



Nolan
Cornell
SC Johnson College of Business

NOLAN SCHOOL OF HOTEL ADMINISTRATION STUDENT HANDBOOK

2025-2026

Preface

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

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

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

We wish you much success!

Office of Student Services
Nolan School of Hotel Administration (NSHA)
149 Statler Hall

Responsibility for Meeting Degree Requirements

Students are responsible for understanding the degree requirements for their program, and for planning their courses and schedule accordingly to meet those requirements. Please see Nolan School degree requirements within this handbook. Students may wish to consult with an Office of Student Services advising team member to assist in course selection and planning, but completing coursework and other degree requirements is the responsibility of the student.

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Guide to Important Resources

Dean's Office

[Nolan School of Hotel Administration Office of the Dean](#), 607.255.5106
[Senior Director of Programs](#), 607.255.5106, nolan.sdp@cornell.edu
[Associate Dean for Business Affairs](#), 607.255.3766

Student Services

[Office of Student Services](#), 149 Statler Hall, 607.255.9393
Academic Advising and Student Development ha-advising@cornell.edu
Diversity and Inclusion vyb3@cornell.edu
Graduate Programs sha-gradprograms@business.cornell.edu
Registrar ha-registrar@cornell.edu
Practice Credit ha-practicecredit@cornell.edu
Student Clubs and Organizations student_services@sha.cornell.edu
Academic Accommodations ha-accommodations@cornell.edu
[University Offices Admissions](#), 607.255.4228, admissions@business.cornell.edu
[Bursar's Office](#), 607.255.6413 or 607.255.2336 (student accounts)
[Campus Life Management](#), 607.255.1115
[Dean of Students Office](#), 607.255.8598
[Office of Academic Diversity Initiatives](#), 607.255.3841
[Financial Aid and Student Employment](#), 607.255.5145
[Housing and Dining Office](#), 607.255.5368
[Office of Global Learning](#), 607.255.2543
[Student Disabilities Services](#), 607.254.4545
[University Registrar](#), 607.255.4232

Academic Support

[Nolan School Office of Student Services](#), 607.255.9393
[Nolan School Communication Center](#), 607.255.1090
[Learning Strategies Center](#), 607.255.6310
[John S. Knight Institute](#), 607.255.6349

Career Management

[Cornell Career Services](#), 607.255.5221
[Nolan Undergrad & MMH Career Management Center](#), 607.255.9393

Health, Wellness, & Safety

[Cornell Health Center](#), 607.255.5155
[Office of Spirituality and Meaning- Making](#), 607.255.4214
[Counseling and Psychological Services](#), 607.255.5155
[EARS \(Empathy, Assistance & Referral Services\)](#), 607.255.EARS (3277)
[Let's Talk Drop-In Consultation](#), 607.255.5155
[Suicide Prevention \(Ithaca\)](#), 607.272.1616

Statler Hall Resources

[Hospitality Research](#), 607.254.4228
[Nolan School Information Technologies and Helpdesk](#), 607.255.5500
[Statler Hotel](#), 607.254.2500

Centers and Institutes

[Binenkorb Computer Center](#)
[Center for Real Estate and Finance \(CREF\)](#), 607.254.3285
[Marriott Student Learning Center](#), 607.255.3673
[Cornell Center for Innovative Hospitality Labor and Employment Relations](#)
[Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship](#), 607.255.0179

Additional Resources

[Alumni Affairs and Development](#), 607.255.3565
[Continuing Education and Summer Session](#), 607.255.4987
[Department of Inclusion and Workforce Diversity](#), 607.255.3976
[Office of Student Conduct and Community Standards](#), 607.255.4680
[Ombudsman](#), 607.255.4321

Office of Student Services

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

Academic Advising and Student Development

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

Advisors assist undergraduate students in understanding the meaning of higher education, the curricular, co-curricular, and extra-curricular opportunities available at Cornell University, the learning outcomes, and requirements of their academic program of study, and how to interpret their progress toward their degree. Through direct service, the use of technology, the development and implementation of programs, and in collaboration with university resources; advisors work with undergraduate students to teach and empower them to become self-regulated learners who think critically about their experience, appropriately seek support, utilize resources, and take responsibility for their educational experience.

