

Hotellie

Dreaming
bigger
dreams

Winter 2014





90

Leading Off

- 2** Dean Michael Johnson gives a mid-year update

Red All Over

- 4** From the C-suite to Main Street
Hotellerie spirit is everywhere

Insights from Innovators

- 12** Fast food redefined
Chipotle founder Steve Eells shares his formula for success

The Student Experience

- 16** Hotel Ezra Cornell
Tess Williams '15 examines the essence of HEC

Hotellies Afield

- 20** Peter Semone, MPS '94
plants the seeds of hospitality in Lao PDR

Industry Focus

- 26** SHA study
looks at women's careers
- 38** Carlson's remarkable culture of inclusion

World Views

- 46** City of magic
Dayssi Olarte de Kanavos '85 weaves the magic of Cartagena



26

Alumni News

- 54** CHS president's letter
- 56** Chapter events
- 67** Remembrance
- 68** Class notes

Outposts

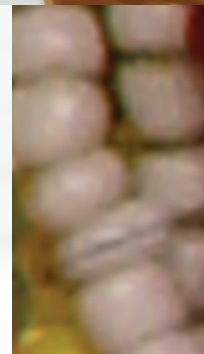
- 90** Mount Everest
Karl Pettijohn '85 on his quest to climb the ultimate summit



12



56



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Winter 2014

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38

46

20

Mid-year update



The year has been going extremely well for our school, and I would like to update you on several developments that will further enhance the educational experience that we are able to offer our students.

We have given a great deal of attention this year to two especially important initiatives designed to expand the global scope of our educational efforts: dual-degree program partnerships and online learning.

The first of these has been a drive to identify universities around the world with strong MBA programs and reach out to them to establish dual MMH/MBA programs. In time, we hope to establish several programs that offer students based here and at a partner institution the opportunity to spend one year studying for an MMH degree at Cornell and another year studying abroad for an MBA.

Online learning is revolutionizing the delivery of higher education. American universities from New York to California, including Cornell and SHA, are offering MOOCs (massive open online courses) at little or no cost to consumers. Cornell has also joined the movement to allow undergraduates to take a limited number of online courses for credit. Our school recognized very early the enormous potential of remote learning. We teamed with eCornell from the beginning to lead in the delivery of high-quality content to hospitality professionals the world over. With our newly established Office of Online Learning and Collaborative Programs, we continue to lead by developing online certifications, MOOCs, for-credit options, blended-learning options, and related collaborations. These will expand enormously the educational reach of our outstanding faculty and industry partners.

Our new Cornell Institute for Hospitality Labor and Employment Relations is forging industry connections and generating significant scholarly activity. Under the leadership of Professor David Sherwyn, CIHLER will extend its influence with three events this semester: the Labor Relations Summit, the HR in Hospitality Conference, and this spring's Labor and Employment Roundtable.

We are midway through our faculty recruiting efforts for the year. I am delighted to announce that Peggy Odom-Reed, who has been a visiting senior

lecturer at SHA since 2011, will become a full-time lecturer in management communication in July. Peggy is a Cornellian, with MS and PhD degrees in organizational communication from CALS. We have also recruited two outstanding young scholars for positions as assistant professors in organizational behavior. Jamie Lyn Perry will be joining us from Rutgers University, and Kristina Workman will be coming from the University of Michigan's Ross School of Business. Searches continue for professional positions in entrepreneurship and operations management and a lectureship in food and beverage management.

We are looking forward to another construction project to complete the amazing transformation of Statler Hall. This makeover began with the construction of the Beck Center in 2004 and continued with the tower project, completed in 2009, and the Marriott Student Learning Center, which was completed in one very busy summer, 2012. KSS Architects has now designed a beautiful new entrance to be built onto the East Avenue side of the building, starting this summer.

This project will reconfigure the entrance to improve airflow in the building while still allowing for rapid traffic flow during class changes. The project will also add a floor above the World Atrium. This second-floor space will connect to the Food Lab on one side and the Beverage Management Center on the other, allowing for a variety of uses. Among them, it will provide an inviting and accessible venue for Establishment, the restaurant run on weeknights by students in the Restaurant Management course.

Advances like these enable us to continue to offer our students the very best education—and overall experience—available for learning the business of hospitality. We owe a great debt of gratitude to our donors, whose remarkable generosity assures our continued preeminence as the school for hospitality leadership.

Sincerely,



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

Jon Reis

Promotions and appointments

J. Allen Smith, CALS '80, MPS '86 in September became president and CEO of Four Seasons Hotels and Resorts. In his previous position as CEO of Prudential Real Estate Investors since 2008, Smith had expanded that company's global presence to include 23 offices worldwide and 53 billion dollars in real estate assets. Smith joined Prudential in 1987 as a member of its hotel investment group after earning his master's degree from SHA. Over the course of his career with Prudential, his responsibilities expanded beyond hotel investing to include all commercial property types and all facets of the real estate investment business, including strategic planning, organizational development, capital partner relations, portfolio management, corporate finance, and business operations.



J. Allen Smith, CALS '80, MPS '86



Tony Spring '87

Tony Spring '87, a 26-year veteran of the Bloomingdale's department store chain, has been named the company's chairman and CEO. Spring, a Crain's 40 Under 40 honoree in 2005, joined Bloomingdale's as an executive trainee. He rose five years ago to his recently vacated position of president and COO. He plans to continue the chain's integration of online, in-store, and mobile shopping for customers. Bloomingdale's, the upscale sister of Macy's, represents about ten percent of Macy's Inc.'s 27.7 billion dollars in sales.

Alan Tang '92 has been appointed COO of Frasers Hospitality in Valley Point, Singapore. He oversees commercial operations for the company, which specializes in premier serviced apartments and hotel residences, and he will focus on developing the group's business growth and expansion strategy. Tang came to Frasers from GIC Real Estate where, in the course of thirteen years, he oversaw multi-billion-dollar global hospitality real estate portfolios, including the acquisitions and asset management of notable properties across multiple international brands including Shangri-La, Westin, Hilton, Marriott, Hyatt, Ascott, Oakwood, InterContinental Hotel Group, and Accor. Tang attended Cornell under the auspices of a Singapore Tourism Promotion Board overseas scholarship and graduated with distinction.



Alan Tang '92



Eileen Moore '94

Eileen Moore '94 moved to Las Vegas in August to become Caesars Entertainment Corporation's regional president and general manager of the Flamingo, the Quad, and the 180-million-dollar Bill's development on the Las Vegas Strip. Moore also serves on the company's Capital Committee. Prior to her current position, she was regional president and general manager of the Horseshoe Casino and Hotel in southern Indiana. She also had operational oversight over Harrah's Metropolis and Harrah's Joliet in Illinois. Moore has earned Caesars' highest honors as a recipient of both the Chairman's Award and the Excellence in Leadership Award and has been named by Business First as a Top 40 Under 40 business and civic leader and a Woman Worth Watching by *Profiles in Diversity Journal*.

Arthur Buser '89 has joined the CBRE Group in Singapore as executive managing director of their Asia Pacific hotels team. He was previously CEO and president of Sunstone Hotel Investors following eleven years in a variety of roles at Jones Lang LaSalle Hotels, most notably as head of its U.S. Global Hotel Capital Markets team. Buser also held a variety of roles at JLL Hotels, personally transacted over four billion dollars of hotel debt and equity transactions, and was a member of its global board. He has more than 30 years of hospitality industry experience.



Arthur Buser '89

Victor Tiffany '85 was named senior vice president of hospitality for gaming operations of the Seminole Tribe in August, with responsibility for all food and beverage outlets, nightclubs, and hotels of the Seminole Hard Rock Hotels and Casinos in Tampa and Hollywood, Florida. He also oversees food and beverage operations and entertainment venues at the five Seminole Tribe casinos. Tiffany was formerly head of hospitality for Echo Entertainment Group in Australia. His recent Sydney, Australia project, The Star, included the development of the Marquee Sydney nightclub with the Strategic Group, along with The Darling, a five-star boutique hotel, and Australia's 2012 best new restaurant, Momofuku Seiobo with chef David Chang. Tiffany also opened several restaurants for the Nobu Group, including the first Nobu on Hudson Street in New York City. With Tarsadia Hotels, he oversaw the development and launch of the Hard Rock Hotel in San Diego. From 2002 to 2007, he was vice president of food and beverage for the Borgata Hotel, Casino, and Spa in Atlantic City. He also launched its nightclubs, bars, and restaurants with chefs including Wolfgang Puck, Bobby Flay, and Michael Mina.



Victor Tiffany '85

Recognitions and awards

Anjali Agarwal, MMH '05, vice president of asset management at Chartres Lodging Group, was awarded a place on the **M&A Advisor's 40 Under 40 list** of emerging leaders in mergers and acquisitions, financing, and turnarounds. She was honored for her achievements in the "Dealmaker" category at an awards gala held in conjunction with the 2013 Emerging Leaders Summit in New York. In the past seven years at Chartres Lodging, Agarwal has been involved in 1.9 billion dollars' worth of transaction activity. Prior to joining Chartres Lodging, she executed significant revenue enhancements across nine states for Orbitz Worldwide's Southeast region. She also worked in operations for Marriott, Hyatt, and the Taj Group of Hotels.



Anjali Agarwal, MMH '05

Steven Young Reeves '97, a partner and corporate lawyer at Faegre Baker Daniels, was honored in November as a 2013 Best Lawyer Under 40 by the National Asian Pacific American Bar Association (NAPABA). An advocate for diversity in the legal industry, he is a member of NAPABA's national board of governors and played an integral role in the development of the Minnesota Asian Pacific American Bar Association as a member of the board of directors and president. In June 2013, he helped organize the inaugural Collaborative Bar Leadership Academy, a coordinated effort by the American Bar Association, Hispanic National Bar Association, National Bar Association, National Native American Bar Association, and NAPABA to provide leadership training and professional development programs designed to strengthen the pipeline of diverse bar association leaders. A specialist in strategic domestic and cross-border mergers and acquisitions, Reeves also counsels clients on foreign direct investments, international licensing and distribution arrangements, foreign merger control matters, and acquisitions subject to the Committee on Foreign Investment in the United States.

Steven Young Reeves '97



Foodies are celebrating **Douglas Keane '93's** victory on the fifth season of the television show **Top Chef Masters**. Keane, whose Healdsburg, California restaurant, Cyrus, has earned two Michelin stars for seven straight years, competed against twelve other award-winning chefs to win 100,000 dollars for the charity of his choice. Keane, a certified dog trainer who owns four dogs with his wife, Lael, chose Green Dog Rescue, an organization that places shelter dogs in homes where they can wait more comfortably to be adopted.

Douglas Keane '93





Mark Carrier '80

The American Hotel and Lodging Association has elected **Mark Carrier '80**, president of the B. F. Saul Company Hospitality Group, as incoming secretary/treasurer of their board of directors. Carrier serves on the organization's Governmental Affairs Committee and has served on their Strategic Planning Committee, Funding Task Force, and Search Committee. He is a past chair of the IHG Owners Association, the global franchise owners' association of InterContinental Hotels Group. He currently serves as chairman of the Crowne Plaza brand committee and as a member of Marriott's Distribution Advisory Committee and Emerging Technology Advisory Group and of the SpringHill Suites Marketing Council. Carrier is the recipient of the 2013 Kemmons Wilson Service Award, presented by the IHG Owners Association, and Marriott's Spirit to Preserve Award.

Brad Rosenstein '83 at Jack's Oyster House



Milestones

Seattle's celebrated **Canlis** restaurant, owned and reinvented by brothers **Mark '97** and **Brian '01 Canlis**, has been inducted into Relais et Châteaux, the prestigious international association of fine hotels and restaurants. Canlis, with Grand Chef Jason Franey, is just the thirteenth U.S. restaurant to be so honored. Built by Peter Canlis and architect Roland Terry in 1950, Canlis is famed as a fine-dining destination and an architectural landmark. Mark and Brian Canlis are the third generation of their family to own the restaurant, which sits high above the city and offers diners an impossibly romantic view of city lights, Lake Union, and the Cascade Range.



Mark '97 and Brian '01 Canlis
and their restaurant, Canlis

Mayor Gerald D. Jennings and the City of Albany, New York marked the centennial of **Jack's Oyster House** with a ceremony on October 17 renaming a historic stretch of downtown State Street as Jack's Oyster House Way. Jack's, which is owned by third-generation proprietor **Brad Rosenstein '83**, has been a favorite gathering spot for generations of statehouse politicians and lobbyists. The beloved landmark is the second-oldest family-owned fine dining restaurant in the United States.

The **Gettys Group**, a leading international hospitality design firm founded by 1987 Hotelie classmates **Roger Hill II** (chairman and CEO), **Andrew Fay** (president and COO), and **Ariane Steinbeck** (managing director and principal), celebrated its twenty-fifth anniversary in 2013. Headquartered in Chicago, the company also has offices in Irvine, California, Coral Gables, Florida, Hong Kong, and Manila. Clients have included Autograph Collection, Embassy Suites, Fairmont Hotels and Resorts, Four Seasons Hotels and Resorts, Accor, Hard Rock Hotels and Casinos, Hilton Hotels and Resorts, InterContinental Hotels Group, Hyatt Hotels and Resorts, Marriott International, the Peninsula Hotels, the Ritz-Carlton, Ronald McDonald House Charities, Rosewood Hotels, Rotana Hotels and Resorts, and Starwood Hotels and Resorts Worldwide.

Class of '87 alumni **Andrew Fay, Ariane Steinbeck, and Roger Hill II** of the Gettys Group



Upstarts

Susan Sarich '91 has been getting press attention from the likes of *Forbes*, *Time*, the *Los Angeles Times* and *New York Times*, CNN, Fox, *People*, the *Today Show*, *Variety*, Martha Stewart, the *Huffington Post*... and on and on... for **SusieCakes**, her California chain of eight (so far) bakeries. SusieCakes "is an all-American bakery offering classic desserts made entirely from scratch using simple, natural ingredients," to quote the website (www.susiecakes.com), which, like the stores, has a rather luscious Fifties vibe. In addition to "Connecting through Celebration," SusieCakes has a second mission, which is to make careers with the company sustainable for women with family obligations. Sarich told *Forbes* that she began her career by choosing "very forward-looking" companies from which she could learn best practices. After getting her start at Hyatt Hotels, she moved to Lettuce Entertain You Enterprises, House of Blues, and Ian Schrager Hotels, always with positions in food and beverage. Her own company is committed to maintaining 40-to-42-hour workweeks for managers and ensuring that team members have family and personal time. She is looking to expand into three to five more locations in the next year.

Susan Sarich '91



Spencer Rubin '08 went back to the basics for inspiration in founding the **Melt Shop** chain of (so far three, all in Manhattan) restaurants. Grilled cheese was his inspired idea, and it has won him a place on *Forbes* magazine's "30 Under 30" list of "the entrepreneurial, creative, and intellectual best of their generation." Rubin's concept is "affordable artisanal to-go sandwiches," all priced under ten dollars. Judging him on his entry of melted blue and cheddar cheeses, thick-cut bacon, and house-made cranberry jam on toasted sourdough were Danny Meyer, founder of the Union Square Hospitality Group; Lee Schrager, founder of the South Beach Wine and Food Festival; and Randall Lane, the editor of *Forbes*. You can savor all the possibilities at meltshop.com.

If grilled cheese and layer cake put you in mind of children's parties, check out **Red Carpet Kids** (www.redcarpetkidsnyc.com), the brainchild of **Craig Saslow '01** and his co-founder and fiancée, Eva Shure. Their Hollywood-inspired event company has become a media darling since launching a year ago, with coverage from the *Wall Street Journal*, *Forbes*, the *New York Post*, *Inside Edition*, and the *Katie Couric Show*, not to mention bestowal of "Best Over-the-Top Birthday Parties" honors in the "Best of" issue of *New York* magazine. Red Carpet Kids offers movie premiere-themed birthday parties where very lucky birthday boys and girls and their guests get photographed and interviewed, costumed, coiffed, and made up, and filmed against a green screen. While their movie scene is edited, the kids pick out movie candy, take their seats in the theater, and wait for the screening to begin. This two-hour whirlwind concludes with a wrap party of pizza and cupcakes and an Oscar presentation. Everyone involved—the directors, cameramen, stylists, reporters, butlers, and more—is a working actor. Saslow and Shure now also offer pajama-and-movie parties and teach improv classes for kids.



Spencer Rubin '08

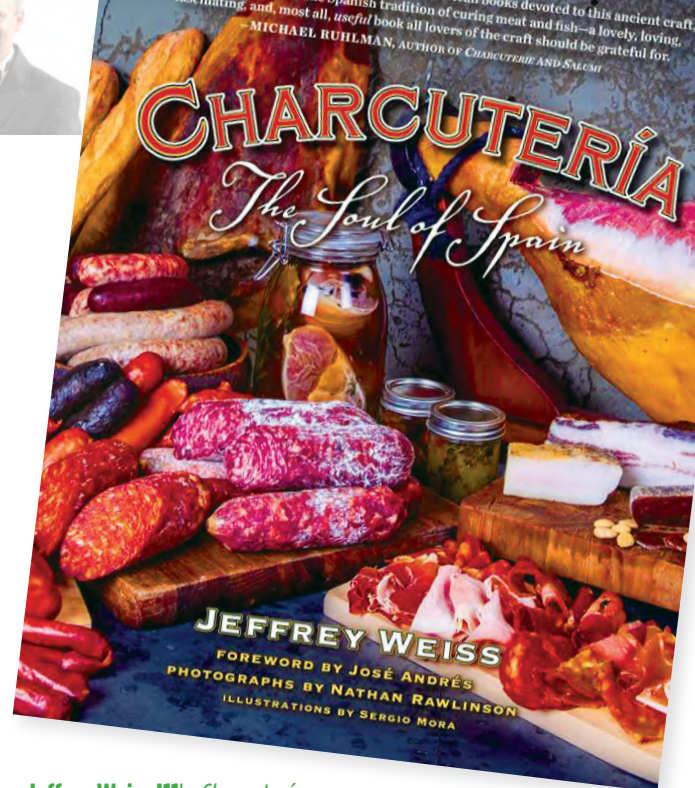


Red Carpet Kids

Authors

Jeffrey Weiss '11 deferred his graduation for the chance to travel Spain as one of twelve young chefs selected worldwide for an ICEX scholarship. In that year, he cooked with Chef Adolfo Muñoz at his restaurants in Toledo and Chef Daní García at his Michelin-starred restaurant, Calima, in Marbella, and learned about Spanish-style butchery and charcuterie at the Rocamador in Extremadura with Carlos Tristanchó. In *Charcutería: The Soul of Spain*, he shares what he learned about curing and culinary tradition. The book, published by Agate Surrey with a forward by James Beard Award-winning chef José Andrés, will release in March and is available on amazon.com.

