Sandground '84, Steve Eberhart '82, Julie Zagars '94, and Richard Fincher, ILR '73 at the Cornell reception at the HR in Hospitality Conference at Talking Stick Resort in Scottsdale, Arizona, on March 15. Photo by Peter Jordan Photography.

2 Arizona: Cornell faculty members Bruce Tracey (third from left), Richard Hurd (third from right) and, to the right of him, Dave Sherwyn, ILR '86, JD '89 and ILR Dean Kevin Hallock spoke to alumni in Scottsdale in March.



CENTRAL FLORIDA

The Central Florida Chapter celebrated the New Year at Orlando's Caribe Royale All-Suite Hotel and Convention Center on Jan. 20. The chapter would like to thank executive food and beverage host Scott Cammarata, who provided the perfect event, as well as CHS royalty and local first-class Hotelies Peter Yesawich '72, MS '74, PhD '76; chapter president Larry Stuart '76 and his wife, Lori; Barry Bloom '86, MBA '01 and his wife; Tom Cleary '89; Garrett Toohey, MPS '79; and Lisa Camacho Szeto '91.

GEORGIA

In January, 32 Atlanta-area Hotelies and guests enjoyed an evening of the good life at Dolce, LDV Hospitality's new Italian restaurant in Buckhead. LDV founder and president John Meadow '02 hosted the group. The evening started with a Prosecco reception, which was followed by a three-course meal served family style. Each course was paired with an appropriate wine. LDV provided a few "off-menu" extras, including a specialty pizza, a yummy cream-filled pastry, and a dessert wine. The chapter thanks Mit, Nazy, and the rest of the staff at Dolce for a wonderful dinner.

Rohit Verma, executive director of Cornell's Institute for Healthy Futures and SHA professor of services operations management, traveled to Atlanta to address a group of 20 Georgia Hotelies in February. Rohit, who was then dean designate of external



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relations for the Cornell College of Business (an appointment that took effect July 1), shared his thoughts and answered questions regarding the CCB. **Fred Castellucci '07**, owner and operator of Cooks & Soldiers, hosted the event.

In April, the chapter hosted a happy hour at the new Hotel Indigo Atlanta Downtown. Eight attendees enjoyed a special hotel tour and cocktails and bites from the new menu at the hotel's restaurant, JP Atlanta.



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3 Central Florida: The chapter celebrated the New Year at Orlando's Caribe Royale. Special guests included Bill Ricciani (top right in mauve jacket) and, next to him, Ron Brennan (gray jacket). Also in the photo are **Renese Johnson '02**; **Lisa Camacho Szeto '91**; **Paulene Kawasjee '04**; **Barry Bloom '86**, MBA '01; **Brian Guernier '89**; **Zach Winters '10** and **Marianna Russo**; **Lucy Yang '14**; **Len Wolin '88**; **Peter Yesawich '72**, MS '74, PhD '76; **Allison Stover Knepler '11** and her husband, **Kenny**; **Lisa Wolin '88**; **Larry Stuart '76** and his wife, **Lori**; and **Tom Cleary '89**.

4 Georgia: **Gavin Royster '13**, **Michael Tormey '13**, and **Daniel Konzelmann '11** enjoy a glass of Prosecco at Dolce in Buckhead in January.



1 Germany: Michael Cortelletti, MMH '99 and Maja Schneider attend the Germany chapter meeting in February in Berlin.

2 Germany: Members celebrate the New Year at the Radisson Blu in Cologne.

GERMANY

The first regional meeting of the Germany Chapter this year was held at the Hotel Titanic Chaussée Berlin, which opened in February. After a welcome by general manager Hakan Akin, the members and guests had an interesting tour that ended with pizza and pasta at the Pascarella Italian Grill Restaurant. The participants were delighted with the hotel's Turkish atmosphere and warm and professional service.

CHS Germany held its New Year's get-together in February at the Radisson Blu Cologne. Jürgen Wirtz and his team there hosted and organized the event. After enjoying an aperitif and delicious finger foods in the Capitolium Suite overlooking Cologne, guests were introduced to the new Wohnidee suites. The evening continued with good conversation and cuisine in the restaurant Paparazzi.