Diversity and Inclusion

In alignment with the core mission of Belonging @ Cornell to foster a more inclusive campus community, Diversity and Inclusion within the Nolan School leads programming that promotes belonging for all students. These efforts directly support student retention, graduation, and career outcomes—while strengthening the broader community that underpins both academic and social success.

- The Director of Diversity and Inclusion is responsible for organizing the diversity component of orientation and facilitating inclusive programs and support services that ensure all students feel welcomed, valued, and equipped to successfully transition into the Nolan School and Cornell University community.
- The Director of Diversity and Inclusion facilitates programming that supports a sense of belonging for all students. They also co-advise the Mosaic Hospitality Association, promoting inclusive engagement and leadership development within the hospitality industry.
- The Director of Diversity and Inclusion and staff facilitate community-building and belonging-focused training for all student club and organization leaders to foster an inclusive and welcoming environment for all students.
- The Director of Diversity and Inclusion advises the newly formed Nolan Diversity Council, uniting club leaders to launch a program that fosters collaboration and strengthens community within the school and beyond.
- The Director of Diversity and Inclusion serves as the chair for the Nolan School enhancement committee, which develops workshops and training for faculty and staff to increase multicultural competency.
- The Director of Diversity and Inclusion supports the implementation of Belonging @ Cornell initiatives and serves as the Nolan School's liaison to the university-wide Belonging @ Cornell committee, helping to align school-level efforts with institutional priorities.

Registrar

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

Additionally, the office manages the petition process, diploma ordering and official degree posting for all graduating Nolan School students, ensuring that all requirements are satisfied for the Bachelor of Science degree. The Registrar also facilitates the process for all leaves and rejoins; and can provide assistance with other student registration issues.

What is the Difference between OSS Academic Advisors and the Nolan School Registrar?

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

The Nolan School Registrar's team maintains paperwork and documentation related to academic records and enrollment/registration status. The Registrar helps students who have questions related to *their academic*

record in Student Center. Student Center is used to check one's enrollment appointment, enroll in classes, view grades, and review financial accounts including financial aid.

Career Management

The Career Management team takes a developmental approach toward career management for all Nolan School students (UG, MMH). Students should meet with a career coach to define their career goals and learn how to successfully pursue those goals. In addition, students are encouraged to attend employer events and other special programs offered throughout the year. Students can learn about a variety of career topics, including:

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

Career Management hosts two career fairs in the fall semester, one focused on real estate and the other on a breadth of hospitality business sectors and one career fair in the spring semester focused on real estate and hospitality business. In addition, Nolan School students may attend the university-wide career fairs hosted by Cornell Career Services. Employers visit campus throughout the year to host company information sessions and interview days, as well as to participate in activities like practice interviews, career conversations and resume reviews.

Students are encouraged to take advantage of the networking opportunities available to them through programming provided by Career Management.

Students are expected to be aware of and abide by the [Cornell Career Services Student Rights & Responsibilities Guide](#) regarding expectations for student participation in recruiting activities.

Nolan School of Hotel Administration Advising

OSS Academic Advisors

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

In general, students can expect OSS academic advisors to:

- Meet to discuss course selections that support academic and career interests.
- Offer advice regarding progress toward degree requirements.
- Help design imaginative and solid curricula that satisfy appropriate Nolan School degree requirements.
- Be knowledgeable about the policies and processes for practice credit, transfer credit, petitions, and curricular substitutions and about the school's many special academic options including Nolan School specializations, the Hotel Leadership Development Program (HLDP), the Nolan School/CIA collaborative

degree program.

- Provide a respectful and confidential space to ask questions and discuss interests and concerns.
- Make referrals to university resources for academic support and overall health and wellbeing.
- Provide general advice about the links between academic work and career goals.
- Offer advice and guidance on studying abroad, pursuing university minors, conducting research/other co-curricular or extracurricular activities.
- Support students with disabilities.
- Be knowledgeable about voluntary, required, and health leaves of absence.
- Coordinate the Early Intervention program and support students having academic difficulties.
- Work with university colleagues, to provide case management for students who are in need of academic consideration, are of concern, and/or are in distress (support students during difficult or vulnerable times—when confused, overwhelmed, or troubled by academic or personal matters).