Weiss has also created the southern Mediterranean-focused menu for a new restaurant, **jeninni kitchen + wine bar** (www.jeninni.com), which he and developer Thamin Saleh opened in late September in downtown Pacific Grove, on the Monterey Peninsula in California. Weiss and Saleh have "big plans, not just for this restaurant, but even more concepts to come."



Jeffrey Weiss '11's *Charcutería: The Soul of Spain*

Will Guidara '01, general manager of **Eleven Madison Park**, also got a culinary education in Spain before training in the dining rooms of Tribeca Grill, Spago, and Tabla and opening the restaurants at the Museum of Modern Art in New York. Guidara has teamed up with Eleven Madison Park's executive chef, Daniel Humm, to produce a cookbook, *I Love New York: Ingredients and Recipes*, published by Ten Speed Press and pronounced "wonderful," and other wonderful things, by Mimi Sheraton, former restaurant critic for the *New York Times*. Under Guidara and Humm's leadership, their restaurant, which they bought in 2011, has earned three Michelin stars, and four from the *New York Times*, in addition to winning six James Beard Awards and a place on the San Pellegrino list of the World's 50 Best Restaurants. They are also the authors of *Eleven Madison Park: The Cookbook*.



Will Guidara '01's *I Love New York: Ingredients and Recipes*

David Kyutara Doi, MPS '90, president of Doi Hospitality Consulting in Tokyo and a freelance hospitality writer, has produced a true labor of love, *The Hotel Industry in Japan*. The self-published book, written in English, is intended as "an introduction to an unknown world," explained Doi. The book addresses the history of the industry in Japan; the difference between Ryokans and hotels; Japanese service and labor practices; and many other industry topics, all the while explaining Japan's unique practices and customs. Doi interviewed several prominent Japanese hoteliers for the book, including four other SHA alumni: Tetsuo Kuboyama '75; Toshihiko Ogita, MPS '93; Yoshihiko Oda, MMH '99; and Tad Hara, MPS '91, PhD '04. For more information and to purchase the book, contact the author at doi@daviddoi.

Campus News

Five members of the **Mariani family**, founders and proprietors of leading U.S. importer Banfi Vintners, will be honored on June 3 with the 2014 **Cornell Icon of the Industry Award**. The award presentation will take place as part of the sixth-annual Cornell Hospitality Icon and Innovator Awards gala at

Cipriani 42nd Street in New York City. Attending the gala will be John F. Mariani, A&S '54, chairman emeritus; Harry F. Mariani, president emeritus; co-CEOs James Mariani, MBA '91 and Cristina Mariani-May; and **Virginia Mariani-Kitt '82**, director of hospitality.

Founded in 1919 by the late John Mariani, Sr., Banfi is led today by the third generation of family management. The company produces wines at two renowned vineyard estates, Castello Banfi in Montalcino, Tuscany and Banfi Piemonte in Strevi, Piedmont, and exports them to more than 85 countries. Banfi also exports wines from other producers and has ranked as North America's leading wine importer for more than three decades.

Banfi achieved remarkable success with the introductions of two wines to the American market. Riunite Lambrusco, introduced in 1969, was this country's number-one import for 26 years. Banfi acquired the import rights for Concha y Toro in 1988 and built sales from 90,000 cases to two million cases per year in less than a decade.

In addition to significant charitable work in Italy, the Banfi Foundation generously endows select charities and universities around the world, including Cornell, where the foundation provided funding to create the very popular Taverna Banfi in the Statler Hotel and has endowed multiple scholarships. The foundation also sponsors annual scholastic tours for students from a number of hospitality programs, including SHA, to study the food and wine culture of Italy.

The New York State Hospitality and Tourism Association has named **Cornell's Statler Hotel** the recipient of their 2014 **Good Earthkeeping Award**. The hotel will be recognized at the association's Stars of the Industry Gala and Awards Banquet on March 3 at the Albany Marriott. The Statler is being recognized for developing "a culture toward integrating superior environmental management practices." The AAA Four Diamond hotel, opened in 1989 as successor to the 1950 Statler Inn, will mark its twenty-fifth anniversary in April.



Virginia Mariani-Kitt '82 with James and Harry Mariani

John Mariani and Cristina Mariani-May

A conversation between Alex Susskind, associate professor of food and beverage management, and Steve Ells, founder, chairman, and co-CEO of Chipotle Mexican Grill and ShopHouse Southeast Asian Cuisine and recipient of the 2013 Cornell Hospitality Innovator Award, June 5, 2013

Fast food redefined



Chipotle Mexican Grill

ALEX SUSSKIND: Your commitment to sustainability is notable, in both operations and supply chain. These kinds of systems don't develop overnight. Where did you start, and how did you accomplish everything you have accomplished? Are there any steps still to be accomplished?

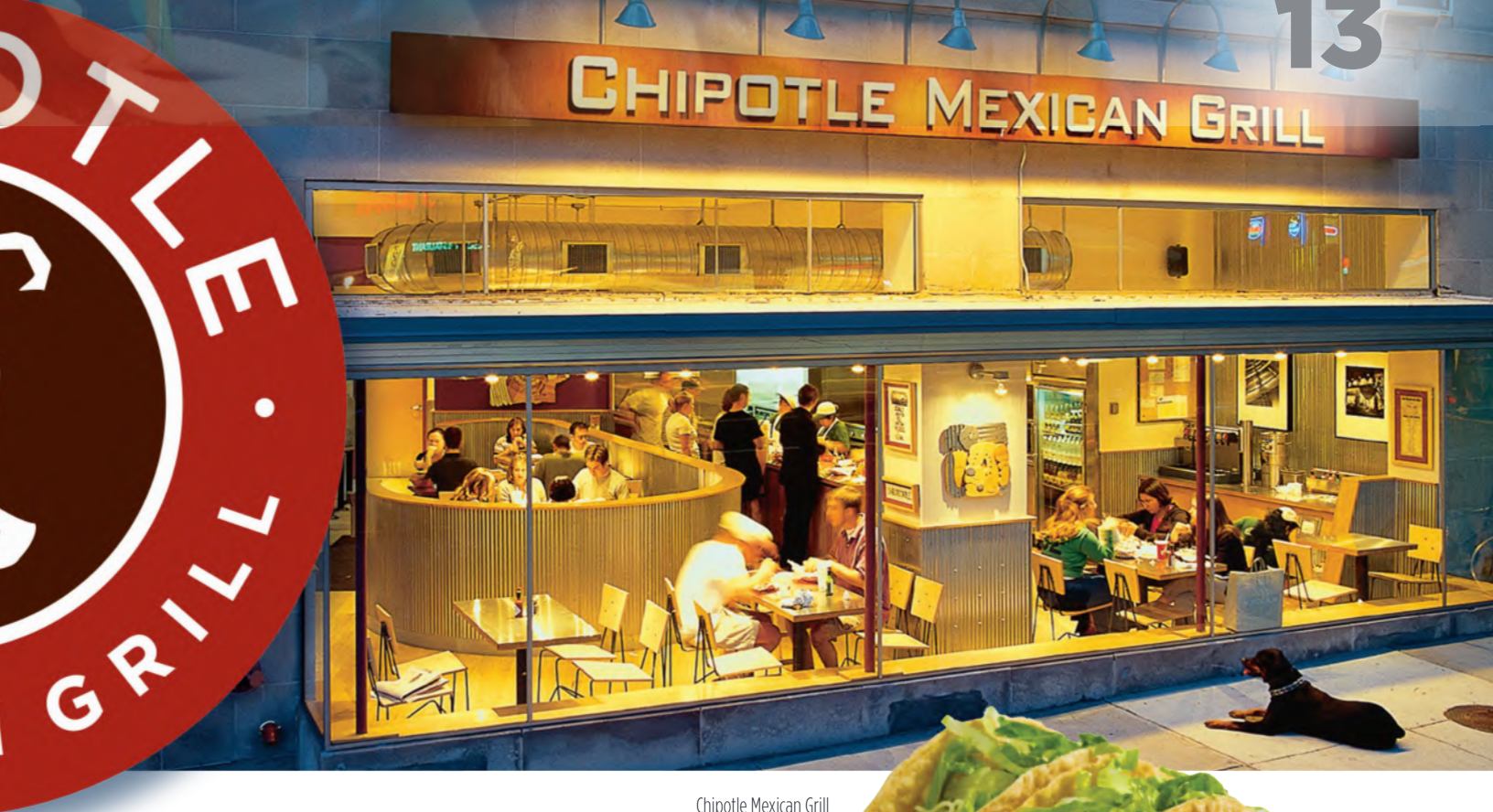
STEVE ELLS: When I opened the first Chipotle, I wanted to show that just because food is served fast doesn't mean it has to be a typical fast-food experience. Part of that was using classic cooking methods in an open kitchen, sourcing fresh food, and then serving the customer in an interactive format.

Serving fresh food really distinguished us from all other fast-food chains. As time went on, I got more and more interested in visiting farms to see where the food was coming from. One of the farms I visited was the Niman Ranch Pork Co.



Robert Barker/Photo

Alex Susskind



Chipotle Mexican Grill



Steve Ells

in Thornton, Iowa. Bill Niman and Paul Willis, who runs the farm, explained to me in detail about how pigs in their system are raised out on pasture, or in deeply bedded hoop barns, with lots of room to run around and to root and do the things that are instinctual to them. Niman Ranch never used antibiotics or growth hormones, and it looked like a very good system to me. It was also great pork, and I knew my customers would love it.

Since then, we have been buying pork only from Niman and other farms that employ similar methods. This experience made us wonder about all the rest of the food—the chicken, the beef, the produce. And so it led us to look into each and every ingredient that we buy with an eye toward sustainability and making sure that our system uses farming and ranching methods that we can be proud of. We call this "food with integrity." This concept is part of what defines Chipotle now. It's very much a part of our culture and our commitment to changing the way people think about and eat fast food.

Quick, convenient, and affordable food can be sustainable, healthy, and really delicious. But you have to use the right kind of ingredients and cooking techniques, and you have to allow your customers to choose what is right not only for their palate but for their diet. That is the model we have created at Chipotle, and I think it's the new fast-food model. Not only does it deliver a very appealing experience to the customer, but it has produced a great economic model that delivers really great returns to our investors.

SUSSKIND: Does your staff find it special, too?

ELLS: At Chipotle, the crew makes the food that they serve to the customer, and there's a lot of pride in that. They make the guacamole from scratch using skills that you would see in any fine restaurant.

Chipotle Mexican Grill





Chipotle crews are noticeably better than the typical fast-food crew. We really elevated this entire fast-food experience—from sourcing it to how we prep, cook, and serve it.

SUSSKIND: And now you are rolling out a new brand, ShopHouse. That must be exciting, given all that you have accomplished with Chipotle.

ELLS: ShopHouse is almost identical to Chipotle in terms of the way we choose a site and in the flow of the restaurant. The kitchen is very much the same in terms of its openness, that the customer can see all the prep and cooking going on. The only differences are in the architectural features and the raw ingredients. We have gotten very, very good at this basic model, and I would argue that any kind of cuisine could fit into this model. I think that Chipotle's fast-food model is going to bring lots of exciting, different types of cuisines to people in a format that is very accessible because of location, price point, convenience and speed of service, the ordering system, and the ability to customize. All of these things are unique to Chipotle.

ShopHouse is our first attempt at proving that a different cuisine could fit into this model. It opened a little over a year ago in the Dupont Circle neighborhood of Washington, D. C. With that success we have decided to open a couple more in Washington. There are a couple more in Los Angeles.

SUSSKIND: Does this new concept give you the same excitement that you had when you opened the first Chipotle?

ELLS: Twenty years ago, customers in Denver, Colorado came into Chipotle and saw something that they were not familiar with. I saw that same sort of reaction in

Washington when ShopHouse opened up. That's very exciting. The difference is that the team is now more than 40,000 strong.

SUSSKIND: Getting 40,000-plus employees on the same page to execute this concept day in and day out is like managing a small army. How do you do it?

ELLS: We spend most of our energy on creating a very special people culture. Our managers look first for people who are hardworking, ambitious, smart and presentable, curious and honest—the kinds of characteristics that you can't teach. Our teams have gotten very, very good at making sure that we only hire folks with these kinds of characteristics.

A crew member starts on a line position, but we hire our crew with the expectation that they will want to take on leadership positions. We use a staircase approach to help our people learn what it means to be a leader.

The first leadership position is the kitchen manager, who is responsible for ordering, prepping, and cooking the food and for training and empowering the other cooks and making sure that they are reaching our high standards. Once the kitchen manager demonstrates that these standards have been reached and has chosen and empowered his or her replacement, this manager can go on to become the service manager, the customer-facing manager in charge of the service line, the dining room, the cash register, all these sorts of things. Once the service manager has trained and empowered his or her

replacement, the next step is to become an apprentice. Although equivalent to an assistant manager, we very deliberately call a person in this position an apprentice, because we treat the position as temporary. We are opening three new restaurants every week, and apprentices who prove that they can manage a restaurant are given that opportunity.

Every single person on the crew must be a top performer, and we have to see a culture of empowerment where people are helping those around them to become better. It is not about competition to show that you are the best; it is about making those around you better.

We have a very special program for what we call restaurateurs. There are only a few people in the company who can approve a restaurant manager for this elite position. The restaurateur hires crew members with an eye toward bringing them all the way up through the system and putting them up to manage new restaurants. Each time they do that, they get a very special bonus. This restaurateur program really shows our commitment to identifying our very best managers. We would hope that everyone could eventually become a restaurateur. There is no limit to how many there can be.



After that there are field-level positions. A restaurateur can then mentor another restaurant manager and help them to become a restaurateur. If they are successful, they can take on another one and become a restaurateur II, III, IV, then an apprentice team leader, and then a team leader in field support. Just as we have this very deliberate stairstep approach in the restaurant, we have a very deliberate stairstep approach for field leadership. It really gives our future leaders a solid education, not only in terms of the mechanics of running restaurants and multiple restaurants, but in their ability to develop a culture that allows people to identify top performers and empower them to achieve the high standards that we set. It is the combination of our extraordinary people culture and our commitment to making sustainably raised food accessible in really tasty combinations that really redefines what fast food can be.

SUSSKIND: Maybe you can talk a little bit about your decision to do without franchising.

ELLS: There are two main reasons why people franchise: for capital and for people. We don't need outside capital for expansion, thankfully, and we are developing our future leaders from within. Managers who come from within and start as crew are much more successful than

people who come from the outside. This key point is the premise of the restaurateur program.

SUSSKIND: You are opening around 165 to 180 restaurants a year, according to your annual report. Is that something that you are continuing to look forward to?

ELLS: If you think about the density of Chipotles in some of our major markets like Denver, one per 50,000 people, and extrapolate that to the major markets across the country, we can see 4,000 or so Chipotles. I think that, as time has gone on, the number has increased; we continue to push the demographic boundaries by going into different geographic, socioeconomic, and ethnic locations. They all do very, very well, and that opens up a lot of potential. We recently opened up in a few food courts, which we would not have considered doing a few years ago. We get lots of requests from customers who want a place to eat when they're shopping in a mall, so we started to open mall locations. We have also opened a couple of airport locations that are doing very well.

Our ShopHouse continues to do well, and we will continue to expand that. We have been planting a few growth seeds in Europe, a few restaurants in London, Paris, and one to open in Germany, and we look at that in the same way as any new market that we have opened up in the United States. You open up a few restaurants,

you allow the team to develop, you allow the brand to develop, and as there becomes more demand, you start to open up more restaurants. Some markets have gone faster than others. In California, interestingly enough, it took a few years for people to catch on to Chipotle. Now California has some of our highest-volume restaurants, and there is a lot of room for expansion there. Canada, our first market outside of the United States, is also doing very, very well.

SUSSKIND: Do you find it harder to manage your restaurants on the other side of the ocean?

ELLS: The managers of the first restaurants in Paris and London were restaurateurs, so they hire their teams with an eye toward having the second restaurant being opened by someone who started out as crew. That happened with the second restaurant in London, and then the next three. The system is working, and it is great to see people avail themselves of these leadership opportunities. It is a very, very satisfying part of the job to see people find their success.

You wrap that all up in this culture based on doing something good, making sustainably raised food more available. At the end of the day, it makes the purpose more important than the product. As I said, it's really not about burritos and tacos, it could be about any sort of cuisine. Of course that was not the vision twenty years ago, but you take advantage of opportunities and you keep challenging yourself, and these sorts of things happen.



Lindsay France/UPhoto

By Tess Williams '15

Tess Williams '15 is IT and communications director for HEC 89. She invites you to direct any and all comments to tmw49@cornell.edu.