In March, the chapter welcomed fellow Cornellians and guests at the annual ITB breakfast in Berlin. Among the attendees were **Jeff Scott, MPS '91** and **Christian Walter, PDP '08**, European regional vice presidents, who presented interesting updates on CHS and the upcoming College of Business. The chapter thanks **Teresita Leibenfrost '09** for organizing the event and the Wyndham Excelsior Berlin for once again hosting and supporting this traditional gathering.



3 India: Brad Walp, MPS '01 (center), executive director of enrollment management at SHA, visited with Yaashna Kapoor '18 and her family, on left, and Lalit Nirula '66 and Pawan Marwaha, MMH '06, on right, on April 25 in Delhi. The group is shown at the Library Lounge in the Leela Palace.

4 Indonesia: A big CHS welcome to the new Indonesia Chapter! Officers Alison Jap '07, Evatania Rachmat, MMH '08, and Ratna Kartadjoemena, MMH '08 are shown having their first meeting. They incorporated the chapter in January, and it has seven members so far.

5 Tokyo: CHS Japan held its annual general meeting and New Year's party at the Hotel Niwa Tokyo. Holding the banner at right center is regional vice president Chiaki Tanuma, MPS '80.

6 Kansai: Members of the Kansai, Japan chapter enjoy their New Year's party at Kobeya Sylphide restaurant on Feb. 26.

JAPAN

CHS Japan had its annual general meeting and New Year's party in early February at the Hotel Niwa Tokyo. The hotel's general manager, Aya Kinoshita, told the group about founding her hotel in 2009, and many of the 58 attendees were given a tour. The food at the buffet was beautifully displayed, and the members enjoyed its delicate taste.



NEW ENGLAND

The Cornell Hotel Society's New England Chapter held a networking event with MBA students in hotel and tourism administration from the University of Cergy-Pontoise near Paris while they were touring hotels in Boston. **Debbie Freckleton '94** graciously set up and hosted the March 25 happy hour at BOND at the Langham.

NEW YORK CITY

CHS New York City's Restaurant Panel in March was a huge success, with over 40 people in attendance. The panel was a great off-record, intimate conversation between operators and financial, legal, and press experts that explored their predictions for 2016. This interactive discussion covered what each of these professionals do on a daily basis to balance the impact of higher labor costs on profitability, service, and risk.

The chapter also hosted a power breakfast at the Loews Regency in April. The event, moderated by **Art Adler '78**, managing director and CEO of the Americas for Jones Lang LaSalle's hotels and hospitality group, discussed the past, present, and future of the New York City hotel market. The discussion was led by Loews Hotels executives Jonathan Tisch, chairman, and **Kirk Kinsell, MPS '80**, president and CEO. Esteemed guests included **Cheryl Boyer '87**, **Michael Palmeri '01**, **Bradley Burwell '03**, **Eric Sinoway '96**, **Ted Teng '79**, **Keith Kefgen '84**, and other well respected industry figures. **Nikita Sarkar '06** is president of the chapter, and **Rich Levins '13** is their social and events director.



1 **New England:** Among the 25 or so people at CHS New England's March 25 mixer were **Shawn Weger '11**, **Jenn Cotter**, **Debbie Freckleton '94**, **Richard Jing, MMH '15**, **Mikiko Kitamura '03**, **Stephen Hassman '11**, **Kyle Reardon '06, MBA/MPS-RE '14**, and **Tania Naaman '88**.

2 **New York City:** Participants in the Restaurant Panel in March are, from left, **John Meadow '02**, **Rich Levins '13**, **Sarah Lockyer**, **Carolyn Richmond, ILR '91**, **Michael Jacobs**, **Jim Coyle '87**, and **Nikita Sarkar '06**.

3 **Norway:** At the recent Hospitality Sales and Marketing Association International (HSMAI) Awards, both Norway chapter president **Robert Holan, GMP '09** and past president and treasurer **Aadne Skurdal '09** received Excellence in Service Diplomas for their respective hotels. Between them is **Leif Evensen '66**.