Academic Accommodations Advisor

The Academic Accommodations Manager within the Nolan School Office of Student Services supports and advocates for our students with accommodations, manages the provision of accommodations in the Nolan School, and serves as a liaison between the Nolan School and supportive entities across Cornell. The Accommodations Manager is available to meet with students to discuss existing accommodations, the process of seeking accommodations through Cornell Student Disability Services, or other accessibility related matters.

Faculty Advisors

Faculty Advisors help students translate their academic interests into an appropriate course of study and support their professional development. Faculty advisors can help students explore and connect their career interests to the curriculum and to industry. Faculty can facilitate networking with other faculty, staff, and alumni. Developing a professional relationship with a faculty advisor will be valuable to your development, networking, career tips, job references, letters of recommendation, internships, graduate school applications, and more.

In general, students can expect their Faculty Advisor to:

- Provide counsel for an academic program and support.
- Professional development throughout their Cornell career.
- Discuss Nolan School specializations, possible minors or specialized academic opportunities related to interests or goals.
- Invest in the advising relationship so that that they may be able to serve as reference.

Student Responsibilities

Faculty and staff expect students to:

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

Day of an appointment, we expect students to:

- Arrive on time. Be present and attentive during their meeting.
- Take initiative, ask questions, and try to share openly. Advisors and staff can provide the most helpful support and guidance only if they know what is on students' minds, know all the facts, and understand how students think they can be most useful.

After your appointment, we expect students to:

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

OSS No-Show/Late Policy

*Your time, and our staff's time, is valuable. Please be respectful and considerate and notify our staff if you need to cancel or reschedule an appointment with them as soon as possible (24 hours or more in advance is best).

- Students who are more than 10 minutes late to a 30-minute scheduled meeting **must** reschedule, no exceptions.
- Students who do not cancel/alert their advisor via e-mail regarding not attending a scheduled meeting will be documented as a 'No-show.'
 - Three 'no-shows' (consecutive or non-consecutive) results in the student attending a required meeting with the Director of Student Services to talk about time management and the importance of respecting the time of Cornell professionals.
 - If the student has experienced an extenuating circumstance that has restricted them from attending their meeting, they must communicate with their advisor ASAP. Forgetting or not planning carefully are not seen as extenuating circumstances.

Undergraduate Program: B.S. Degree Requirements, Curriculum, & University Graduation Requirements

Nolan School Degree Requirements

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

- Complete eight terms of residence, or the requirement designated for transfer students. To satisfy a term of resident study, a student must be enrolled in a minimum of 12 credits hours, not including Physical Education (P.E.) credit. (Students who wish to graduate early *must* [petition](#) to do so at least one semester in advance of the new requested degree date.)
- Earn a minimum of 120 credits, not including P.E. credit.
- Complete the University [physical education requirement](#), including a swim test, preferably, during your first year of registration and enrollment.
- Complete the prescribed course curriculum and attain a cumulative GPA of at least 2.0.
- Students must be in residence (on campus) during their final semester. Exceptions for

extraordinary reasons may be petitioned if all other graduation requirements, such as Practice Credit, physical education, etc., have been met and the student has a cumulative GPA of 3.0 in the penultimate semester.

- Resolve any courses in which a grade of "INC", "NGR" or "R" was issued.
- Complete the [Practice Credit Requirement](#)