Hotel Ezra Cornell

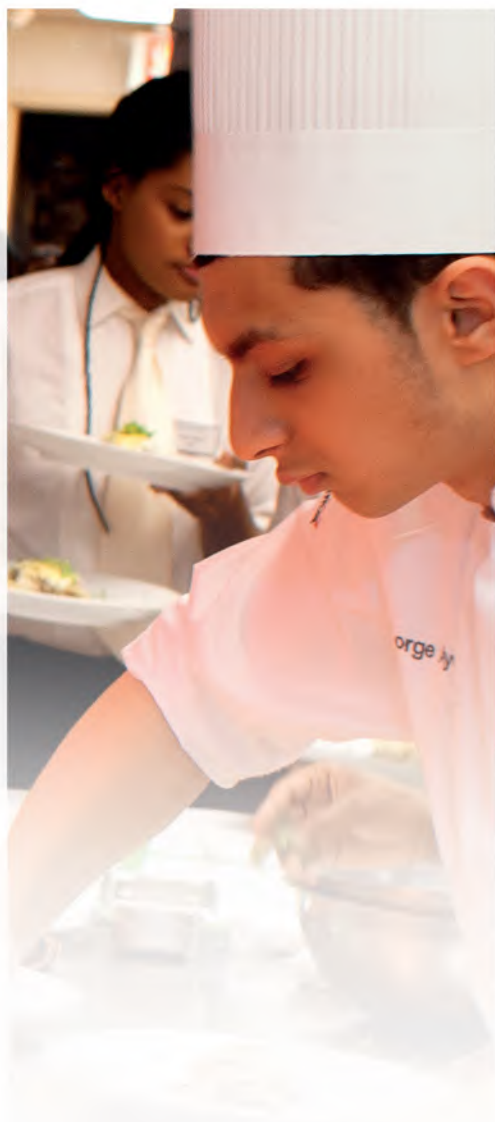
Lindsay France/UPhoto

Kelsie Taylor '14



"Passion"... "vision"... "service"... no one word encompasses the entirety of HEC. Each year since the fall of 1925, hundreds of students have worked tirelessly to create an entirely new plan for this signature SHA event. In the process, many dedicated students have transitioned through HEC's ranks from volunteer to manager to director—and one each year to managing director—and from there launched their hospitality careers with a heightened sense of professionalism, pride, and purpose.

As HEC 89's IT and communications director, I asked past and present managing directors Liv Gussing Burgess '91 and Matt Bernard '14, current chef de cuisine Will Kinney '16, and this year's program director, Kelsie Taylor '14, what their participation in the organization means to them and how it has influenced their professional journeys.



Robert Barker/UPhoto

Joining HEC

"It's an adrenaline rush," said Matt; "it's fun and it's challenging." Liv termed her experience "extraordinary." Will said he "loves how it's all run by students." For Kelsie, HEC is "what has truly shaped my undergraduate experience."

The people comprise the organization, and that's why students join and guests attend: to witness the work of the people. "It all comes back to the people, the one thing that ties all Hotelies together," said Matt. "It's that constant sense that HEC always has been and always will be an experience where anybody can find a place and feel like they have a real impact." And while HEC wasn't something Matt planned on becoming a part of, there's nothing he would change about his experience: "This will be the single best thing that I could have done for my career."

Liv looks back on her experience of directing HEC with the same fondness as Matt. "Creating enriching experiences for others is at the heart of being a Hotelie. You are experiencing so many different

Tradition and transformation





8 The Student Experience

Robert Barker/Upshot

Matt Bernard '14

Liv Gussing Burgess '91

From the rush of the weekend to the countless hours spent in preparation, students join the organization because they have a passion and vision that they want to see come to life.

things together—planning, creating, dreaming—it combines the theoretical with the hands-on experience. It's just fabulous."

But these managing directors, past and present, aren't the only ones in love with HEC. Will has been a part of the culinary team since his first day at SHA. "I was lucky enough to jump right in when I got here," he said. "It was always something that appealed to me. I loved how it was all run by students—through HEC, I'd be able to build myself."

Kelsie, a transfer student now in her second year on the HEC board, has also been inspired by the way HEC allows students to build themselves. "It was something that I just loved about the school. I absolutely fell in love with the idea of 300-plus students coordinating this three-day campaign."

Putting theory into practice

HEC empowers us as Hotelies to bring together everything we've learned in the classroom into one weekend conference. "When you first start talking about the program, it helps you understand what's even out there," said Kelsie. "I could pick any subject in the world for this conference to talk about. Here, you pull on your classroom experience to determine what the scope of the weekend will be."

"I think the hotel school is great at giving you that theoretical knowledge," said Matt. "But people focused on operations need upper-level opportunities to apply that knowledge, and HEC provides some of those opportunities. In the managing director role, it's literally every aspect of the business that you could possibly think of, and a lot that you probably wouldn't

expect. We give students the hands-on educational aspect that maybe they don't get elsewhere."

As marketing and then managing director, Liv drew on her innate sense about people as well as on classroom knowledge. "It's about all of those skills you learn in school. But it's also about working with people and managing people and communicating with people. HEC allows you to experience a real opportunity to connect with people. You get to apply practically the skills you learned in your management and human resources courses. That was exactly the foundation for what I've been able to do since. There's nothing more powerful than offering people an experience they're excited about."



Will Kinney '16, second from left, works the fall 2013 HEC tailgate

Will applied his classroom learning as a function manager last year and continues to do so as chef de cuisine. "It's everywhere. You could tie in every class. HEC really is about 'Showcasing Hospitality Education through Student Leadership.' I feel like I've become a better manager, having spent the time studying other effective managers. Having that basic education allows me to converse with other students, guests, and advisors. That's really cool."

HEC memories

HEC leaves all involved with lifelong memories of the ultimate Hotelie experience. From the endless hours spent working in the hotel to the closing cocktail, we look back with no regrets, "glad that everything happened the way it did," as Liv expressed it. Liv loved her entire HEC experience, but perhaps one of the most awe-inspiring moments of her HEC career came during her sophomore year, when she and her fellow function

managers "sat back, overwhelmed with the idea that you could start with a proposal and it could take off in ways beyond anything you could imagine. That moment was really powerful, people coming together like that...it just builds and builds."

Matt looks back to this year's Hotelie tailgate as his proudest HEC moment thus far. "Everybody knew what they were doing. We were so well prepared, and everybody was confident. Standing back and watching all those pieces work perfectly together—that's the goal for the weekend, and the truest test of leadership."

"I think back to HEC weekend a lot," said Kelsie. "My favorite part was working with the people. My Rooms team knew the plan; as soon as we broke and everyone

started executing what we had been planning, I thought, 'Wow, I did it! We're good! They know what they're doing.' I knew there would be problems, but I had the most amazing team in the world, and everyone did really well. I was just so excited."

Even as a sophomore, Will experienced this same sense of accomplishment: "Wow—we're a bunch of students doing this! There was so much work beforehand, and it all came together; it all worked out. It's really cool, as someone who's young, to have people be impressed by what you do."

Whether you are drawn by curiosity or it's the reason you came to SHA, everyone who takes part in Hotel Ezra Cornell shares one common purpose: to make the next HEC "the best ever." Every year, a new group of students brings new life to the school's oldest and most admired tradition, and is transformed in the process. As Matt put it, "Even once you leave here, you don't leave HEC. You're always a part of it."



Lindsay France/UPhoto

Ali Hoyt '12, managing director of HEC 87, enjoys being a guest at HEC 88



Tess Williams '15

Lindsay France/UPhoto

Hotelies Afield



High-school students sign up for
the Lanith Diploma program



Peter Semone, MPS '94

Peter Semone

plants the
seeds of hospitality
in **Lao PDR**



By Ashlee
McGandy

For a developing country, travel and hospitality can be a lifeline—one of the first ways to stimulate an emerging economy and lift a vibrant population out of poverty. Recognizing this potential, the government of the Grand Duchy of Luxembourg launched a hospitality education and training initiative in 2008 to help boost tourism in its sister nation, the Lao People's Democratic Republic (Lao PDR). Their obvious choice to head the effort was Peter Semone, MPS '94. His goal: to get Lao on the right footing to become a billion-dollar-a-year tourist destination by 2020.

tourism in the south of Vietnam, Semone started to realize the hospitality industry's vast potential to spur economic growth in developing countries.

"I learned about this fascinating development industry, and I learned how central tourism is to the story," he said. "When you think about poverty alleviation, basically the mainstays are the health sector, rural development, and education and training. Many tourism interventions are focused on rural development and on education and training."

Initially drawn by wanderlust, warm climes, and a desire to experience new cultures, Semone has remained in Southeast Asia for more than twenty years, living and working in nearly every country in the region and becoming an expert in hospitality and tourism development. The California native started out as an entrepreneur in Indonesia, where his travel company handled the logistics for incoming American cruise ships. He then served four years as vice president of the Pacific Asia Travel Association, based in Thailand, before applying his expertise to the Asian Development Bank's Mekong Tourism Development Project. As he worked on what he describes as the "hardware" and "software" of developing



Hotelies Afield

Illustration: Marc Rubin

Tourism is on the rise around the globe, especially in developing countries. The United Nations World Tourism Organization (UNWTO) forecasts that international tourist arrivals will grow to 1.8 billion worldwide by 2030, an average growth rate of 3.3 percent per year. The UNWTO also predicts that international arrivals in emerging-economy destinations will continue growing at double the pace of advanced ones.

Countries in Asia and the Pacific are seeing the greatest increase in international visitors. As this part of the world welcomes more and more tourists, each country faces the same challenge—to build a thriving, profitable tourism sector without altering the native culture or ecological balance.

Millennium Development Goals

Alleviating poverty through tourism is not unique to the Lao project, known as LAO/o2o. Luxembourg has already built hospitality schools and training programs in Cape Verde, Nicaragua, and Vietnam; the UNWTO operates a Sustainable Tourism for Eliminating Poverty (ST-EP) program; and several large international brands are getting in on the action by incorporating social-welfare initiatives into their hotels. And this list only scratches the surface. Many of these initiatives originated out of the establishment of the United Nations' Millennium Development Goals (MDGs).

In September 2000, world leaders met at UN headquarters in New York City for the Millennium Summit. At the time, it was the largest such gathering in history, with heads of state, crown princes, and government leaders coming together for three days to discuss the role of the UN at the turn of the twenty-first century. On the final day of the summit, the General Assembly adopted the Millennium Declaration, committing member nations to a new global partnership to reduce extreme poverty and establish a series of targets, which are now known as the MDGs.

The MDGs were set with a deadline of 2015 and laid out a battle plan for combating the most critical issues facing the world's least developed countries, namely

poverty and hunger, education, gender equality, child mortality, maternal health, disease, environmental sustainability, and development. The ambitious targets included halving the proportion of people living on less than 1.25 dollars a day and reducing the under-five mortality rate by two-thirds. Success would rely on the cooperation of a multitude of different groups. Accordingly, international governments, UN agencies, nongovernmental humanitarian organizations, and the private sector have all been working toward the goals for more than a decade.

"Through the Luxembourg Development Cooperation [a private agency of which the Luxembourg government owns 98 percent of shares], Luxembourg is committed to implementing the Millennium Development Goals. They have more than a dozen focus countries in the world, three of which are in Asia," said Semone. "They saw that tourism was starting to develop in Lao PDR and said, 'Why don't we do an education and training intervention to help nurture the growth of tourism?'"

Lao PDR

Encircled by China, Myanmar, Thailand, Cambodia, and Vietnam, Lao PDR is rich in the natural and cultural resources that attract many visitors—including a young Semone—to Southeast Asia. Adventure travelers climb mountains, kayak on rivers, and go on excursions to view exotic wildlife. Theravada Buddhism permeates daily life, and Buddhist temples, art, and artifacts are a primary draw for visitors to the country. But Lao PDR ranks among the poorest countries in the world, with an estimated 26 percent of its 6.4 million citizens living in poverty.

"Countries like Lao PDR have to rely on exports if they are ever going to change the state of their economies. When you think about any country's export industries, agriculture and manufacturing are probably what come to mind. However, the service industry has great potential to be a leading export sector and has been growing," said Semone.

Tourism is already Lao PDR's second-highest export industry behind minerals, and two-and-a-half million international visitors injected approximately 400 million dollars into the Lao PDR national economy in 2010. The Lao National



Tourism Administration (LNTA) recognizes that more can be done and aims to attract three-and-a-half million visitors by 2015 and over four million by 2020. To hit these marks, the Lao tourism industry needs to educate and train employees all over the country in how to provide a higher level of service. That's where Semone and his team come in.

"When we got started, we found that one of the key inhibitors to the growth of tourism revenues in Lao was the lack of service quality," said Semone. "The Lao people are delightful. They are very friendly, but they don't have the technical skills that are needed to be able to provide a reasonable standard of service."

The difficulty is that the Lao tourism industry, with its high percentage of small, family-run establishments, is fragmented and sometimes outmoded. The level of service currently provided is acceptable to regional travelers—tourists from other Southeast Asian countries—and most arrivals are from Lao's neighboring countries. However, Lao PDR and the other countries in this area of the world want to attract more affluent tourists, particularly those from Western Europe, North America, and other parts of Asia who will spend more money on accommodations, meals, products, and other services, thereby increasing the number of export dollars coming into Southeast Asia.

Lanith

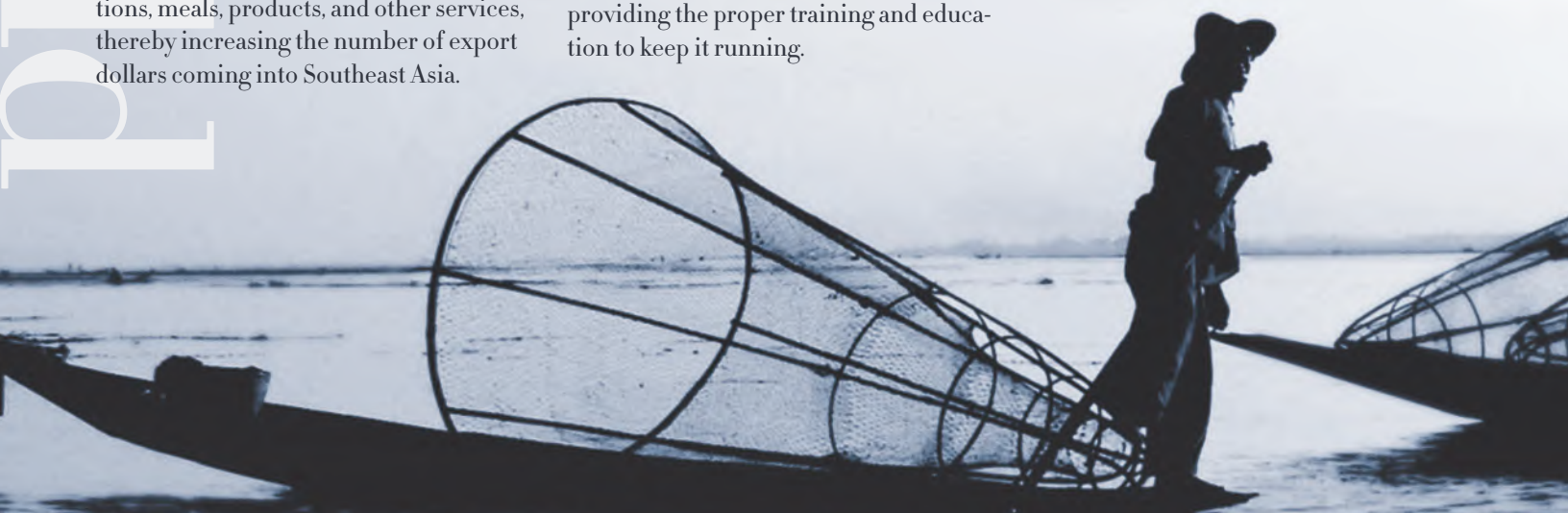
LAO/020 aims to elevate the tourism industry by focusing on the country's most valuable asset—its people. The heart of the project is the Lao National Institute of Tourism and Hospitality (Lanith), a training and education center that will become the primary education provider for entry-level tourism jobs in the country. As the project's chief technical advisor, Semone is tasked with building Lanith from the ground up, creating facilities and curricula that will give the Lao people the skills they need to provide world-class hospitality service.

The many problems found in Lao's current hospitality education system are common throughout the developing world. As Semone describes, many teachers have no practical experience in the industry; curricula are ill-defined; textbooks are not available in local languages; and teaching facilities are inadequate. Perhaps most importantly, previous development aid has not focused on the long-term sustainability and financial independence of programs. Semone cites an example of a culinary and food-and-beverage training facility that was built in northern Lao PDR with foreign aid and then handed over to the Lao government without first providing the proper training and education to keep it running.

"One of the biggest challenges in the development world is building infrastructure and making sure it's sustainable in the medium and long term," Semone noted. "Education and training programs are complicated, and you can't leave the counterpart government with a beautiful hotel school without the resources to sustain it. If they could do it on their own, they wouldn't have needed the assistance to begin with."

In addition, there are cultural barriers that have hindered the advancement of the tourism and service industry in Lao PDR. "In developing countries, it can be hard for people to see the big picture and be motivated to do the work. It's why we make a big deal about our goal to make Lao a billion-dollar-a-year tourism destination by 2020. We're saying, 'If you want to be part of this huge, robust industry that is going to be coming along in the next eight to ten years, then you'd better become part of Lanith now to secure your position,'" said Semone.

Another cultural challenge is the stigma that the tourism industry carries in some developing countries. "Some Lao parents would shudder at the idea of their daughter getting involved in the tourism industry, because there is still this misconception that if she works in a hotel then she is clearly doing something they are not proud of," said Semone.



Lanith's success will help show that the tourism industry is full of opportunity for individuals and for the country as a whole. Since the project launched in 2008, Semone and his team have been working on building the structure of the program while they simultaneously build the Lanith brand and promote its goals to the regional, national, and international community. Their hard work is paying off, and support for Lanith is now coming from beyond Luxembourg, adding to the sustainability of the program.

A core teaching team, composed of individuals with experience in the tourism industry, came together early on. Members of this team went to Luxembourg, Singapore, and France to pursue further education in the tourism sector as well as in English language and cross-cultural understanding. They began teaching the Passport to Success program in 2011. The two-to-four-day Lao-language training modules are offered in the five Lao provinces that have the most developed tourism industry. More than 800 participants have completed the program, which offers skills training and career development to individuals who are already working in the industry. Passport to Success won the Pacific Asia Travel Association's Grand Award for Education and Training in 2012.

As the Lanith team continues to recruit additional teachers and refine the Passport to Success outreach program,

it is also testing the curriculum for the Lanith Diploma, which will offer two-year, international-level hospitality and tourism certificates in four subject areas. The degree program will be taught at the Lanith campus in Vientiane, the capital of Lao PDR. The eco-friendly, state-of-the-art facility will be built this year. The school—as well as the teachers and students who give it life—are the first phase of the Lanith project; phase two will include a commercial hotel where students can apply the skills they are learning at Lanith. The hotel will also generate revenues to help underwrite Lanith's operating costs.