4 **Pan-Hellenic:** Members gathered in January at the Athenaeum InterContinental in Athens to celebrate the New Year. Pictured are **Aris Mathiopoulos, MMH '10**, **Sofia Kalfopoulou, MMH '14**, **Themis Trakas '95**, **Panos Panayotopoulos '91**, **George Papageorgakopoulos '96**, and **Evan Pezas '72**.



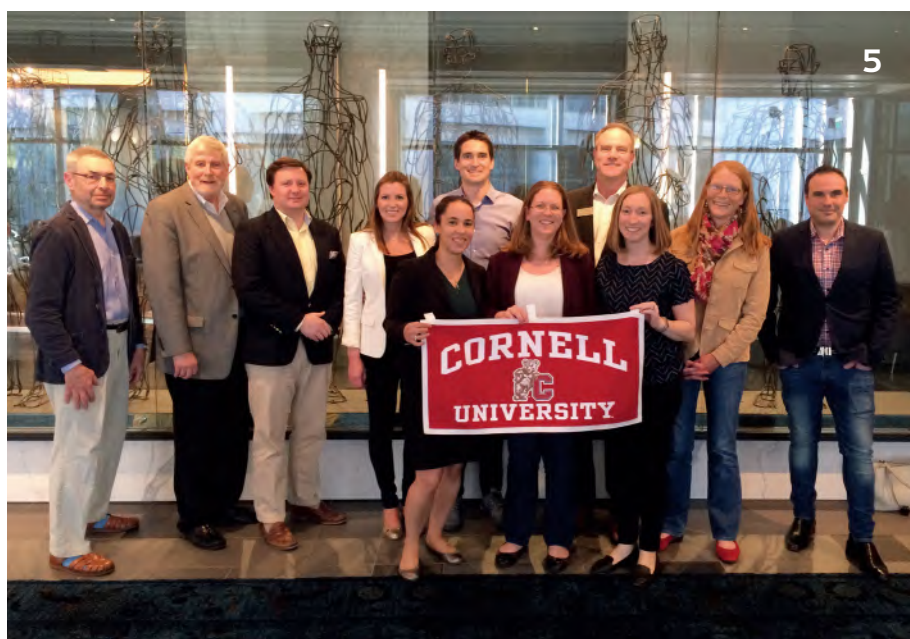
NORWAY

The members of CHS Norway held their annual meeting in Oslo in January at the headquarters of Choice Nordic Hotels. **Henrik Staahl, GMP '15** and **Siri Tunold, GMP '14** were appointed to the board.

PHILADELPHIA-SOUTH JERSEY

The Philadelphia-South Jersey Chapter visited the Logan, formerly the Four Seasons, in April. Many attendees were familiar with the old hotel and were curious to see how it had been renovated and revamped. The group enjoyed a cocktail reception following the tour.

5 **Philadelphia-South Jersey at the Logan:** From left are Joel Maruchek, **Peter Tyson '68**, **Tony Biddle '07**, **Lisa Graham, A&S '85**, **Tessa Hart '13**, **Steve Graham '07**, **Kim Rossiter '04**, **Bob Nelson '83**, chapter co-presidents **Jessica Diamond '04** and **Heather Saunders '91**, and **William DiStefano**.





SINGAPORE

One of the Singapore Chapter's most popular events, the annual Chinese New Year Lo Hei dinner, drew a fantastic crowd in February at New Ubin Seafood. **Luke Pang, MMH '12** donated two vouchers from his restaurant group, Les Amis, to be raffle prizes for the event.

At their annual general meeting in March, members took a brief look back at 2015, snuck a peek at the rest of 2016, and mingled with their CHS family and friends over light hors d'oeuvres and drinks in the luxury and comfort of the glamorous Mandarin Orchard hotel.