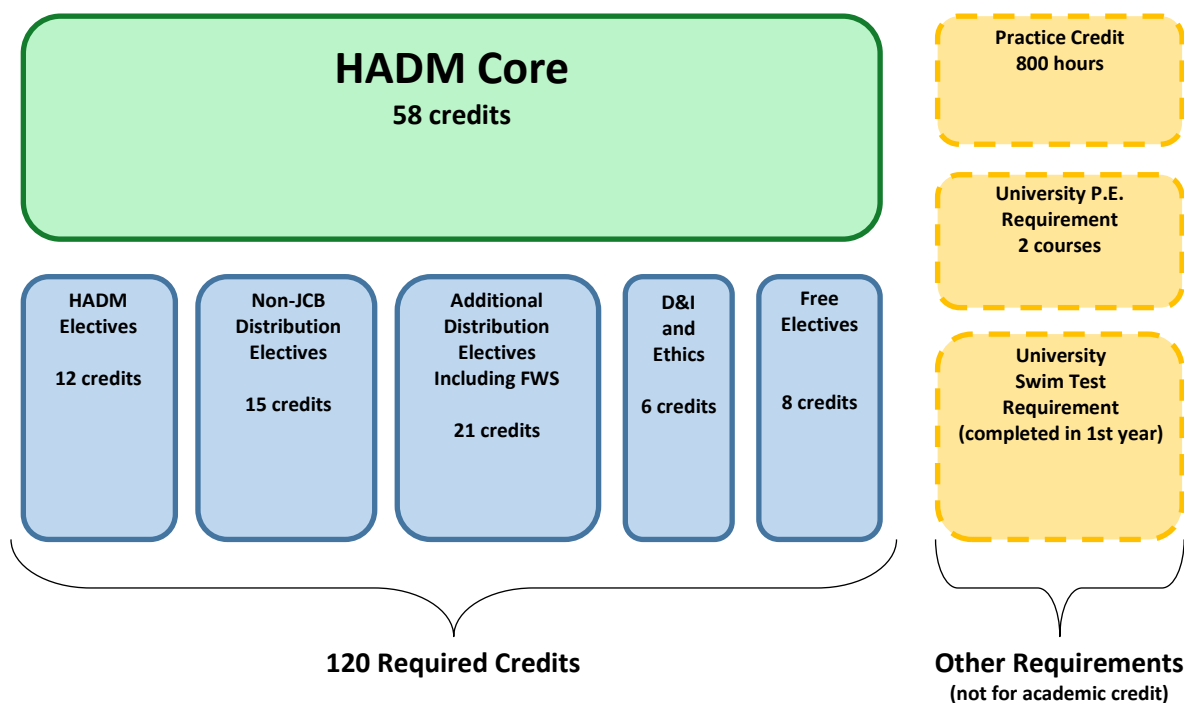
Note: Students who have met all graduation requirements and, therefore, can graduate are expected to do so. Financial aid, except for assistance for students enrolled under the Higher Education Opportunity Act, is awarded for a maximum of eight semesters and only for credit that applies towards the minimum degree requirements. Credits above the minimum required degree requirements are not eligible for financial aid.

Bachelor of Science Curriculum Requirements

Students can track progress toward degree requirements online using the [Undergraduate Degree Audit](#).

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

NOLAN SCHOOL UNDERGRADUATE CURRICULUM



Core Courses

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

[HADM 1210 - Financial Accounting](#)

[HADM 2210–Managerial Accounting](#) (Prerequisite: HADM 1210)

[HADM 2220–Finance](#) (Prerequisite: HADM 1210)

[HADM 2211 - Principles of Hospitality Real Estate](#) (Prerequisite: HADM 2220)

Employment Relations; HR; Law: (9 Credits)

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

[HADM 2810 - Human Resources Management](#) (Prerequisite: HADM 1150)

[HADM 3870 - Business and Hospitality Law](#) (Recommended Prerequisite: HADM 2810)

Food and Beverage Management: (7 Credits)

[HADM 1361–Principles of Food and Beverage Operations Mgmt.](#)

[HADM 2351 - Restaurant Management](#) (Perquisite: HADM 1361)

Information Systems: (3 Credits)

[HADM 1740 - Business Computing](#)

Management Communication: (6 Credits)

[HADM 1650–Business Writing](#)

[HADM 3650–Persuasive Business Communication](#) (Prerequisite: HADM 1650)

Operations: (9 Credits)

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

[HADM 2011 - Hospitality Quantitative Analysis](#) (Prerequisite: HADM 1740)

[HADM 2021–Critical Thinking & Mathematical Modeling in Operations](#) (Prerequisite: HADM 2011)

Facilities Management, Planning, & Design: (3 Credits)

[HADM 2560–Fundamentals of Hospitality Development & Management](#) (Recommended Prerequisite: HADM 1350)