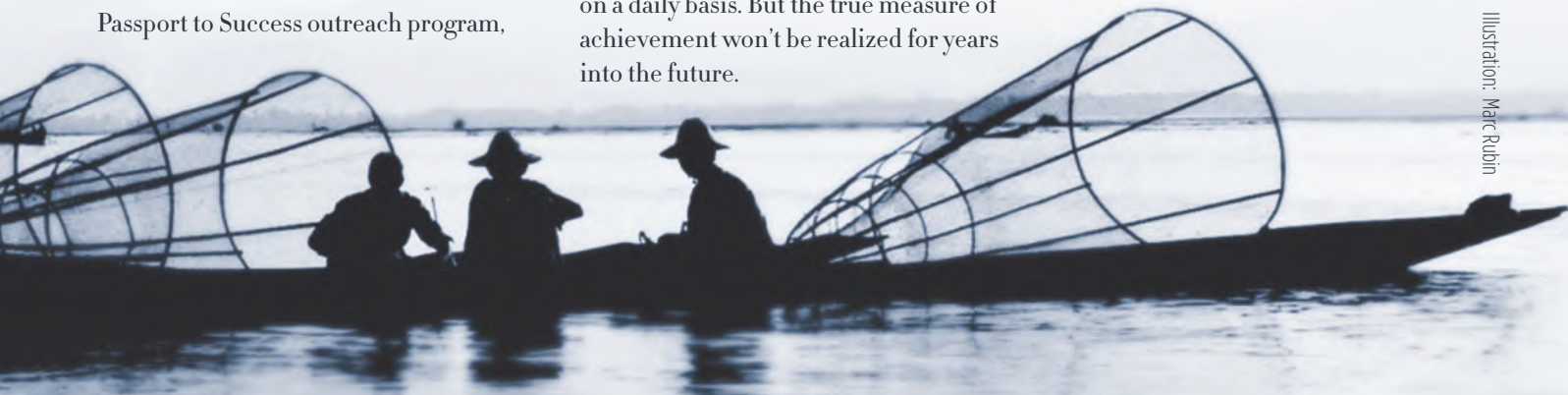
Establishing multiple revenue streams from the start is critical to Lanith's success and its long-term impact on the Lao economy. The financial support coming from Luxembourg won't last forever, and Semone is making sure he creates a program that can outlast his tenure there. The original project funding of 9.3 million euros will support the building of the school, teacher training, textbooks and teaching materials, and technical assistance for the first five or six years, but Semone is designing the program with the hope that it will be around for 30 years or more. The longer the program is in operation, the more benefit it will have on economic development in Lao PDR.

Lanith is already having a positive impact on the Lao tourism industry. As students complete the Passport to Success program and graduate from Lanith, they are taking their newly developed skills into the industry, where they can provide world-class hospitality service to guests on a daily basis. But the true measure of achievement won't be realized for years into the future.

"Lanith's ultimate success will be measured by its ability to grow individuals and, at the same time, have an impact on the quality of tourism services in Lao," said Semone. "That ambition will take some years, but I believe a firm foundation will allow for that eventual success."

Semone's penchant for new experiences and his entrepreneurial spirit are evident when he talks about his own role in Lanith's progress. Once the facilities are completed and the degree program is up and running, he will seek new challenges elsewhere. One thing's for sure—he'll be pursuing his next venture in Southeast Asia, the area of the world that he now thinks of as home.

"My passion is for developing concepts, ideas, and models. I'm less interested in actually operating facilities. Project management—what I get to do now with Lanith—is right up my alley. But the opportunities here, particularly in the hospitality and tourism industry, are endless. Southeast Asia continues to develop its tourism appeal, and I feel proud to have been part of its development process over the past two decades."



A black and white photograph showing the silhouettes of several business professionals in a modern office setting. In the foreground, a person is seated at a desk, looking at a laptop. In the background, a group of people are seated around a table, and one person is standing and presenting. The scene is backlit by large windows, creating a high-contrast silhouette effect.

Women in hospitality

Illustration: Marc Rubin



By Sandi Mulconry

When I was at company xxx, we had a lot of women in our group. We had a lot of senior women and there were women across the firm, but women were very, very under-represented at the partnership level. And there really was never a conversation about what it takes to get there, what the path is going to be....

If a man comes in and says, "You know what, I'm going to cut out a little bit early. I want to go watch my daughter play soccer," everyone says, 'Oh, great. Good for you. Family man, you know, really committed to his children, et cetera. Good guy.' A woman comes in [making a similar remark] and everyone says, "Uh, well, I guess she's not really committed to work. Clearly her priorities aren't here."

reflect on their career journeys

Cheryl Boyer '87 is the president of Lodging Advisors, a firm dedicated to providing high-quality counseling services to institutional investors, lenders, and other key players in the hotel industry. She started her career in hotel operations with companies such as InterContinental Hotels and Accor and has over 25 years of experience in hospitality-related consulting, appraisal, and finance.

Boyer is president of WX New York Women Executives in Real Estate, a member of the Hospitality Asset Managers Association, the Lodging Industry Investment Council, and the International Society of Hospitality Consultants; regional vice president of the Cornell Hotel Society; and a member of the President's Council of Cornell Women. She has authored several articles on hospitality and finance topics and has taught at New York University's Center for Hospitality Industry Studies and as a guest lecturer at Cornell. She has spoken at major real estate and hotel industry conferences, including the Urban Land Institute, Americas Lodging Investment Summit, and the Lodging Conference.



Cheryl Boyer '87

Tales from the *Mad Men* era? Sadly, no.

These and similar stories were told to three researchers at the School of Hotel Administration—associate professor of management Kate Walsh, MPS '90, Cathy Enz, the Schaeneman Professor of Innovation and Dynamic Management, and senior lecturer and Johnson School graduate Susan Fleming, MS '08, PhD '10—who are studying female executives in the hospitality industry. Two papers resulting from their work, *Female Executives in Hospitality: Reflections on Career Journeys and Reaching the Top* and *Developing High-Level Leaders in Hospitality: Advice*

for *Retaining Female Talent*, are expected to appear in volume 14 of *Cornell Hospitality Reports*.

Walsh, who is principal investigator, said the study grew out of a conversation she had a few years ago with Meg Keilbach, CALS '88, assistant dean of alumni affairs and development, who was looking for ways to connect students with female industry leaders. "We wanted to give voice to a talented group of professionals while providing direction for our young graduates," Walsh said.

For their research, funded by the Carlson Rezidor Hotel Group, the professors interviewed twenty female executives to learn the keys to their success, along with the challenges they faced and how they had overcome them. The faculty members then searched the inter-

views for common themes. “These were high-powered women, and we were trying to hear their voices,” said Fleming. “There were times when we had to be careful that we weren’t inserting our own voice, but having three of us was really helpful, because we policed each other.”

Essential to the executives’ success, the researchers found, was the ability to take intelligent risks, develop powerful networks, and earn sponsorship. The biggest challenge for these women was integrating work and life at mid-career—a challenge

made easier when companies offered alternative work arrangements and the women received support from home. The study “was our starting point to understanding deeply what’s happening in the industry, so that we can go back out and take a broader look,” Walsh said.

“One of the things we discovered is that there was something energizing about this kind of research,” said Enz. “We were really engaged in it because, by choosing academic careers, we had some of the flexibility that a lot of these women lacked. We all have children, we had all experienced the challenges these women talked about, and it was fascinating that we all shared these same experiences in the variety of different businesses we’ve been in and they’ve been in.”

The researchers also identified organizational characteristics that fostered successful and meaningful hospitality careers for both women and men. “The hospitality industry has a weak record of developing women,” Walsh said. “We’ve all experienced this in our corporate lives. So anything we can do to help companies gain a competitive advantage by developing their female talent, that gets us excited.”

Walsh, Enz, and Fleming hope their findings will spark interest from the hospitality industry, which could make substantial gains by retaining high-potential women and advancing their careers. Research has shown that companies with greater numbers of women in senior leadership have higher sales revenues, higher relative profits, and higher stock performance. When three or more women serve on their boards of directors, companies are eighteen to 69 percent more profitable than industry peers with male-only boards.



Abigail Charpentier '95

Since joining ARAMARK in 1995, **Abigail Charpentier '95** has progressed from management trainee to manager, director, regional director, and then vice president of human resources for various divisions of the company. She currently leads the human resources organization for ARAMARK Sports, Leisure, and Corrections, with responsibility for the United States and Canada. She previously headed HR for ARAMARK's 1.3-billion-dollar Sports and Entertainment division; prior to that, she served as HR vice president for ARAMARK Harrison Lodging, a portfolio including park-based resorts and day parks from Alaska to New York.

These facts might lead one to wonder why women account for just fifteen-and-a-half percent of executive officers and fifteen percent of board members among the four hospitality companies in the Fortune 500, particularly given that women have, since the 1990s, made up more than half the student population in many hospitality programs and occupied at least half of entry-level positions.

Finding their way within a male-normed system

The women interviewed for this study made it to the top by working within the system—a system described by Fleming as male-normed. When confronted with male norms, however, many other women choose to leave their jobs or the industry, particularly at mid-career.

“Most of our respondents said gender was not a barrier,” Fleming said. “The bias was there, but they chose not to focus on it. They were not going to be victims. They said, ‘Those are the rules and we’re

going to make it work.’” But Fleming wonders how many quit the industry or didn’t make it to the top because they didn’t know how to navigate the system—or weren’t willing to. How many women left who could have stayed if they had had a little more encouragement, a little more flexibility, a little more support?

While most workplaces are male-normed, the authors say, the situation “is particularly thorny” in the hospitality industry, where hotel operations jobs are round-the-clock, encompassing weekends and holidays and often requiring travel. “In many cases, we’ve preselected women out of [senior-level] positions without recognizing that they can work around some of these complexities,” Enz said.



Robert Barker/UpPhoto

Lynda Schrier Wirth '82

Lynda Schrier Wirth '82 founded Schrier Wirth Executive Search in 1996 and is president of the firm, which specializes in executive recruiting for the hospitality and real estate industries. She held various positions in operations and marketing with the Sheraton Corporation and has over ten years of hospitality consulting experience with PKF Consulting. She was an adjunct faculty member at NYU's School for

Hospitality and Tourism and for the former World Trade Center Institute.

Schrier Wirth is a member of the Cornell University Council, the President's Council for Cornell Women, and the Major Gift Committee. She was a member of the SHA Dean's Advisory Board from 2010 to 2012 and was president of the Cornell Hotel Society in 2009. She has served

two terms on the Alumni Trustee Nomination Committee and is a trustee for the Cornell Hotel Society Foundation.

She has written various articles for industry publications and has spoken at various conferences, including the International Hospitality Investment Conference and Commercial Property World. She has made numerous presentations for HSMIAI, Cornell, and Harvard Business School.



Executives interviewed for the study said their success was facilitated by their willingness to:

- Take intelligent risks, including nonlinear assignments. Respondents recognized the importance of seizing opportunities that were not part of their original plans. These opportunities often became the foundations for career shifts and helped them build core skills while differentiating them from the competition. “[The executives] encouraged young graduates to believe in themselves and understand that, in the end, as they carve meaningful careers, things do work out—and work out well,” the researchers wrote.
- Develop powerful networks. Respondents cited the value of personal and professional networks built on long-term relationships.
- Earn sponsorship from individuals who could promote their interests, both within and beyond the company. Many respondents made themselves invaluable to their direct reports, who then became their sponsors. To earn sponsorship, they told the researchers, one must “be excellent and work incredibly hard.”

“When listening to them reflect on their career journeys, we were reminded of the importance of reaching out to connect with others,” the authors wrote. “Whether it was through leveraging the depth and breadth of personal and professional networks, or cultivating the support of sponsors (not just mentors) to promote and champion their advancement, these women realized that they did not work alone. To be sure, a huge element of their success was attributable to talent, hard work, and exceptional commitment. But they also were mindful to act as, and surround themselves with, positive, effective, and supportive colleagues, employees, employers, and life partners.”

The mid-career crunch

“When explicitly asked about...challenges, our respondents typically discounted them, instead expressing a ‘can do’ attitude and stories of how they had worked past adversity,” the authors wrote. They “had chosen to ignore...barricades in favor of focusing on the opportunities in front of them.”

When they did talk about challenges, respondents mentioned the lack of a clear path to the top and the lack of female executive role models. But their biggest concern, by far, was “the dearth of support, flexibility, and autonomy needed to successfully integrate career and family demands.”

“Although we did not explicitly ask participants about their experiences pursuing a high-level career while simultaneously having a family, nearly everyone...identified this as a challenge that wove in and out of their lives, particularly when they were mid-career executives,” the authors wrote.

One respondent told researchers:

There are a whole set of challenges in mid-career, and it's meant a lot of gifted leaders go off track or leave the workforce.... That first flush of enthusiasm and maybe some early promotions are behind you and you're working very hard, but you haven't yet reached a level where the really bigger psychic and financial rewards start to kick in.... You may be constrained by your circumstances, trying to balance.

Both women and men who have families or want to have them, and want to be personally involved with their children or with older parents or their communities, I think, get especially squeezed in mid-career.... Depending on how the emotional and logistical burden of having a household is shared, it can be challenging. And it is socially more acceptable for women to leave the workforce.

The female executives employed a variety of strategies to meet this challenge; some delayed having children until their careers were

well established. Regardless of how they timed their families, virtually all of the respondents cited the need for autonomy in how and when they got work done. “Repeatedly, we heard from interviewees that it is possible to balance the long hours and heavy demands of an executive position in the hospitality industry with the demands of a family, but only when they had two critical components of autonomy: flexibility and control over their schedules,” the researchers wrote.

The executives who were mothers gained this autonomy in one of two ways. Just over half worked for hospitality companies that



Study authors Kate Walsh
(right), Susan Fleming (center),
and Cathy Enz



Lindsay France/UPhoto

would provide it. “Notably, several women working within supportive and flexible corporate settings explained that these practices were not just beneficial to the executives; they also benefited the company by contributing to a virtuous cycle of exceptional loyalty and commitment to the organization,” the researchers wrote. The other half started their own firms and became their own bosses, trading money for time and freedom.

Regardless of the setting they chose, the executives cited the need for personal support at home. “Many of our participants cited their spouses or partners as utterly critical to their success and four of the fifteen mothers were married to stay-at-home husbands,” the researchers wrote. When their husbands worked, the women typically outsourced childcare, often to a full-time nanny.

Creating career paths to advance female leaders

“The heart and foundation for this study was a desire to uncover how the hospitality industry could fully tap into, develop, and realize the benefits of more than half of its current and future professional workforce,” the researchers wrote. “Interestingly, however, when we asked our respondents about what their companies could do to retain them—as well as other professionals—the immediate reaction was often a long pause, suggesting that answers to this question are complex and multi-layered.

“Despite recognizing the need and desire for organizations to facilitate change, it still was difficult for the professionals with whom we spoke to think of profound initiatives. This may be because the fabric of the industry is so tightly woven that to cut into it and alter it also means to reorganize how work is done. Further, these professionals, and other top leaders, had found ways to create successful careers within the current structure and thus questioning the status quo may not be as salient.”



Ellen Brown '88

As executive vice president of acquisitions and development for Denihan Hospitality Group, **Ellen Brown '88** spearheads Denihan's expansion efforts, including acquisitions/dispositions, joint ventures, and management agreements. She oversaw Denihan's 910-million-dollar joint venture with Pebblebrook Hotel Trust, the company's half-billion-dollar

recapitalization in 2006, and its acquisition of the James brand and The James Chicago.

Prior to joining Denihan, Ellen provided advisory services to hospitality clients at Price-waterhouseCoopers, Landauer Associates, and Laventhol and Horwath.

Named a “Woman of Influence” by *Real Estate Forum* in 2013, Brown is a

noted authority on hotel real estate and speaks often at the industry's most influential investment forums. A firm believer in the development and promotion of women in hospitality and leadership, Brown serves on the President's Council of Cornell Women, WX New York Women in Real Estate, and the Women in Hospitality Network (WIHN).

When prompted further, however, they told researchers it was critical that commitment to female leadership development be driven from the highest levels of the organization. They then offered the following recommendations:

- Make leadership advancement a central and visible priority. Many respondents cited the need for continued growth opportunities. Along with providing these opportunities, “organizations...need to be proactive and purposeful in identifying, developing, communicating, and implementing a path for successful advancement for high-potential women,” the authors noted.
- Build role models from the top of the organization. As one executive told the researchers:

I think [we need] more women as role models. You think it's sort of a token thing, but it really does embolden a lot of younger women to think, “Yes, I can do this.” And I think it's important to have the internal gumption to say, if I saw this other senior executive woman and she could succeed and do that, then I could do that, too.

“When an organization has more women at the top, and more role models for women, the organization feels different—it responds to women differently,” Enz said. “It’s a powerful and profound, and yet fundamentally simple, thing.”

- Recognize the power inherent in diverse perspectives. “The ‘business case’ for diversity, particularly at the top of organizations, is well supported in the academic literature,” the researchers noted. “A diverse workforce has been shown to increase revenue, income, and even stock-price premiums. In addition, diversity has been found to enhance service capability and marketing efforts. Beyond sending positive reputational signals to the wider industry, diverse perspectives enhance strategic problem-solving and decision-making capabilities.”
- Offer autonomy and control for mid-career professionals. “Respondents repeatedly told us that providing autonomy and control would facilitate a strong



Michelle Russo '87

Michelle Russo '87, CHAM, MAI, CHA, is founder and president of Hotel Asset Value Enhancement (hotelAVE) in Providence, Rhode Island, one of the nation's leading firms specializing in asset management, receivership, and advisory services for hotel real estate investors. She is considered one of the preeminent leaders in the hotel asset management arena. Her primary focus is on devising and implementing business plans and contract negotiations, and directing repositionings for the company's two-billion-dollar portfolio.

Russo was previously a lodging and leisure analyst for Deutsche Banc Alex Brown, where she authored the widely followed *Top 15 Urban Market Report*, and an asset manager for John Hancock Mutual Life Insurance, where she achieved 20-percent cash-on-cash returns on 500 million dollars in investments. Russo also

spent ten years conducting real estate appraisals and feasibility studies for over 500 U.S. hotels and garnered capital-markets experience on Wall Street.