1 Singapore: The chapter had a terrific turnout for their annual Lo Hei dinner to celebrate the New Year in February.

2 Singapore: Chapter members volunteered with the FoodBANK of Singapore to sort and organize their warehouse and pack boxes of food for those in need. Pictured are **Manish Asani, MMH '11**, **Si Mei Ng, MMH '14**, **Alex Sigeda, MMH '10**, **Jon Sit '13**, **Ethel Hoon '13**, **Ramandeep Walia, MBA '08**, and **Neha Pandey, MMH '06**.

3 Sweden: **Ted Teng '79**, center, visits with chapter members at the Grand Hotel in Stockholm.

4 Toronto: Chapter members and guests **Daniel Sternfels '76**, **Hani Roustom, MMH '06**, **Tom Rothfels '77**, **Neil Vosburgh '68**, **Elizabeth Vosburgh**, **James Vosburgh '07**, **Sarah Matthews, MMH '99**, and an unidentified guest pose with tour guide Mohammed Rahim at the Aga Khan Museum.

SWEDEN

The Sweden Chapter officially opened this spring with a celebratory breakfast at the Grand Hotel in Stockholm, with **Ted Teng '79** as their guest of honor. The new chapter hopes their gift to him, the basics for the Swedish *fika* (coffee break), will come in handy. Ted arrived with gifts of his own—HEC bears. The chapter thanks managing director Pia Djupmark for hosting them and **Beverly Tengstrom '98** for helping out.

TORONTO

The Toronto Chapter organized a private tour of the one-of-a-kind Aga Khan Museum, the best-known museum in the Americas featuring Islamic art, Iranian art, and Muslim culture, with a collection that dates as far back as the eighth century. During their visit, the members learned about the detailed thought that went into the museum's architecture and design and enjoyed a firsthand glimpse into centuries-old art, navigation tools, and documents from an area ranging from Turkey to China.



Where are the class notes?

The class notes are password-protected.
To view them, click on the “Alumni version” link
and log in here:

<https://sha.cornell.edu/about/news-and-publications/publications/hotellie-magazine.html>



Remembrance

Fay W. Brandis '42
DECEMBER 8, 2015

Richard C. Bonser '43
NOVEMBER 18, 2015

Winthrop A. Young '43
MARCH 17, 2013

Charles F. DeMenna '44
MARCH 9, 2016

Frances H. Thomas '48
OCTOBER 15, 2015

George W. Hallbach '49
FEBRUARY 18, 2016

John "Jack" Tewey '49
JANUARY 30, 2016

Richard L. Kaplin '50
MARCH 9, 2016

Gregory S. Pappas '50
MARCH 11, 2016

Charles H. Carpenter, Jr. '51
APRIL 5, 2015

William J. O'Donohue '51
JANUARY 10, 2013

Robert F. Vance '51
NOVEMBER 25, 2015

William E. Muser II '53
FEBRUARY 10, 2016

Harry C. Gibbons '55
DECEMBER 4, 2015

Ann Curley Brown '56
JANUARY 12, 2016

Harry R. Keller '56, MPS '00
MARCH 18, 2016

Redford T. Sanderson '57
MARCH 19, 2016

Paul E. Staats, Jr. '57
DECEMBER 13, 2015

Mary R. Martin '58
SEPTEMBER 22, 2015

Peter B. MacRoberts '59
APRIL 22, 2016

Mark K. Schimmel '61
MARCH 29, 2016

William A. Stowe '62
FEBRUARY 8, 2016

Thomas M. Chapman '64
DECEMBER 1, 2015

Allan N. Chalfin '71
SEPTEMBER 30, 2015

Edward J. Vandercar '72
JANUARY 28, 2016

R. Andrew Swinney '73
APRIL 24, 2016

John A. "Shawn" Droney, III '79
JANUARY 15, 2016

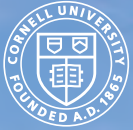
William G. Sipple '79
APRIL 24, 2016

Scott Morrison '83
FEBRUARY 14, 2016

Douglas I. McGregor '85
SEPTEMBER 19, 2014

David J. Nevarez '90
JUNE 10, 2015





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A scenic landscape photograph showing a field of purple flowers in the foreground, a dense forest of evergreen trees in the middle ground, and a large, rugged mountain range in the background under a blue sky with some clouds.

Hotellie