Services Marketing: (6 Credits)

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

[HADM 2430 - Marketing Management for Services](#) (Recommended Prerequisite: HADM 1410)

Strategy: (3 Credits)

[HADM 4410 - Strategic Management](#) (Prerequisite: HADM 2211, HADM 2810, HADM 2351, HADM 3650, HADM 2021, HADM 2560, HADM 2430)

Electives

Fulfillment of electives is required toward the degree to broaden and strengthen the intellectual and analytical base of students' thinking. The Bachelor of Science Curriculum includes HADM Electives; Distribution Requirements including Non-JCB Distribution Electives, Additional Distribution Electives, First-year Writing Seminar (FWS), Ethics Course, and Diversity & Inclusion Course; and Free Electives.

HADM Electives: 12 credit hours. These credits must be 3000-level or higher and completed as a letter grade unless the course is only offered SX/UX. Students may complete this requirement by completing the Real Estate Minor or an optional specialization in Hospitality Finance, Hospitality Analytics, Services Marketing, Foodservice Management, or Beverage Management. Course lists per specialization are available [online](#).

- **Note:** *HADM 4150 and HADM 4960 will count toward free electives only*
- **Note:** *Up to 3 credit hours of the following coursework may be used toward HADM electives, any credit over 3 will count as free elective only: HADM 4910, HADM 4970, HADM 4971, HADM 4980, HADM 4990, HADM 4930, HADM 4940.*

Distribution Requirements: 42 credit hours total. These credits must be completed as a letter grade unless the course is only offered SX/UX. Students will explore liberal arts and sciences courses within the greater context of Cornell's many schools, including the Nolan School. Distribution Requirements must meet the following criteria:

- **Non-JCB Distribution Electives:** 15 credit hours. Students must take 3 credits minimum in at least 3 of the following 5 categories outside of the SC Johnson College of Business (AEM, HADM, NBA ect. courses cannot be used to fulfill the Non-JCB Distribution Elective requirement).
 1. Arts, Literature, & Culture and Historical Analysis: courses coded ALC-AS, HST-AS, HA-HE, LAD-HE, LA-AAP, HA-AAP, ALC-AAP, HA-AG, or LA-AG
 2. Global Citizenship and Social Difference: courses coded GLC-AS, SCD-AS, CA-HE, CA-AAP, CA-AG, D-HE, or D-AG
 3. Social Science: courses coded SSC-AS, SBA-HE, SBA-AAP, or SBA-AG
 4. Mathematics and Data Science: courses coded SMR-AS, SDS-AS, or MQR-AAP, MQR-HE
 5. Biological and Physical Sciences: courses coded BIO-AS, PHS-AS, PBS-HE, PBS-AAP, BIO-AG, BIOLS-AG, or BIONLS-AG

***Note:** *Although a course may fall into more than one of these five categories, one course may only fulfill one category toward the Non-JCB Distribution Elective requirement.*

- **Additional Distribution Electives:** 18 credit hours. Courses that meet the liberal arts and sciences requirement from any of Cornell's colleges or schools, including the Nolan School. A complete list of all Cornell colleges' course codes that meet this requirement can be found in the [Catalog](#). Foreign language coursework can also be considered toward Distribution Elective credit as well as other courses that meet the New York State liberal arts and sciences requirements.

- **First-year Writing Seminar (FWS):** 3 credit hours. More information on the University FWS requirement and enrollment can be found here: <https://knight.as.cornell.edu/fws>.

- **Ethics Course:** 3 credit hours. The ethics course requirement is intended to prepare students to think critically and knowledgeably about what is (or should be) considered right or wrong, good or bad, virtue or vice within their personal, professional, and/or public lives. A course will be counted toward the ethics requirement if it has a notable focus/emphasis on (i.e., includes within its primary objectives) content of the following nature:

1. An introduction to the philosophical study of morality, including the theory of right and wrong behavior,

the theory of value (goodness and badness), the theory of virtue and vice, etc.