Russo has appeared as an industry expert on CNN and CNBC and has authored journal articles and a book chapter. She served two terms as president of the Hospitality Asset Managers Association and five years as a board member. She is a member of the Urban Land Institute's Hotel Development Council, the Financial Management Committee of the AHLA, and the Hospitality Asset Managers Association as well as a Designated Member (MAI) of the Appraisal Institute. She taught a hotel asset management course at SHA and is a frequent guest lecturer here.

long-term work relationship between professionals and their organizations," the researchers wrote. "Whether it was offering flexibility or simply conveying trust that the job would get done... providing control and choice over their schedules enables professionals to be successful and productive, especially during their mid-career stages." As one respondent told researchers:

Flexibility is something you have to earn over time. But when you get to the point that you earn it, there ought to be policies in place in a company that they can work with you to retain great talent as people move through different junctures in their lives.

A second respondent commented:

Sometimes it's just allowing enough flexibility in the way... the firm deals with people that allows a woman to stay over the course of her career and to be successful.



Elizabeth Blau, MPS '97

Elizabeth Blau, MPS '97 is CEO of the Las Vegas-based restaurant development firm Elizabeth Blau and Associates, which she co-founded in 2003. She and her husband also maintain partnerships in three successful Las Vegas ventures, including the Society Café at Encore, one of *Esquire* magazine's Best New Restaurants of 2009.

Blau's successful introduction of New York's Le Cirque

concept to Las Vegas caught the eye of Stephen Wynn, CEO of Mirage Resorts, and he hired her as Mirage's vice president of restaurant development. In that capacity, Blau succeeded in drawing award-winning chefs Todd English, Jean-Georges Vongerichten, and Michael Mina to Las Vegas and is widely credited with transforming the gambling mecca into a world-class culinary destination. When MGM Grand acquired Mirage Resorts in 2000, Blau became senior

vice president of restaurant development. With clients including Ritz-Carlton Hotels, Trump Casinos, Celebrity Cruises, and Wynn Resorts, she continues to lead the industry with her innovative and fresh approach to hospitality. Blau has appeared as a judge on the Food Network's *Iron Chef America* and has been featured on the Travel Channel and the *Martha Stewart Show*.

Another noted:

When you work with somebody through that kind of phase of their lives...you engender such loyalty and commitment. Because they recognize that you understand them, you appreciate them, and you respect their work ethic and the way they feel about the company and their clients....

- Create an infrastructure of support both within and outside the organization. Such a community could facilitate relocation and make it easier for professionals to accept new assignments within their organizations.
- Focus on long-term career development as part of the leader succession plan. "In line with the organization's succession planning process...respondents emphasized the importance of developing individualized career plans for all professionals," the

researchers wrote. "Assignments that provide learning and 'stretching' opportunities, that include widening skill sets and expanding their current knowledge base, were viewed by respondents as signals of investments their organizations were making in them."

The researchers conclude: "If companies incorporate these ideas into a fundamental shift in, and commitment to, how they develop their professional workforce, they can become the place for women professionals—and all professionals—to develop meaningful and satisfying careers. Integration of women into top decision-making responsibilities has benefits that every hospitality organization can leverage."



Female Executives in Hospitality: Reflections on Career Journeys and Reaching the Top and *Developing High-Level Leaders in Hospitality: Advice for Retaining Female Talent* are available as free downloads at chr.cornell.edu.

Hap

By Ashlee McGandy



It's easy to envy Ruth Ormsby, CALS '80, MPS '82. "My life is balanced right now," she said. "I make good money. I get to interact with hoteliers throughout the world. I have friends throughout the world. I have a family and happy adult kids. I love where I live."

In her current role as vice president of development with Carlson Hotels Worldwide, Ormsby is responsible for growing the Radisson and Park Inn brands in the western United States and western Canada. Work/life trade-offs are inevitable for anyone who has reached her level of business success, and Ormsby's real achievement has been finding the balance that works best for her.



Lindsay France/UPhoto

pininess in balance



“People will ask, ‘What can be done differently for women to advance to the C-level suites?’ But some women determine that that’s not where they want to be,” said Ormsby. “I’m an example—I have no interest in working at the executive level in a corporate environment.”

Before joining Carlson in 2005, Ormsby ran her own franchise consulting business; was director of development at Regent Hotels International, a division of Carlson Hotels Worldwide; helped launch the Red Roof Inn franchise program; and held various other positions in hotel development, real estate acquisition, and market analysis.

She took each step forward with the confidence that hard work was more important than gender or any other social category. “The way I look at it, you have to say, ‘I don’t

care if I’m a guy or a gal, or black or white or yellow. It doesn’t make any difference at all.’ Just do what you have to do and do it well.”

Still, Ormsby is candid about the decisions women must face as they try to balance career and family. “Women have to say, ‘If we’re going to have kids, *mine* is the body that has the child. I have to figure out how to accommodate this in my work life.’ And everything changes from that moment on. It is a huge shift that most men don’t have to go through.”

Anyone aspiring to the highest levels of business must be willing to forgo a lot, she continued, referring to “the hours, the constant education, the constant networking, and the constant drive.” But sacrifices are not reserved solely for women in the executive suite. Accommodating company policies do help, but the societal pressures on women still exist.

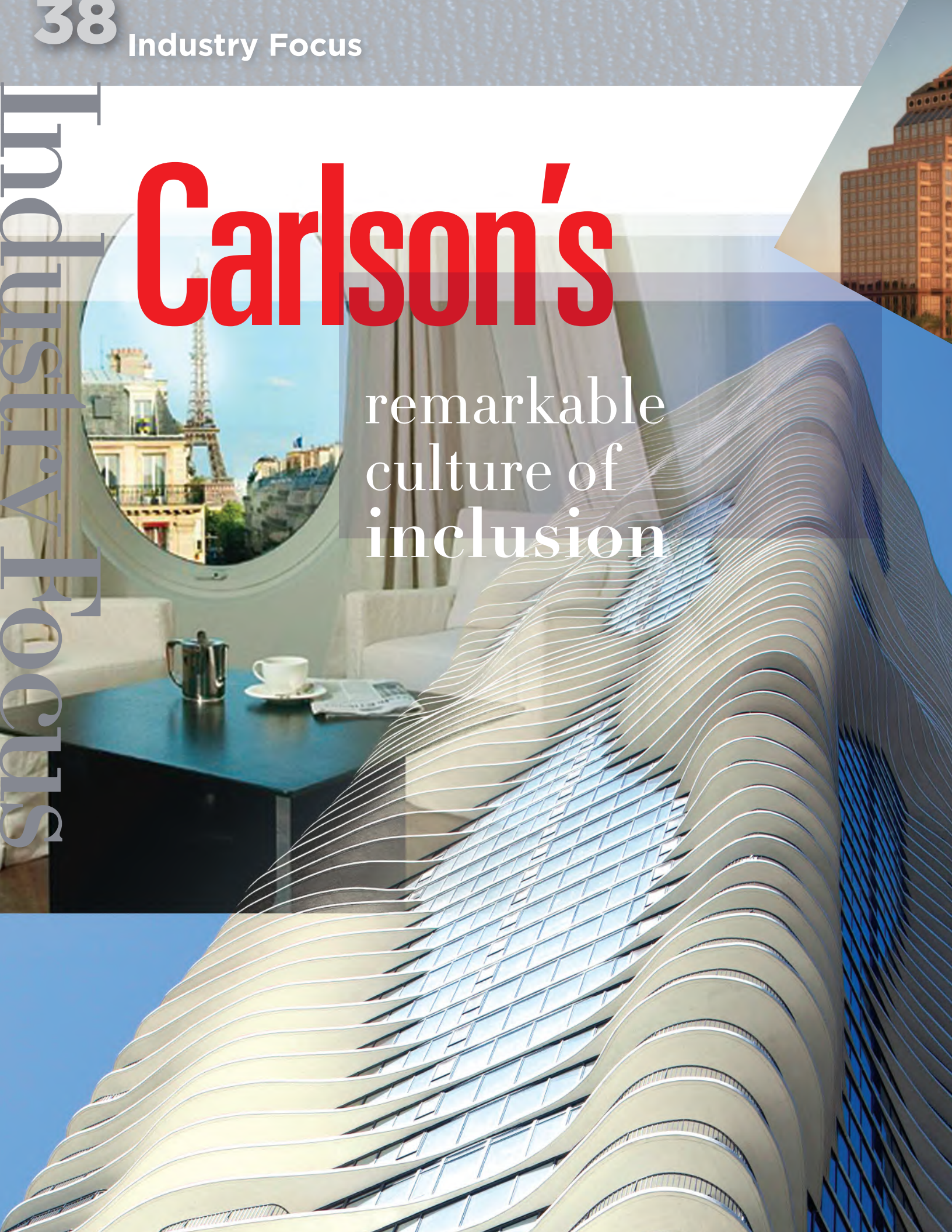
“I don’t care if it’s 2014 or not,” she said. “Society still says that women are the main caretakers of children.” As a woman with a full-time job, Ormsby is unique in some of the affluent neighborhoods where she has lived, and she has felt the impact of not being able to participate in the social circles that other women do.

She explained with confidence, “That’s why you have to wake up in the morning and say, ‘I don’t care what they say. I do what I want to do because I love it!’”



Carlson's

remarkable
culture of
inclusion





Carlson headquarters
in Minneapolis



By Ashlee
McGandy

When Marilyn Carlson Nelson was in the seventh grade, she told her parents that she was done with Sunday school. Her father, Curtis Carlson, founder of Carlson Companies, pulled the car over, turned around, and said, “You what?” When she explained that the other children were out of control and that she wasn’t learning anything, he looked at her sternly and said, “Then change it.”

The lesson stuck. When Carlson Nelson joined her father’s company in 1981, men dominated the management team—a situation that was—and still is—the norm in the hospitality industry. But Carlson Nelson saw a great opportunity for change and spearheaded a movement that transformed the way women at Carlson were mentored and promoted. The culture she inspired continues to thrive today at the company, whose brands include Radisson, Radisson Blu, Park Plaza, Park Inn by Radisson, Country Inns and Suites, Hotel Missoni, TGI Fridays, and Carlson Wagonlit Travel. Women now make up 50

percent of Carlson’s management team, and two women currently lead the company: Trudy Rautio, chief executive officer, and Diana Nelson, chairwoman of the board.

To begin purposeful change within the company, Carlson Nelson looked to community programs for inspiration. Menttium, a program that launched in Minneapolis in 1991, paired businesswomen with leadership potential with executive mentors from other companies. The program was a resounding success and caught Carlson Nelson’s attention. “At the time, many of the leading executives—people who had made progress in our community—had been in the Menttium program. They had been identified by their own companies as potential leaders. They had people helping them to understand the barriers, and that was changing the mentality of success for those women. So I decided we should have one of those programs.”



Carlson Nelson, along with several other women from the company, developed Carlson's first mentoring program for women. The team did their homework, got buy-in from leaders from every division of the company, and tagged a recent MBA graduate to lead their presentation to then-CEO Curtis Carlson.

Carlson Nelson recalled the scene: "She had barely started when my dad said, 'So what's wrong? How long have you been here?' She said, 'Three months,' and he said, 'Why are you so unhappy?' She said, 'I'm not unhappy, Mr. Carlson.' And he said, 'If you're not unhappy, why are you organizing this pink-collar union?'

"I don't mean to make him sound gruff and mean," Carlson Nelson continued. "The point was that he was very patriarchal, and he

Lindsay France/UPhoto



Suzy Riesterer



From left: Nancy Johnson, Marilyn Carlson Nelson, Suzy Riesterer, Trudy Rautio, and Cindy Rodahl, some of the female members of Carlson's leadership team

Lindsay France/UPhoto

wanted to know what was wrong so he could fix it. Did we need more ladies rooms? Then we could have them... So we had to go back and regroup."

The team homed in on the needs of specific departments, starting with the finance group, where they introduced 360-degree reviews. They also began clearing paths for their highest-potential middle managers—both female and male—who had what it took to be leaders at Carlson.

"The objective was to get over the 'like me' syndrome" of promoting the people who most remind the boss of himself, said Carlson Nelson. "When we did our annual leadership planning, where every leader needed to identify who was on deck, there were almost always women on the list. But when we went to choose future leaders, they weren't chosen. We needed to figure out why, and we started to be more scientific about it."

The Carlson leadership soon realized that—with some planning, preparation, and purposeful training—talented women could be ready for these senior positions. If the women were seen as being too aggressive or not aggressive enough, they could be coached. If they didn't have a good grasp of the numbers or an advanced understanding of financial analysis, they could be taught.

"When Marilyn was CEO, she really put these issues on the scorecard. She said, 'We are going to measure this, and anything that is measured can be attained,'" said Nancy Johnson, executive vice president of midscale development for the Americas at Carlson Rezidor Hotel Group.

As qualified women advanced into leadership roles, the company experienced a snowball effect and saw other strong, talented women

join the company. Carlson Nelson said the tipping point came when women made up twenty to thirty percent of the senior leaders at the company: "At that point, you might be in a meeting with men, you might be in a meeting with women, or more likely you were meeting with a mix."

With more women in the boardroom, the specific needs of female employees became an even bigger part of the company dialogue. A new women's executive mentoring program spurred the idea for a childcare center as well as discussions about how to keep women connected if they temporarily stepped away from work to have a family. In short, the company gave women a safe place to voice what they needed in order to be effective leaders.

"Marilyn gave the organization permission to have different kinds of conversations. She recognized



Trudy Rautio

Lindsay France/UPhoto

Nancy Johnson



Lindsay France/UpPhoto

that women maybe led differently or needed different kinds of support to be successful,” said Cindy Rodahl, executive vice president for human resources and communications. “That created an environment where it was okay for women to think about alternative work arrangements. This has always been with the clear understanding that we have a business to run. But, within that framework, we’re open to thinking about how we can work together to create a good situation. That part of our culture is very important and can be unique compared to other organizations. I think it is why people stay and why people come back.”

Carlson’s openness and adaptability soon drew the attention of organizations like *Working Mother* magazine, the Human Rights Campaign,

Fortune magazine, and the Dave Thomas Foundation for Adoption, which reward companies for their inclusive benefits and practices.

“Marilyn championed things that were ahead of their time,” said Rautio. “We were on the list for best places for working mothers for the first time in 2001. We were also on the list of the 100 best adoption-friendly companies for many years ahead of its time. We gave partner benefits ahead of time and were named one of the best places to work for GLBT equality for many years in a row. These things are really important indicators of the culture that also indicate recognition of diversity in the culture.”

“Culture” is a word that comes up quite often at Carlson, and theirs is a corporate culture that values employees’ lives outside of work as much as their lives at the company. “One of our heads of HR once said he had never been in a corporate setting where the word love was ever used,” laughed Carlson Nelson, “but we have a culture where we are living our lives here as well as working here.”



Marilyn Carlson Nelson

Lindsay France/JPhoto

Curtis Carlson himself laid the groundwork for the company's enduring philosophy when he introduced the Carlson Credo at his retirement celebration:

Whatever you do,
do with Integrity.
Wherever you go,
go as a Leader.
Whomever you serve,
serve with Caring.
Whenever you dream,
dream with your All.
And never, ever give up.

He turned the reins over to Carlson Nelson in 1998, saying that if the Carlson community modeled their lives after the credo, he would not need to worry about them.

Over the last fifteen years, the credo has permeated the company. Carlson staff members around the world have learned it in their native languages, and leaders have used it to structure Carlson's activities and outreach efforts around Values Day and Responsible Business Month.

"It is emotional and gratifying to see that the ideas in the Carlson credo have taken root and formed the identity of our employees," said Nelson.

The credo was a guiding light for the Carlson community when global communications were disrupted on 9/11. Carlson Nelson called her executive team together and said, "You may not be able to get responses. You may not be able to get the normal chains of command. But if you just make your decisions based on the credo, we know they will be the right decisions."

"It was a very momentous time, of course, and all of us who were part of that remember it very vividly," said Rautio. "But Marilyn always lived the credo, and she always used it as a model for actions and activities and for indicating that Carlson can be a force of good as a business in the world."

Ultimately, the credo defines the values of the Carlson family and compels the Carlsons' extended family of more than 175,000 employees to embrace these same

ideals. When “integrity,” “leadership,” “caring,” and “dreaming” are part of the daily operations of the company, an environment of inclusion and respect for the needs of others inevitably develops.

“Being privately held and being a family company really informs every aspect of Carlson’s business,” said Nelson. “We really look at our family values as something that encompass the company and the way we operate. And, just as in a family, one begins to understand the need for flexibility and different approaches for different people.”

Carlson Nelson retired as CEO in 2008 and as chairman of the Carlson board in 2013, in part so that new leadership could develop an inclusive culture that would meet the needs of a new generation of employees.

“In today’s world, it’s different than when I did it,” said Carlson Nelson.

“I worried because I have a lot of energy and opinions. If I stayed, I wouldn’t be able to resist sharing them. But there has to be a reinvention process. It has to translate to each generation. It is a different time with different competitive pressures, but—through it all—we don’t lose sight of this commitment to having an inclusive environment.”

When it comes to cultivating female leaders, Carlson continues to enhance its programs based on the changing needs of its employees and the business landscape. The company also takes a long view on the future of its most talented managers.

“When we talk about developing a woman’s career, we don’t say, ‘I need her in the next two years, and if she can’t be here and she wants to be with her family, then too bad,’” said Suzy Riesterer, chief commercial officer. “Instead we say, ‘This

is a great talent. How do we keep her with the company for the long term?’ It’s not a short-term view. It is about building a relationship in the long term.”

No matter the strides that have been made over the past decades, there is always more to be done. When the conversation turns to the future, Carlson’s leadership focuses on the constant need to learn, innovate, and find flexibility that benefits both employees and the bottom line. The company is also working on offering more consistent opportunities to all members of its staff.

“A key theme of ours is developing and retaining talent and making sure that our top management has all the tools that they need to coach and assess and develop talent. We are upping the bar on really formal programs to be sure that we are consistent across the board in providing opportunities and keeping talented people ready for the next job,” said Nelson.



Cindy Rodahl

Lindsay France/UPhoto



a diversity of perspectives around strategy and around operations really unearths competitive differentiation.”

Having a diverse staff—and therefore a diversity of ideas and opinions—at every level gives a company a competitive advantage. But research has shown that simply having diversity is not enough. Members of traditionally under-represented groups must feel comfortable speaking up and knowing that their voices will be valued.