2. An introduction to the main theories of ethics, and/or the influential philosophers within a society (e.g., John Stuart Mill's Utilitarianism and Immanuel Kant's Groundwork for the Metaphysics of Morals in Western philosophy)
3. An exploration of one or more contemporary ethical/moral issues and/or contrasting ethical opinions and the reasons behind the differences
4. Identifying and articulating your own values, and the ability to provide others with reasons for your actions and give you the means of questioning the values of others.
5. To engage in reflection and discussion to gain confidence in identifying and articulating moral problems and reasons.

The full list of classes that can satisfy this requirement can be found on the [Nolan School Distribution Requirements](#) webpage.

• **Diversity and Inclusion (D&I) Course:** 3 credit hours. The diversity course requirement is intended to provide students with an opportunity to explore the challenges/opportunities to an organization or community stemming from issues related to power, privilege, access, and equity. A course will be counted toward the diversity requirement if it has a notable focus/emphasis on (i.e., includes within its primary objectives) content of the following nature:

1. An examination of access and equity in the context of culture, race, ethnicity, gender, sexual orientation, socio-economic status, and/or ability
2. Identify the major debates within our society related to power, privilege, access, and equity and explore the relevant histories to identify/understand what has led to them.
3. Apply knowledge of D&I to frame, analyze, discuss, and propose sustainable solutions to contemporary issues within organizations or communities.
4. Exploration of aspects of diversity as potential assets for transforming and enriching organizations and communities
5. An exploration of Social Identity findings and its impact on individuals' feelings, perspectives, and experiences; and how understanding identities are linked to interpersonal and institutional levels.

The full list of classes that can satisfy this requirement can be found on the [Nolan School Distribution Requirements](#) webpage.

Free Electives: 8 credit hours. May be taken for a letter grade or S/U. Students can explore any type of academic course number 1100 or higher to fulfill this requirement at any of Cornell's colleges or schools in or out of the SC Johnson College of Business. Courses can be applied or liberal arts and sciences courses. P.E. courses are not considered academic courses and cannot be used to fulfill the Free Elective requirement.

ROTC Students' Coursework

Credit earned in military science, aerospace studies, or naval science courses may be counted toward the Free Elective credit requirement. MILS 2201 Leadership and Ethics and NAVS 4402 Leadership and Ethics may count toward the Ethics Course requirement. Students are responsible for enrolling in ROTC coursework within the add/drop deadlines as noted on the academic calendar. Retroactive enrollments will not be processed.

Other Requirements (P.E., Swim Test, Practice Credit, Foreign Language)

P.E. Requirement—Cornell University requires all students to take two credits (two courses) of Physical Education.

***Note:** *Physical education does not count toward your total 120 credit hours earned for graduation.*

Swim Test Requirement—The University Faculty Committee on Physical Education has established a basic swimming competency requirement for all undergraduates. Swim tests are typically taken during orientation in a student's first year at Cornell. Students must pass the swim test to graduate. Visit the [Physical Education Department's website](#) for more information about the swim test requirement.

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

- A student must work a minimum of two separate employment periods, holding a minimum of two significantly different positions. No single position can qualify for more than 400 hours (one unit). If students have worked in one job for more than 400 hours, it will only qualify for one unit.
- To receive more than one unit of Practice Credit from the same organization, students must obtain prior approval from the Office of Student Services. The nature of the jobs must be different.
- Entering first-year students may not receive Practice Credit for positions held prior to matriculation in the Nolan School of Hotel Administration. Work experience while in high school or the summer(s) between the high school senior year and first year at Cornell will not be considered for Practice Credit.
- Students who wish to receive Practice Credit for self-employment or for working at a family owned business must [petition](#) in advance to ensure that appropriate verification procedures are in place.
- Following each work experience, students must submit a Practice Credit Employer Verification Form which is completed by both the student and the employer. The electronic and paper versions of the Employer Verification form and more information regarding requirements and guidelines can be found on our [Practice Credit webpage](#).

Foreign Language—No additional foreign language courses are required beyond the admission requirement for graduation. The Nolan School does not award credit based on proficiency exams; however, proficiency exams can be used to place out of introductory language courses. Please visit the [College of Arts and Sciences department page](#) for more information regarding placement exams.

[Residency](#)

The Nolan School of Hotel Administration faculty believes that integrated, full-time study for a defined period best promotes intellectual and creative development and best prepares students for citizenship and careers. Thus, eight semesters of full-time study is integral to earning the B.S. degree. Even if the minimum requirements can be met in fewer semesters, the faculty of the school expects students to take advantage of the resources and opportunities of the university for eight full semesters and obtain as rich and advanced of an education as possible.

For transfer students from other institutions, each full semester of study at their previous institution counts as one of the eight semesters of residence. However, even if transfer students have completed more than four full semesters at their previous institution, they must spend a minimum of four semesters on the Cornell campus in Ithaca enrolled in the Nolan School of Hotel Administration.

For extenuating circumstances, consideration of an early graduation date can be requested by a student via a formal petition any time at least one semester before the desired graduation date (e.g., during Spring 2026 if the desired graduation date is Fall 2026). Students must be at least Junior standing before they are permitted to petition to accelerate their graduation date.

Students who can graduate in eight semesters should do so. Students that need to extend their studies for a ninth semester must request to do so through a petition. (See an Office of Student Services academic advisor to discuss.) Such permission is normally granted only for the following:

1. Students who have been ill or experienced other unexpected circumstances beyond their control.
2. Students who were academically underprepared for the curriculum at Cornell and needed to begin with a lighter schedule of courses than normal.
3. Approved reduced course load via Student Disability Services results in an additional 9th semester.

Typical Course Sequences

Courses are more fixed during freshman and sophomore years, and students will be pre-enrolled into 1000-level and some 2000-level core until complete. Students will have greater flexibility in their upper-class years. Students are advised to enroll in an average of 15 credits each semester.

YEAR	FALL	SPRING
1st-YEAR	<i>ALL STUDENTS</i>	
	HADM 1740- Business Computing	HADM 1410- Microeconomics for the Service Industry
	HADM 1910- Distinguished Lecture in Hospitality Mgmt.	HADM 1199- Hotelie LaunchPad II
	HADM 1198- Hotelie LaunchPad I	P.E. Course
	P.E. Course	
	<i>BLOCK 1 STUDENTS</i>	<i>BLOCK 1 STUDENTS</i>
	HADM 1210- Financial Accounting	HADM 1150- Org. Behavior & Leadership Skills
	HADM 1350- Introduction to Hotel Operations	HADM 1361 Principles of Food & Bev. Op. Mgmt.
	HADM 1650- Bus. Writing for Hospitality Professionals	First Year Writing Seminar (FWS)
	<i>BLOCK 2 STUDENTS</i>	<i>BLOCK 2 STUDENTS</i>
	HADM 1150- Org. Behavior & Leadership Skills	HADM 1210- Financial Accounting
	HADM 1361- Principles of Food & Bev. Op. Mgmt.	HADM 1350- Introduction to Hotel Operations
	First Year Writing Seminar (FWS)	HADM 1650- Bus. Writing for Hospitality Professionals
	<i>ALL STUDENTS</i>	
2nd-YEAR	HADM 2220- Finance	
	HADM 2011- Hospitality Quantitative Analysis	
	<i>BLOCK 1 STUDENTS</i>	<i>BLOCK 1 STUDENTS</i>
	HADM 2430- Marketing Management for Services	HADM2810- Human Resources Management
	<i>BLOCK 2 STUDENTS</i>	<i>BLOCK 2 STUDENTS</i>
	HADM 2810- Human Resources Management	HADM2430- Marketing Management for Services
	<p>In addition to the blocked core, students should plan to self-enroll in at least 1-2 of the following 2000-level core each semester of their 2nd year: HADM 2021- Critical Thinking & Math. Modeling in Ops., HADM 2210- Managerial Acct., HADM 2221- Principles of Hospitality Real Estate, HADM 2351- Restaurant Management, HADM 2560- Fund. of Hospitality Development and Mgmt.</p> <p>Students may also choose to enroll in courses to fulfill the following degree requirements: Ethics course, Diversity & Inclusion course, Non-JCB Distribution Electives, Additional Distribution Electives, Free Electives</p>	
3rd-YEAR	<i>ALL STUDENTS</i>	
	Students with 2000-level core remaining should plan to complete those courses during their first semester, 3rd year	
	HADM 3650- Persuasive Business Communication for Hospitality Leaders	
	HADM 3870- Business and Hospitality Law	
	<p>By the end of your 3rd year (transfers students maybe an exception), you should have completed:</p> <ul style="list-style-type: none"> <input type="checkbox"/>all 1000, 2000, & 3000-level core; <input type="checkbox"/>at least 9 credits of Non-JCB Distributive Electives in 3 of the 5 categories; <input type="checkbox"/>at least one course toward HADM Electives; <input type="checkbox"/>FWS, Ethics course, and Diversity & Inclusion course requirements; <input type="checkbox"/>two P.E. courses <input type="checkbox"/>at least 1 unit (400 hours) of Practice Credit 	
4th-YEAR	HADM 4410- Strategic Management	
	Remaining HADM Electives, Non-JCB Distribution Electives, Additional Distribution Electives, Free Electives	