“Countless studies on corporate boards and government have shown that having a diversity of voices makes organizations and institutions better competitors. It is a well documented field,” said Nelson. “The research has not fully informed practice everywhere, but we need to continue to remind companies and organizations that

Carlson also uses its diversity to spur innovation. “Innovation is all about having a vision to think forward, and no innovative company, in my view, is going to succeed in that innovation without really including all kinds of voices—age groups, genders, sexual orientation, all kinds of perspectives. We live in a society that is increasingly diverse in its tastes,” said Nelson.

Businesses must also look beyond the bottom line and provide an environment where employees can live out their professional and personal values and be proud of what they do every day.

“If you listen to the Carlson credo, it is really about having a sense of pride in where you work and what you do. I think all human beings—

male, female, no matter what race, color, religion—have to feel like they are doing something that is worthwhile,” said Johnson.

When Marilyn Carlson Nelson started at Carlson, she saw a company that did a lot well. But she knew that improving the road to women’s leadership would be good for the company and also make Carlson a point of light in the hospitality industry and in the business world in general. Perhaps most importantly she left a legacy of leaders—both women and men—who embrace a culture of inclusivity and equality.

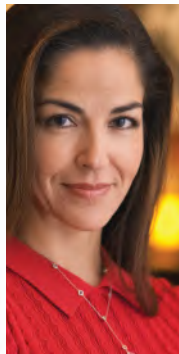
“Hospitality is a fabulous place for women. You can live your values. You can work with other people. You can provide service. You can be quantitative. You can make a difference in the world because we are going into all these exotic places. Your opportunities are limitless,” said Carlson Nelson. “But we aren’t going to see more women leading this industry unless we are purposeful. I hope that Carlson is a model that shows that.”



Diana Nelson



City of magic: Cartagena



By
Dayssi Olarte
de Kanavos '85

What do Mick Jagger, Bill Clinton, Nicole Miller, Anthony Bourdain, and Bill Gates have in common? Each has been seduced by the colonial walled city of Cartagena de Indias, Colombia, with its romantic cobblestone streets, humming *cumbia*, and *salsa* rhythms. These days, it's not uncommon to spot international celebrities, famous designers, European aristocracy, and sophisticated Latin Americans at the annual celebration of this Caribbean seaport. Long steeped in a colorful history of sieges by Dutch, British, and French colonists and dreadful pirates, this marvelous city has also been given magical life by Colombian Nobel Prize author Gabriel García Márquez

Illustration: Marc Rubin

"What matters in life is not what happens to you but what you remember and how you remember it."

Gabriel García Márquez

with his memorable novel, *Love in the Time of Cholera*. But there's much more to Cartagena than its restored colonial mansions, pristine beaches, and bustling nightlife. The gateway to Latin America since its founding, Cartagena is Colombia's second largest port and accounts for fifteen percent of the country's GDP. Today, giant cranes fill the Bocagrande section as every hotel company vies for scarce bay locations.

With a port and fortresses designated as a UNESCO World Heritage site since 1984, Cartagena has become a mecca for world travelers who, hungry for authenticity and craving adventure, flock to the famed Independence Day celebration, national beauty pageant, World Economic Forum, Summit of the Americas, World Trade Organization General Assembly, Hay Literary Festival, International Film and Music Festivals, and Contemporary Art Biennale. Founded in 1533 as Cartagena de Indias, the city was named after Cartagena, Spain, which in turn was named after Carthage. A then-burgeoning city, it soon became the most important city in the Spanish empire, feeding the equivalent of billions of dollars in gold coins to the Crown.

Word rapidly spread across the globe that Colombia was the site of the mythic El Dorado, a place of untold riches. History tells of the Muisca king who covered himself in gold dust for ceremonies conducted on a barge on Lake Guatavita

to send offerings of gold and gemstones to the deities deep in the Andes and beside neighboring Bogota. This ceremony is depicted in a solid-gold sculpture made in the sixteenth century by the Muisca tribe in the Andes. The native tribes regularly adorned themselves in precious metals and gems, and emerald mines of the highest quality readily offered their rich beauty.

The quest for gold brought Cartagena much unwanted attention, not only from conquistadors but from many pirates who longed to satisfy their lust on her shores. Perhaps the most infamous pirate was the dreaded Francis Drake, who would be knighted by Queen Elizabeth for his buccaneer adventures and celebrated in English history. Drake sacked, pillaged, and burned entire villages in pursuit of golden tribute for Elizabeth and her nearly bankrupt nation. He brought Cartagena to its knees at least twice and

ransomed its citizens from the Spanish for treasures of ducats, gold, and gemstones to lavish on his Queen. Such attacks, however, would continue for 150 years, from the time of Frenchman Robert Baal and John Hawkins to those of Captain Henry Morgan, George Washington's brother Lawrence, and even the official British Navy Armada.

Fortifications with towers for cannons and artillery and an intricate system of underwater barriers were undertaken by the Spanish to protect the city from





siege. Today, these walls and defense systems cast Cartagena as “the Heroic City,” making it a historic and intriguing monument to its fascinating past and the resilience of its people. Restaurants, cafes, open-air dance clubs, and panoramic overlooks sit atop the walls surrounding the old city, pleasing revelers and stargazers alike. The historic city’s heart is composed of several neighborhoods of cobblestone streets lined with restored colonial mansions. Privately owned, many have blossomed into boutique hotels offering a glimpse into the glorious past. Two convents, in Santa Clara and Santa Teresa, have long served as grand hotels with intricately adorned courtyards and scenic views of the Atlantic.

The scarcity of real estate in the old city has drawn developers to Bocagrande, which overlooks dark sandy beaches, even as Cartagena and its environs continue to develop with more than 600 million dollars in hotel investments and occupancy surpassing 60 percent per year. From 2008 to 2014, Cartagena will have doubled the availability of hotel rooms from 4,000 to 8,000. Rafael Nuñez airport is the country’s fourth largest, accounting for annual growth of sixteen percent last year with direct flights to JFK, Panama City, Miami, and Fort Lauderdale. According to German Restrepo, U.S. executive director of Proexport Colombia, 254,403 cruise passengers visited Colombia in 2012, compared to 126,890 in 2007 and 50,946 in 2006. The city throbs with life and fun.

In large part because of the efforts of former President Alvaro Uribe Velez, and now with President Juan Manuel Santos, the days of narco-traffic violence and leftist terrorism that hampered investment and tourism in Colombia are receding into the past. By coupling investment in the security of its population with a close partnership with the United States,



Colombia has reemerged as the gateway to Latin America. Cartagena especially ensures safety and comfort. Paraphrasing the words of the captain of a Disney cruise, the former head of Cartagena's tourism board, Luis Araujo, declared, "If this city is safe for our children, it is safe for everybody else." Evidenced by the upgrading of its credit ratings from Moody's, Standard and Poor's, and Fitch, Colombia is now considered one of the prime investment-grade countries in all of Latin America. Even the cover of *Time* magazine (April 23, 2012) called the country's extraordinary transformation "the Colombian Comeback."

A vibrant city of just over one million people, Cartagena is the gateway for much of Colombia's foreign trade. It sees almost 70 percent of all import and export container cargo pass through its terminals, which have been considered the most efficient in the Caribbean for five years in a row. With the expansion of the Panama Canal, 600 million dollars are being invested to double the port's current capacity. The latest plan for the expansion is to modernize the current infrastructure

and provide state-of-the-art technology and logistics. Cartagena also has the second-largest oil refinery in the country, doubling current capacity with a four-billion-dollar investment that will yield over 8,000 jobs. With the special free trade zones attracting over 200 companies to its industrial sector, Cartagena accounts for fifteen percent of the entire country's gross domestic product.

Despite its many other charms and its exciting economic revival, Cartagena's most compelling attraction remains its people and their *joie de vivre*. The mixing of peoples of Spanish, indigenous, and African descent has produced a diverse culture that blends Old World European manners, ancient cultural history, and magical beliefs. While at times service can be uneven at the grandest hotels, Cartagena's welcoming hospitality toward visitors is filled with a deep sincerity that mixes charm and attention. Because music is part of everyday life in Cartagena, the melodic sounds of *paso doble*, *salsa*, and *mapale* enchant in the early evenings, while the now popular techno-musical scene vibrates with late-night energy. With a passion that is contagious, Cartagena weaves memories into a nostalgia for this enchanted vacation city.



Illustration: Marc Rubin





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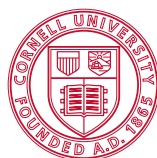
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a great hotel celebrates 25 years.

The Statler Hotel launched a new era in Cornell hospitality and hospitality education when it opened in April 1989. Since then, the Statler has given many thousands of visitors the warmest welcome in the Finger Lakes while offering outstanding professional development opportunities to hundreds of select SHA students. This AAA Four Diamond property is not only the best hotel in the region and the best hotel for sustainability in the state of New York; it is a real-world living learning laboratory where students become leaders.



The 153-room Statler Hotel had a predecessor on campus, the 50-room Statler Inn. Built in 1950 along with Statler Hall and with crucial funding from the E. M. Statler Foundation, the Statler Inn brought the school international renown as the premier training ground for hotel executives. But as the sophistication of the program and the industry grew, the Inn had to make way in 1986 for a larger and more accommodating facility. The Statler Hotel was built on the same ground where the inn had stood.

AAA Four Diamond Award

recipient for 3 years in a row



200 students on staff

78% occupancy in 2013

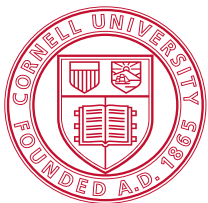
\$20 million in sales for 2013



Trip Advisor's **#1 hotel** in our market

Good EarthKeeping Award

winner for 2014



Cornell University
The Statler Hotel

The Statler Hotel **25**
1989-2014

CHS president's message

Dear Friends,

I am delighted to report that we have had a very successful year, with our 60 chapters hosting over 130 alumni events around the world and raising close to 100,000 dollars in scholarship support. There have been plenty of events across every corner of the world, all supported by enthusiastic, committed, and engaged alumni. Yes, the Cornell Hotel Society is truly well and alive!

On the macro level, the CHS board identified four key objectives in 2013:

- Reinvent the strategic direction of the Society;
- Strengthen the SHA/CHS partnership;
- Promote lifelong learning;
- Develop a culture of "paying it forward."

To reinvent the strategic direction of the Society, we started by holding up a mirror and taking a good look at CHS while asking lots of questions. Who are we? What do we offer? Whom do we serve? What is our value proposition? Where would we like to go?

Like many alumni organizations around the world, CHS has had to face a shifting paradigm. People network differently, and technology has changed the way in which we connect with others. Today there are so many opportunities outside of the Cornell Hotel Society to engage with the university and SHA.

So we searched deep and reached out to many of you for your ideas and feedback. Thank you for helping us. In the end, we crafted the following strategic direction for the Society. We hope that it will resonate with you as much as it does for us:

We are an engaged network of dynamic, imaginative leaders sharing traditions, friendship, passions, and ideas. We believe that life is service and that creating enriching experiences for others is at the heart of being a Hotelier for life.



Liv Gussing Burgess '91

We are in the process of reviewing and developing the CHS brand to ensure that it now reflects the key messages and stories from this strategic direction. We look forward to sharing them with you at HEC in March.

Our second initiative has been to strengthen the SHA/CHS partnership. We believe that jointly hosting key global events strengthens and supports both the school and the Society. In 2013 CHS partnered for the first time with the school at the Icon and Innovator Awards in New York City in June, the Hot.E conference reception in London in September, and the Dean's Leadership Series in New York in November. In addition, CHS hosted over 120 events around the world that ranged from educational seminars with visiting faculty to networking receptions, from hotel tours to family outings, and from holiday parties to student mentoring. The year saw the France chapter host a very successful Hospitality Outlook modeled on Atlanta's annual event, while the Northern California chapter hosted a series of educational programs with faculty.

Our third objective was to promote lifelong learning for alumni. The idea is that the learning that takes place at Cornell doesn't stop at graduation; instead it continues throughout life. Panel presentations, discussions, and lectures by SHA faculty are the events that CHS members value and request the most.

Our Faculty Road Show program financially supports this outreach and in 2013 included a workshop led by Tim Hinkin in Costa Rica and a panel that Bill Carroll moderated for the New England chapter. At last year's HEC, several new faculty members shared with CHS members their insights and research in their respective fields.

Our final objective was to continue to develop a culture of paying it forward. We all have our own stories of being helped in our individual journeys. We know the profound impact that successful (and busy) alumni had when they took the time to share their stories with us as students. Those alumni help us to dream bigger dreams. After receiving the 2013 MMH Outstanding Alumnus Award, DJ Rama shared wonderful stories of being inspired to dream big. It is our responsibility to encourage our students to dream bigger dreams and to help them make those dreams come true.

Two students who help us in this mission are Matt Bernard '14, this year's managing director of HEC, who looks forward to welcoming you to campus on March 20, and Jeremy Tobin '14, the collegiate chapter president. The student chapter and CHS launched a new program that enables two students per event to attend the EMEA and AP regional alumni meetings. In 2014 that program will allow two students to visit Verona, Italy and another two to visit Okinawa, Japan. More dreams.

The 2014 board consists of a wonderful group of passionate and dedicated alumni. Raj Chandnani '95 is our new president, Deniz Omurgonulsen '00 first VP, and Robert Mandelbaum '81 second VP.

In addition, we were delighted to welcome Julie Pizzutti, MPS '06 (CALS), who joined the school as assistant director of alumni engagement and outreach in early September and will help drive many of these initiatives. Many others help achieve the goals and efforts of the Society, including Nickie Fredenburg, Steve Lipinski '72, Meg Keilbach, CALS '88, the Foundation members, thirteen regional vice presidents, and 60 chapter presidents. Thank you all for your time, effort, generosity, and passion. This organization is constantly held up as exemplary, and that is thanks to all of our volunteers.

It has been my great honor to serve as president of the Society. Someone recently asked me what has really stood out for me during these three years. And truly, what has overwhelmed and humbled me is the extraordinary dedication and passion that alumni show towards SHA, time and time again.

I believe that it can be explained as a natural response to the gratitude that we each feel for the special time that we shared at Cornell. So I encourage each one of you, as engaged, dynamic, imaginative members of CHS sharing traditions, friendship, passions, and ideas, who believe that life is service and that creating enriching experiences for others is at the heart of being a Hotelier for life, to please pay it forward.

Where does this leave us for 2014? The Cornell Hotel Society will continue to build on these initiatives and encourage everyone to keep dreaming!

In service,



Liv Gussing Burgess '91
President, Cornell Hotel Society, 2013

Chapter *events*

AlpAdria and Eastern Europe

The members of the AlpAdria and Eastern European chapter of CHS were invited to join about 100 students of MODUL University Vienna on Nov. 21 to hear an invited lecture by **Michael Cortelletti, MMH '99**. Michael, who is owner of CO.TI Restaurants, spoke on "Business and ethics: a contradiction? Ethical challenges in the hospitality industry" as part of the "Latest Trends and Innovations in Tourism and Hospitality Management" lecture series organized by **Hani El-Sharkawi, PDP '13**, head of MODUL Career at the university. The lecture was followed by a cocktail reception for chapter members, who were delighted to continue the discussion with Michael while enjoying a breathtaking view of the city.

MODUL University Vienna is an international private university owned by the Vienna Chamber of Commerce and Industry, the largest provider of private education in Austria. The university campus is located on Kahlenberg, a scenic hill overlooking Vienna. Since 2007, MODUL University Vienna has been offering bachelor's, master's, and doctoral degree programs in the areas of international management, new media technology, public governance, sustainable development, and tourism and hospitality management.

From left, **Christian Walter, PDP '08**; **Hani El-Sharkawi, PDP '13**; **Claudia Glück**; **Brigitte Gruber, PDP '84**; **Michael Cortelletti, MMH '99**; **Andrei Wimmer**; **Rico de Schepper, PDP '72**; **Verena Hellweger**; and **Christophe Bergen '76** following Michael's lecture at MODUL University Vienna

Hani El-Sharkawi, PDP '13 (right) presents a certificate recognizing **Michael Cortelletti, MMH '99** as "Professor for a Day" following his classroom presentations at the MODUL University Vienna.





California, Northern

Alumni and friends in Northern California gathered at Bin to Bottle Winery in Napa on July 25 for a guided tour by company partner **John Wilkinson '79**. The group also savored culinary bites by Fatted Calf and tasted wines made in the facility.

The Northern California chapter at Bin to Bottle, from left: Shannon Murray; **John Durham '76**; unknown; **Peter Lee '63**; **Miranti Ojong '02**; David Yewell; **John Venegas '92** and his wife; **John Wilkinson**; **Whitney Cherko '09**; and Damian Sawle.



Central America

Professor Tim Hinkin traveled to San José, Costa Rica on Oct. 23 to present a daylong seminar/workshop on effective leadership. Proceeds benefited the Central America chapter's scholarship fund. With Tim (second from right) in this photo are, from left, Giovanni Graziano, MPS '11 (AAP); event coordinator **Juliana Zúñiga '03**; **Andrea Bonilla '97**; and **Hans Pfister '95**.

EMEA regional meeting

CHS members gathered at the Crowne Plaza in Helsinki on April 25 for the EMEA region's fourth annual meeting. Their host for the first evening was Jouni Ahonen, dean of the Haaga-Helia University of Applied Sciences, who invited the group to experience Finnish cuisine at the Haaga Unit.

The next day began with a chapter meeting and continued with a series of seminars for the 100 or so Hoteliers in attendance. **Michael Widman, PDP '00** and **Christian Walter, PDP '08** spoke about the hotel industry in Finland and the Baltics. Göran Mikalsen and Toni Räsänen talked about their company, Booking.com. After lunch, Peter O'Connor, dean of academic affairs at ESSEC, delivered a lively keynote



SHA assistant dean Meg Keilbach, CALS '88, addresses the EMEA regional meeting on April 26.

Chapter events continued

address about avoiding the problems associated with social media. The group then took in the sights of Helsinki before enjoying good service, good food, and excellent Banfi-sponsored wines at Restel's two-month-old Brasserie Le Havre.

Early on the third day, the group boarded a ferry for Tallinn, Estonia. Following a guided tour of the local countryside, the group arrived at Padise Manor, the ancestral home of **Karl von Ramm, MMH '10** in Harjumaa, Estonia. Karl toured the group through Padise's 14th-century monastery ruins and the adjacent 18th-century manor house, newly renovated as a hotel. A local folk group entertained the group as they enjoyed a manorial-style lunch in the Grand Ballroom. After lunch, the group returned to Tallinn for a walking tour of the medieval old town, so well preserved and enchanting that it has in recent years become one of Europe's top tourist destinations. The traditional auction gala dinner was held that evening at the Radisson Blu Hotel Olümpia in Tallinn. There, guests enjoyed fine food, Banfi wines and, most importantly, great company.

The group was treated to traditional folk music during lunch.



Karl von Ramm, MMH '10 details the renovation of the manor house's grand ballroom.



EMEA members, family, and friends on the ferry from Helsinki to Tallinn. Clockwise from lower left: Tina Saluts kij; Meg Keilbach, CALS '88; Verena Bergen Gisella; **Craig Armstrong, PDP '94**; and **Deiv Saluts kij '71**



Karl von Ramm, MMH '10 (center) tells the story of the 14th-century ruins on his ancestral property in Harjumaa, Estonia.



EMEA regional meeting
attendees at Padise Manor Hotel



EMEA auctioneers **Christophe Bergen '76** and **Deiv Saluts kij '71** hold up a choice item for bidding.



Tallinn's beautifully preserved
medieval section has become a
favorite European destination.



Sightseeing in Tallinn's old town



Christophe Bergen '76
has a question for the
group's tour guide.

Chapter events continued

Finland, Russia, and the Baltics

In early August, **Mikael Swanljung, MPS '81** hosted the chapter's breakfast meeting at his new coffeehouse, Beans. Johnson School alumnus and NYU clinical professor Jukka Laitamäki, MS '89, PhD '90, a favorite presenter, discussed his benchmarking study of European classical music festivals.

The chapter met in early November at the Abattoir, a facility that is being developed for commercial use as part of the City of Helsinki's Food Culture Strategy. Ville Relander, manager of the Food Culture Strategy project, hosted the event. Turnout was very good for a chapter with twelve active members; in attendance were **Karl von Ramm, MMH '10**; **Martti Palonperä '77, MPS '94**; **Pia Adlivankin '94**; **Mikael Swanljung, MPS '81**; **Veikko Vuoristo '76**; **Deiv Salutskij '71**; **Jere Talonen, IMHI '97**; and Riikka Moreau.

France

The first-annual Paris Lodging Outlook took place on Oct. 4 at the luxe and very accommodating Hôtel Fouquet's Barrière. The outstanding speakers and panelists—André Martinez, advisor to France's Minister of Economy and Finance; George Panayotis, founder and chairman of MKG Hospitality; his son Vangelis Panayotis, MKG's director of development; Romain Roulleau, Accor's SVP for e-commerce; Chinmai Sharma, VP of revenue and distribution for Louvre Hotels Group; and moderator Peter O'Connor, professor and dean of ESSEC Business School programs—brought very informed, high-level perspectives to the discussion.

Planning for the event benefited from the insights of **Robert Mandelbaum '81**, who shared best practices developed in producing the exemplary Atlanta Lodging Outlook for the past 15 years. Event organizers **Tarek Daouk '01** and Nina Bartholin are keen to grow the Paris Lodging Outlook in similar fashion. This year's event, attended by 65 people, generated 1,500 euros for scholarships.



Organizers of the first-annual Paris Lodging Outlook



Georgia

Atlanta Lodging Outlook: This year's meeting on Aug. 26 drew 300 hotel industry professionals. **Brian Ettelman '87** hosted the breakfast seminar at the InterContinental Hotel in Buckhead, where he is director of catering.

Atlanta Lodging Outlook is organized by the CHS Georgia chapter with promotional assistance from the Atlanta Convention and Visitors Bureau and the Georgia Hotel and Lodging Association. The seminar is designed to provide hotel owners and operators with the information they need to prepare their marketing plans and budgets for the upcoming year.

The featured speaker for this year's 15th-annual seminar was **Peter Yesawich '72, MS '74, PhD '76**, vice chairman of MMGY Global. Peter shared his firm's insights into the habits, preferences, and intentions of American travelers. SHA staff members Joe Strodel, Megan Kaminska, CALS '11, and **Rebecca Hart, MMH '10** joined the gathering.

Georgia chapter president **Adam MacLennan, MMH '06** opened the proceedings by welcoming the attendees. Following Peter's keynote address, the following panel of local experts presented their outlook for 2014:

- Roger Tutterow, professor of economics, Mercer University;
- Mark Sussman, director of trade show sales,

Atlanta Lodging Outlook attendees network at breakfast.



The 15th-annual Atlanta Lodging Outlook attracted 300 area hospitality professionals.

Atlanta Convention and Visitors Bureau;

- Tim Hart, EVP, TravelClick; and
- **Mark Woodworth '77**, president, PKF Hospitality Research.

Proceeds from the event help support the Georgia chapter's scholarship fund.

Giuseppe visits Atlanta: SHA senior lecturer **Giuseppe Pezzotti '84, MPS '96** traveled to Atlanta on May 17 to enlighten 50 area alumni with the presentation "You Be the Critic: New Ways to Analyze the Dining Experience." The event was co-produced

On Oct. 16, the Georgia chapter was treated to a reception at Creations, the restaurant operated by the students of the International Culinary School at the Art Institute of Atlanta. The tour of the kitchen brought back many fond memories. From left:

Rebecca Hart, MMH '10, event organizer
Allen Weiss '01,
Harryette Kim '12,
and **Ben Gatchell '11**



Chapter events continued

by CHS Georgia and the Cornell Alumni Association of Atlanta with assistance from Nickie Fredenburg, Mindy Hillenbrand, and Megan Kaminska, CALS '11 in Ithaca. Special appreciation goes to **Alan LeBlanc '84**, who hosted the event at his new restaurant, White Oak Kitchen and Cocktails, and **Susan Griffin '82**, who hosted Giuseppe and Megan at her hotel, the Ellis, in downtown Atlanta.

Reception at the Mandarin Oriental: On June 17, 37 members and guests of the Georgia chapter gathered for a reception and tour of the 127-room Mandarin Oriental Hotel in Atlanta. After enjoying hors d'oeuvres and "Red Dragons," a specially prepared cocktail, and a welcome from general manager Robert Lowe, the attendees toured the hotel's meeting space, spa, and guest rooms. Special thanks go to **Bumjoo MacLennan, MMH '05**, who organized the event, and **Nina Kleiman '86** of hotelAVE, the property's asset manager.

New-student welcome: On Aug. 15, the Mellow Mushroom in Brookhaven was once again the place to be to welcome SHA's newest students to the Georgia chapter and CHS. Special guest of honor was incoming transfer student **Dylan Ciraldo '16**, son of **Dana Ciraldo '81**. The eleven current students and alumni in attendance loaded Dylan up with pizza and great guidance. Students in attendance were **Alex Mendel '14**, **Nicole Wiggins '14**, and **Savannah Woodworth '16**. Recent graduate **Kate Adie '13** was also on hand.

Cornell Day at Lake Lanier: The Georgia chapter teamed up again with the Cornell Alumni Association of Atlanta on Aug. 10 for an event at Lake Lanier Islands Resort. Nearly 40 alumni and their families enjoyed a day of horseback riding, zip lines, kayaking, water slides, and the beach. An evening barbecue capped the fun-filled day, which was hosted by **Bill Donohue '80**, executive director of the Lake Lanier Islands Development Authority. Bill generously gave the group the use of a private, air-conditioned yacht, which was docked in the middle of all the action and served as a home base for the day and venue for dinner.



Alan LeBlanc '84 and
Megan Kaminska,
CALS '11 enjoy an evening with
Giuseppe and friends.

Annual holiday party: **Tim Dick, MPS '88** and his wife Karen, MBA '13 hosted this year's holiday party for CHS Georgia on Dec. 8. **Adam MacLennan, MMH '06** and **Sophia Lin Kanno '05** organized the event, which was enjoyed by 56 Hotelies and their guests. In addition to being treated to a wonderful buffet spread, guests enjoyed beer donated by **Alan LeBlanc '84** of Max Lager's American Grill and Brewery and wine contributed by **Garnie Nygren '05** of Serenbe.

The Georgia chapter was honored to have Dean Michael and Ms. Jill Kobus Johnson join them from Ithaca. After the Dean provided an update on happenings in Ithaca, Adam presented him with a \$10,000 check from the Georgia chapter's scholarship fund. Following the presentation, **Mark Newton '74** repeated his role as Santa Claus during the annual gift exchange.

Giuseppe Pezzotti '84, MPS '96 connects with
Julie and **Rob '86 Francour** and Margaret and
Steve '87 Farrar in Atlanta.





The Island Princess, CHS Georgia's yacht-for-a-day

Adam MacLennan, MMH '06 and **Darius Dillon '05** enjoy Cornell Day at Lake Lanier Islands.



To view photos from this and all of the above Georgia chapter events, please visit <http://www.chscornell.com/chapters/Georgia/photo.html>.

Kenya/East Africa

Members of the Kenya/East Africa chapter held a breakfast meeting at the Serena Hotel in Nairobi on Sept. 19. Timed to coincide with the Africa Hotel Investment Forum, the meeting featured **Andrew Fay '87**, president and COO of the Gettys Group, and Worldhotels managing director Robert Hornman, who shared their insights on cross-cutting industry issues like hotel management and the delivery of service. Among those attending the meeting were **Samantha Muna, MMH '06**, managing director of Triatum Hospitality; **Neil George, MMH '98**, VP, Starwood Hotels and Resorts, Dubai; **Naomi Ciira '09**, director at Travel People; **Clement Nyamongo '74**, acting executive director of ITHM; host Daniel Kungu, general manager of Nairobi Serena; **Julie**

Wahome '92, Alliance Group's director of human resources and marketing; and **Tina Ndibo, MMH '01**, group contracting and administration manager for the Zanzibar Collection.

Norway

International executives who have attended the School of Hotel Administration's General Manager's Program and Professional Development Program have proven to be very valuable ambassadors for the school and its academic programs. This is especially true in Europe, where GMP and PDP alumni play a significant role in CHS chapter life.

Against this backdrop, CHS Norway joined in 2003 with HSMAT's Norway chapter to launch an annual competition to honor up-and-coming hospitality leaders as "Young Hotelier of the Year." Winners were

From left, **Clement Nyamongo '74**; **Neil George, MMH '98**; **Samantha Muna, MMH '06**; **Christian Walter, PDP '08**; **Andrew Fay '87**; **Julie Wahome '92**; and **Tina Ndibo, MMH '01** were among those who met in September at Nairobi's Serena Hotel.



Chapter events continued

awarded attendance at the GMP with funds provided by the hospitality and travel industry and its suppliers. In 2010, CHS Norway began sponsoring its own "Hotelier of the Year" award, this time for established general managers. The new award also carries with it a GMP scholarship, which is provided by the major hotel chains Carlson Rezidor, Nordic Choice Hotels, Scandic Hotels, and Rica Hotels, along with suppliers Nespresso and Ringnes.

At a recent dinner gathering in Oslo, the most recent recipient of the Hotelier of the Year award, **Espen Karlsen, GMP '13**, reported back to the chapter about his GMP experience and brought news of the school. The meeting took place at the newly opened Thief Hotel, a member of the Nordic Choice Hotels group that is marketed as an individual prestige hotel. The timeless elegance of this 119-room property has become the talk of the town.



Mitzi Fritz '76, Steve Cox, and **Giuseppe Pezzotti '84, MPS '96** discuss the joys and challenges of the food business at the Quality Inn and Suites, Seattle Center on Aug. 21

The Norway chapter's most recent Hotelier of the Year, **Espen Karlsen, GMP '13**, recently addressed the members at Oslo's hottest new lifestyle hotel, the Thief. Pictured from left are, front row: **Leif Evensen '66**; **Jan Ving-Pedersen, PDP '71**; **Roald Albrigtsen, MPS '95**; **Ingvar Tjøstheim, NOR '03**; and **Tore Rodahl, NOR '05**. In back are **Svein Resell, PDP '95**; **Espen Karlsen, GMP '13**; chapter president **Ådne Skurdal, NOR '08**; **Knut Nordbö, GMP '12**; **Örjan Arvola, NOR '06**; **Torbjørn Marthinussen, PDP '13**; and **Kristoffer Solstad, PDP '09**.

Seattle chapter members visit the outstanding wine cellar at Canlis restaurant on Aug. 21. From left: **Brian Canlis '01**, **George Elkin '12**, **Ting Phonsanam '95**, and featured guest **Giuseppe Pezzotti '84, MPS '96**



Seattle

Washington, D. C./Baltimore

BisNow reception: For the second year, the Washington, D. C./Baltimore chapter hosted a reception on April 24 in conjunction with the BisNow Lodging Investment Summit at the Washington Hilton. Hilton sponsored the event, which raised about \$2,500 for the chapter's SHA scholarship fund. **Anna Resek Chung '03** and **Pia Bojanowski, MMH '96** organized the gathering, drawing 127 people including SHA staff members Joe Strodel, **Rebecca Hart, MMH '10**, Steve Smith, and Mark Depew—the best turnout in recent memory.

Real Estate Forum: Dan Quan, SHA's Singapore Tourism Board Distinguished Professor in Asian Hospitality Management and academic director of the Center for Real Estate and Finance, moderated a panel discussion during the chapter's fourth-annual Real Estate Forum, held Oct. 4 at the Dupont Circle Hotel. On the panel were **Art Adler '78**, managing director, Jones Lange LaSalle; **Scott Berman '84**, industry leader, Hospitality and Leisure practice, PwC; George Dabney, CFO, Thayer Lodging Group; and **Michelle Russo '87**, president and founder, HotelAVE. Topics covered were: where we are in the real estate cycle; transaction volume; supply pipeline; major buyers; private equity; public REITs; and foreign equity. Proceeds benefited the DC/Baltimore Chapter Scholarship Fund.

Washington, D. C./Baltimore chapter members turned out for the 5K Sprint for the Cure on Sept. 21 to raise money for cancer research. **Jason Daniel Fair '07**, **Anna Resek Chung '03**, Larry Hate, **Nick Jette '07**, **Susan DeBottis '07**, **Matt Carrier '11**, and Vic Marina took part, running from the Four Seasons Georgetown along the C&O Canal.



Pia Bojanowski, MMH '96, Professor Dan Quan, and **Anna Resek Chung '03** at the Washington D. C./Baltimore chapter's fourth-annual Real Estate Forum at the Dupont Circle Hotel



2013 grads **Michael Perlman**, **Brian Mueller**, and **Alexandra Wangeman** enjoy the Welcome to DC Happy Hour at the Front Page in Dupont Circle. The get-together attracted 57 attendees, most of them graduates from the past five years or students interning in the city for the summer.



Three more 2013 grads, **Dawn Lee**, **Kevin Dame**, and **Lauren Cairns**, enjoy their welcome to DC.



Anna '03 and **Gabriel Chung**, **Bill '79, MBA '83** and **Debbie '81 Minnock**, **George '58** and **Marilyn '58 Mathias**, and **Jason Daniel Fair '07** enjoyed a sunwashed outing in Baltimore on May 5. The group toured historic Fell's Point and the Four Seasons Baltimore, where they also enjoyed lunch at the restaurant Wit and Wisdom.



Other events

Cornell Club of Shanghai

The 1515 West Chophouse and Bar was the setting on Oct. 30 for a convivial Big Red reception for Cornell leaders Fred Logevall, vice provost for international affairs, Hongnan Ma, MA '01, director of international programs in Cornell's Office of Alumni Affairs and Development, and Michael Johnson, dean of the School of Hotel Administration, who gave an update on SHA activities. **Victor Tchou '06**, senior manager at Starwood Hotels and Resorts, emceed the event, delivering welcoming remarks, introducing the Cornell visitors, and leading the assembled group of about 40 in singing the alma mater. **Zoe Wu '93, MPS '94**, a director at Horwath, and **Vivian Wang '09**, development planning manager at InterContinental Hotels Group, helped Victor host the event with organizational assistance from Hongnan.

NEIRA



Seven Hotelies attended the annual meeting of the New England Inns and Resorts Association at Vermont's Woodstock Inn in October. From left: **Sarah Morris '06**; an associate of Tom Petot; **Tom Petot, MPS '01**; NEIRA president **Joe Lavin '75**; **Cindy Estis Green '79** (speaker); **Allison Goldberg '89**; **Melinda Codd Muller, MPS '85**; and **Chris Muller, MPS '85, PhD '92** (speaker)



The Cornell Club of Shanghai welcomed Dean Michael Johnson (second from left), Vice Provost Fred Logevall (third from right) and director of international programs Hongnan Ma, MA '01 (second from right) at a Big Red reception at the 1515 West Chophouse and Bar on Oct. 30. With them are, from left, **Alice Chan '01**, past president of the Cornell Club of Hong Kong; Martin Romualdez, A&S '85, president of the Cornell Club of the Philippines; and **Teddy Zhang '97**.



Members of the Cornell Club of Shanghai enjoy socializing at the 1515 West Chophouse and Bar on Oct. 30.

Members of the Cornell Club of Shanghai at the 1515 West Chophouse and Bar on Oct. 30



Remembrance

Robert L. Brown '39	June 12, 2013
Catherine B. White '40	March 22, 2013
William A. Slade '42	May 25, 2013
Robert G. Xides '45	September 11, 2013
A. Chester Sarsfield '46	March 11, 2013
Stanley W. Johnson '48	February 28, 2013
Albert W. Gentner '50	March 10, 2013
Col. Edward D. Young '51	January 14, 2013
Donald P. Warner '51	June 13, 2013
Lee E. Morton '54	May 9, 2013
David W. Clark '55	November 22, 2012
John C. Birchfield '57	December 29, 2012
Donald B. Blackburn '57	March 28, 2013
Ann Marcham '58	December 16, 2012
Anthony H. Baker '59	April 4, 2013
Hirokuni Y. Honzawa '61	October 28, 2012
Anthony A. Pascal, Jr. '62	April 23, 2013
Paul S. Zottoli '67	March 29, 2013
Carmine W. Digiacoimo '67	June 5, 2013
Craig E. Lambert '72	March 6, 2013
Patrick J. Poggi '88	August 20, 2013



Taking stock and
climbing
higher

*My quest for
the Seventh Summit*



By Karl
Pettijohn '85

Vinson Massif, Antarctica

My quest began in January 2010, when I flew down to Puente Reyes, Chile to meet up with the five other climbers in my group. As we waited together for flying conditions to improve, I learned that Vinson was one of the world's "Seven Summits." I also learned that the rest of my group already intended to climb all

I have worked in the world of finance since 1985 and have always found it to be exciting and dynamic. The financial meltdown in 2008-09 and the uncertainties that followed were sobering, though, and they taught me that no amount of effort, intelligence, or intention would ever give me control over the world's financial markets.

This personal "correction" left me feeling somewhat at loose ends. When I was offered the opportunity to climb the highest peak in Antarctica, the 16,050-foot Vinson Massif, I knew that I had found a perfect way to reconnect and rejuvenate my spirit. A guide friend from climbing Mount Rainier called and offered a spot on the trip that he was guiding. What I didn't know was that climbing this mountain would lead me to attempt every other continent's highest mountain as well as pursuing other extreme adventures, including skiing to the North Pole.

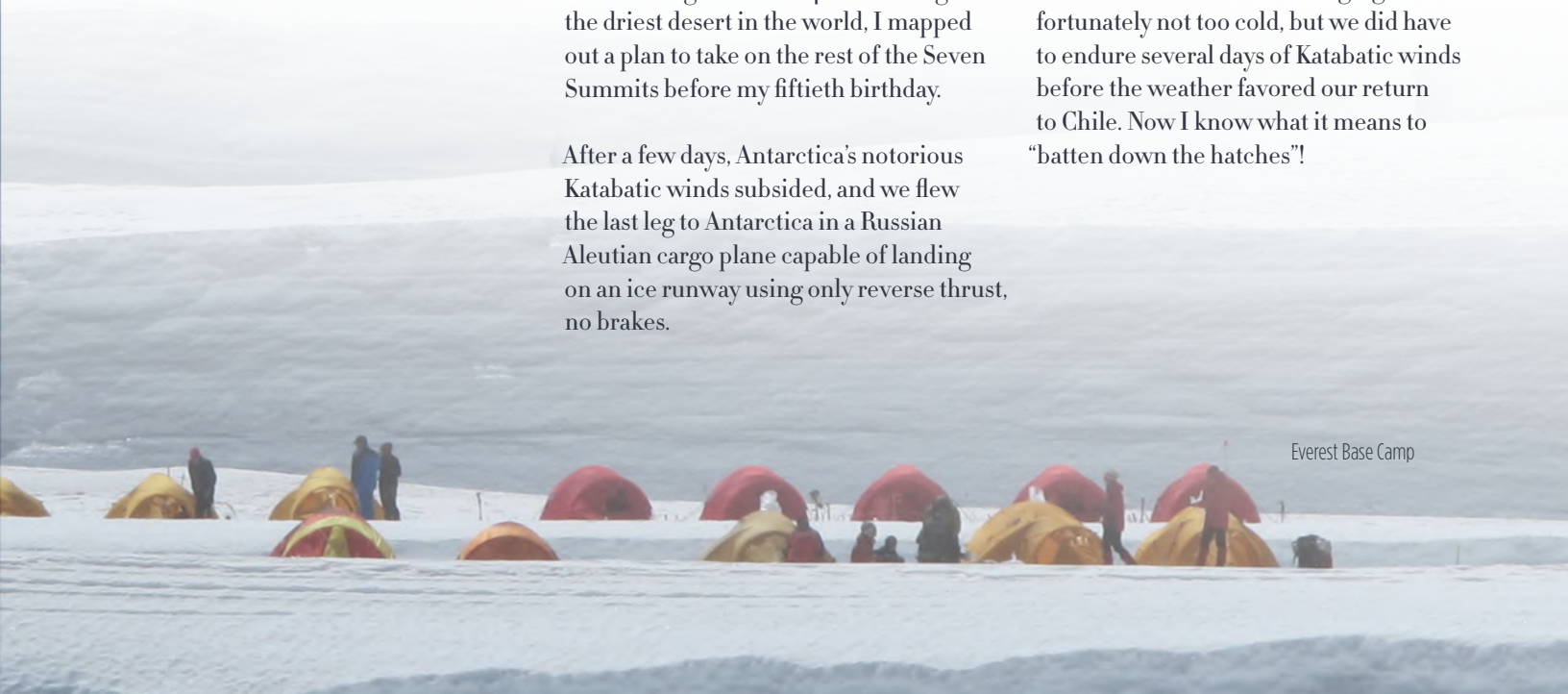
seven. I had already summited Mount Kilimanjaro, but I had never considered climbing Everest or Denali. Listening to the others' plans instantly changed that. That first night, under 24-hour sunlight on the driest desert in the world, I mapped out a plan to take on the rest of the Seven Summits before my fiftieth birthday.

After a few days, Antarctica's notorious Katabatic winds subsided, and we flew the last leg to Antarctica in a Russian Aleutian cargo plane capable of landing on an ice runway using only reverse thrust, no brakes.

Karl Pettijohn '85, on right, and his Everest teammates wait at High Camp for the move to the summit.



The silence and purity of Antarctica were incredible. It was an honor to be in such a pristine place. We didn't encounter anyone else during our two weeks climbing the mountain. No question, this was nothing like being back home in the urban core of Los Angeles. At 16,000 feet, the climb was not too challenging, and fortunately not too cold, but we did have to endure several days of Katabatic winds before the weather favored our return to Chile. Now I know what it means to "batten down the hatches"!



Everest Base Camp



Mount Elbrus, Russia

After climbing Vinson, my next target was Mount Elbrus, a dormant volcano rising 18,510 feet in the Caucasus region of Russia—the highest peak in Europe and western Asia. The biggest challenge there was acclimating to the altitude so that I could ascend quickly. Otherwise, the climb was pretty straightforward.

Denali, Alaska

Denali was a different story. Dragging a sled, carrying a pack, and enduring nasty, snowy weather was very challenging, and reaching the summit felt like a real accomplishment. I would soon realize, however, that the trip up is only half the battle. Moving quickly down to beat bad weather, I didn't take the time to put on a warmer coat. By the time I reached high camp at 14,000 feet, I was extremely cold and couldn't get any warmer. Changing out of my sweaty clothes, hopping into my warm sleeping bag, and downing warm cups of tea and soup, I couldn't stop shaking. I spent a scary night unable to control my temperature. After finally falling asleep, I was relieved to wake up the next morning good as new. The descent continued, and as I approached the glacier where the Piper aircraft waited to pick me up, it got a lot warmer. My feet were covered in blisters by the time I got back to Talkeetna, where I had begun staging for the trip.

Carstensz Pyramid, New Guinea

The next of the Seven Summits was Carstensz Pyramid on the island of New Guinea. Though not in Australia proper, this is the highest summit on the Australia-Oceanic plate (Oceania)—or on any island in the world, for that matter. When I arrived at the airport in Papua, I was taken a step back in time by a welcoming delegation of Dani tribe members and their chief, who invited our team to gather at his home to meet the entire tribe. These people would serve as our porters as we trekked through the jungle, climbing over trees and enjoying the heat and humidity.

After emerging from the jungle, we set across a plain laced with little rivers. Each time we crossed one, we had to stop to pour the water out of our duck boots to avoid developing “trench foot.” We slogged along in the steamy heat like this for a week and a half. On day eleven, the summit rock finally came into view.

Summit morning started at four o'clock, a usual hour. On Carstensz, however, that meant scaling a wall of rock in the dark, trusting with blind faith that the rope we used to climb was secure. Once at the top of the wall, we had to execute a Tyrolean traverse, moving along a rope strung out across the expanse between two of the mountain's multiple peaks, to reach the ultimate summit at 16,000 feet. The first two people from our group could not pull themselves across the divide, which made my wait to cross that much more stressful. I had to summon a great deal of trust to cross that abyss on the underside of a rope—and then to repeat the move in reverse on my descent from the summit. Fortunately, it was a little easier the second time, because I knew what it entailed. The whole experience changed me forever for the better.

Aconcagua, Argentina

Next up was the highest peak in South America, Aconcagua. Located in Argentina along the Chilean border, Aconcagua crowns the Andes Mountains at 22,837 feet. To prepare for this climb, I supplemented my usual weight training with lots of mountain biking in the Santa Monica mountains. I also purchased a hypoxic tent to simulate high altitude and built it over my bed. Each night I raised the altitude setting before zipping myself in to go to sleep.

Even with all of my preparation and my own private guide, the mountain won out and I was forced down at 19,258 feet. My tent had only acclimatized me to atmospheres as high as 15,000 feet, and the mountain was obviously much higher. My body just didn't have enough time to adjust; we moved so quickly that I got high altitude cerebral edema. As soon as I descended to base camp at 14,000 feet, however, I felt great. I wanted to run back up to the summit, but I knew it was time

to get back to the office. Given the time it would take to recover fully, hire a new guide, restock my food, and make other preparations, I was going to have to wait to attempt the mountain again.

Mount Everest, Nepal


In the meantime, I turned my attention to Mount Everest. I trained extensively, focusing mainly on endurance and strength. I also spent a lot of time reworking the way I step as I hike. Ten years ago, I limped across the finish line of my last Ironman competition with very sore knees and vowed never to run such a long distance again or to put my legs to such a rigorous test. By working with the biomechanics of my knees, I am now running again and had no pain at all on Everest.

Special preparation would be required for crossing the Khumbu Icefall, the most dangerous section of our route up the

South Col. In this highly unstable area of the fast-moving Khumbu Glacier, building-sized blocks of ice frequently come crashing down and deep crevasses can open up without warning, but the icefall must be crossed to get from Everest Base Camp to the higher slopes of the mountain. A group of Sherpas called the Ice Doctors take responsibility for bridging the crevasses between the icefall's many moving ice pylons with ladders to walk

Summiting Carstensz Pyramid





across. To train for this, I set up a ladder in my back yard and practiced walking across it in my Millet Everest boots and crampons. It was a pretty funny sight for the neighbors, but definitely important preparation. Since I wasn't sure if ice climbing would be involved with the icefall, I also spent a weekend learning to scale giant icicles, using just the tips of my toes kicked into the ice, at the ice park in Ouray, Colorado. I later took another trip to Colorado to test out my warm mountain gear by climbing Pike's Peak.

My professional preparation was intense as well. I anticipated being out of the office for six weeks, which would have been unimaginable earlier in my career. These days, I am fortunate to have a very well trained work team to cover for me, and the markets even behaved well during my absence.

As May 2012 approached, I headed for Kathmandu, Nepal to stage the trip to Everest with the rest of my team. As I do on every trip, I took a satellite phone and spent about five minutes every day

connecting with the office and clients. Believe it or not, Telia, a wireless carrier out of Sweden, provided reasonable cell service at Everest Base Camp, which is at 17,590 feet, and we were able to use our mobile phones with local SIM cards. We had a solar generator and a battery generator to charge our electronics every day at base camp. Those who didn't own Apple stock before the climb wanted to after seeing the array of iPhones, iPads, iPods, and MacBooks brought to the camp.

During the weeks that we spent at Everest Base Camp, JP Morgan had the London whale trading loss. As an employee and shareholder, I had many conversations with the firm and clients to alleviate any concerns about the security of the bank. Then, after the JP Morgan mess, the Facebook deal came public, and our firm was one of the underwriters. It was a standing joke all over base camp that I was the go-to guy about the Facebook deal. I spent hours trying to talk clients out of participating in the offering, as I believed it was overvalued and that they wouldn't make money in the stock for a while.



Pettijohn, on right, with his Sherpa, Kami



Mount Elbrus

On day one of the Everest trip, our group of eight climbers assembled in Kathmandu and flew out to Tenzing-Hillary Airport in Lukla, a popular starting point for the climb to Everest Base Camp. The high altitude (9,200 feet), unforgiving terrain, and unpredictable weather conspire to make Lukla one of the most dangerous landing strips in the world. It was a foggy morning, and I was relieved to feel the wheels finally touch down.

Once we got the expedition gear together, our team spent about a week trekking in to base camp. Along the way to Everest Base Camp, we stopped to climb another mountain, Lobuche. From the summit at 20,075 feet, we had our first view of Everest. The majesty of the Himalayas from this summit was magnificent. This big climb was a great wake-up call for what lay ahead. The weeklong trek to reach base camp allowed us to acclimatize and adjust to the higher altitude. Hitting Lobuche within the first week was pretty intimidating. Pulling ourselves up its steep slopes on the fixed rope took strenuous effort—perfect training for the mountain ahead.

Before we started our first climb, we were each assigned our own Sherpa as a guide and helper. Their commitment to our well-being and the safety and success of our experience was 100-percent genuine. I've never been around such sweet and selfless people in my life.

When we arrived at base camp, I was assigned to my new home for the next month: a pup tent on a pile of rocks. We had our own mess tent with a kitchen crew that served up every preparation of yak meat that you could imagine. Given the temperature outside, more often than not, the food would be cold by the time it reached our dining tent. Yak meat is tough—reminiscent of shoe leather, in fact—and a little gamey. Before leaving LA for Everest, I had had a session with a local hypnotist to help me eat it, and it worked. Much worse than the meat, though, was yak cheese, which the Sherpas liked to put on everything. The odor of yak cheese has to be one of the rankest anywhere.

There is a very narrow window when climbers are able to summit Mount Everest. Normally the summit window is two weeks, bookended between the winter season and the monsoon season, and there are typically very few optimal “summit bid” days. Our window was narrowed to only nine days after a severe rockfall on Lhotse Face crushed a Sherpa and forced us to move the fixed line to an alternate route. Despite that tragedy and because of the wait, everyone at Everest Base Camp had “summit fever” and wanted to jump at the first opportunity to move up the mountain.

Beginning from base camp, we started slowly easing our way up the mountain, crossing the Khumbu Icefall to Camp I and back down to base camp, then up again and camping out, and then back down, and then up to Camp II. We did lots of local acclimatization hikes around base camp to keep us fresh and active. Once past Camp II, there was a pretty

Mount Everest

constant fixed line that we would clip into for safety. On steep sections, we would hoist ourselves higher by use of jumar ascenders, mechanical devices with hand grips that attach to the fixed line. Finally, after a group of Sherpas moved the fixed line from the normal route on the Lhotse Face, the mountain had been readied for us. We had to move the fixed line after the first group attempting to move higher got hit with constant rockfall from the exposed rock above the face. One Sherpa was smashed in the head and had to be flown out.

Each climb higher and back for acclimatization and conditioning is called a rotation. Two days before the final rotation, on one of our local hikes up Kala

Patthar, a minor summit at only 18,500 feet, I experienced tremendous difficulty breathing. When we got back to base camp, I went right to the medical tent, where the doctor suggested Sudafed. So, loaded up with Sudafed, I joined the team for the big move. We moved quickly up to Camp I and Camp II, spent the night, and then started up the Lhotse Face with bottled oxygen. Given the steep challenge and higher altitude, I was grateful for the oxygen boost. We spent that night at Camp III and started the next morning for High Camp.

From the moment we started out of Camp III, we found ourselves lined up behind a solid stream of climbers. It looked and felt like sitting in rush-hour traffic on Los Angeles's infamous 405 Freeway. After inching along behind the many climbers on the fixed line, we finally made it to High Camp. It was pretty miserable there, and bottled oxygen was essential. I had no appetite, and our efforts to sleep a few hours before the big final summit bid were useless.

They don't call this the death zone for nothing. At this point, your body starts eating itself and it's hard to focus your

mind, even with the oxygen. It's all very exhausting, even just to move around camp. Humans are not meant to spend much time at 26,000-plus feet.

At nine that evening, my Sherpa, Kami, came into the tent with oatmeal. It was cold, and my two tentmates refused to eat theirs, but I was a trooper and ate mine. The next day, I was hooked onto the fixed line and well on my way up the mountain toward the Balcony when I realized that I had diarrhea. There was no safe place to stop, so I had to endure...and keep climbing.

With no one policing the mountain, it was a free-for-all, with possibly 300 people attempting to summit the same night that we did, versus a usual crowd of 75. This created a dangerous bottleneck. The ascent took much longer than usual, and the meter was ticking down on everyone's oxygen tanks.

Pulling myself up, step by step, using the jumar ascender took a lot of energy. Fortunately, I felt pretty strong using the bottled oxygen. At 28,300 feet, however, Kami warned me that I was dangerously low on oxygen and we needed to turn back. Despite my illness, abandoning the climb was one of the hardest decisions that I've ever made, but I'm glad to have heeded his sage advice. The descent was difficult with very limited oxygen. When I got back down to High Camp, I learned that five people had died on the mountain that night. Two from our group had no feeling in their feet. One of my two fellow climbers had to have all ten of his toes amputated after he returned to the States.

Ten people died on Everest during the 2012 climbing season. The experience of undertaking such a dangerous climb

when I was ill and struggling to breathe, in conditions that cost a fellow climber all of his toes, confronted me with very powerful feelings. Though harrowing at the time, the experience has deeply enriched my life, leaving me so grateful for the life that I am able to enjoy and inspired by the fortitude and determination of my fellow climbers.

Being on a mountain clears my head. There is no better place to shut out the noise and distractions of everyday existence, and no better place to be able to think. When I return home and to my office after a climb, I feel refreshed and ready for anything. These expeditions enable me to see things more clearly in my daily life and empower me in my professional and personal relationships.

I returned to Aconcagua in January 2013 with a fellow climber from Everest. She and I had a perfect climb, beating a big snowstorm as we sprinted for the summit and back down to base camp.

What's next? Of course, it's back to Everest to complete the Seven Summits. I hope to go in the spring of 2016, leaving from Tibet on the North Side.

In the meantime, I'm looking at racing a full Ironman in the fall. Anyone wanna join me?



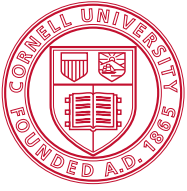
Arriving near the summit of Carstensz Pyramid by Tyrolean traverse



Where are the class notes?

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