Nolan School Specializations and Minors

Specializations

Students may select an optional 12-credit minimum [specialization](#), usually within the HADM Elective requirement. Courses that fulfill specializations are defined by the academic areas within the school. To declare a specialization and have it appear on your final transcript, all courses must be approved by the area of focus within the desired specialization, taken for a letter grade (unless offered as SX/UX only), submitted to student services prior to the start of your graduating term, and a 3.0 minimum cumulative GPA in the specialization courses must be attained.

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

Undergraduate Minor in Real Estate

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

Cornell University Minors

Cornell University offers a variety of minors across the schools and colleges, in a variety of fields and disciplines. Many of these minors are interdisciplinary. Nolan School students may consider a minor in a foreign language, computer science, theater, nutritional and health sciences, and more. For more information, visit [Undergraduate Minors](#) under the Cornell University Fields of Study. Nolan School students are not eligible for the Undergraduate Business Minor.

Additional Academic Opportunities

Student Clubs and Organizations

The Nolan School is home to approximately 11 clubs and organizations. The wide variety of Nolan School clubs allow leaders and members to discover their career interests, develop their leadership skills, and form a wide network of contacts who can help them after they graduate. Clubs are active throughout the academic year by networking with and learning from industry leaders, engaging in hands-on learning, developing their career path, touring facilities, and much more.

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

Hotel Ezra Cornell (HEC)

HEC allows students to practice the skills they learned in the classroom and showcase their talents to a

distinguished and discerning audience. Board members receive academic credit for HADM 4910. 3 credits will be applied to HADM Electives. Any additional credits will be applied to Free Electives. Student managers can earn up to 80 hours and volunteers can earn up to 40 hours of Practice Credit. To apply to be on the HEC Board of Directors, students must (1) be in good standing with a grade-point average of 2.0 or higher; (2) have previous HEC experience; and (3) receive approval of the course instructor.

Hotel Leadership Development Program (HLDP)

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

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

The students are required to complete the HADM 3170 Hotel Leadership Development Program to prepare them for their roles as supervisors and leaders. Students will also participate in the HLDP Seminar Series, a non-credit program which provides additional training on management topics. Cross Divisional work experience is also required for students to ensure a broad exposure to hotel operations. Students who progress to the level of Statler Fellow will have reached the pinnacle of the program and are ready to become an effective hospitality manager.

For more information on HLDP including eligibility requirements and the application process, contact Nicole Boosembark at ncb4@cornell.edu

Special Studies Projects (formerly Independent Study)

Students have the option of arranging a special studies project in any academic area of the Nolan School of Hotel Administration. Projects are conducted under the direction of an NSHA faculty member, and regular, frequent consultations are mandatory. The number of credit hours for such projects will be arranged on an individual basis. For more information, review the [Special Studies Project Application form](#).

Note: *Students are limited to a maximum of 6 special studies credits toward degree requirements—inclusive of any similar courses such as independent research conducted in other colleges.*

Note: *Up to 3 special studies credits, taken for letter grade, may fulfill HADM Elective requirements with prior approval. Any additional will be noted as Free Electives.*

Study Abroad

Students are encouraged to consider studying abroad to explore language, cultural immersion, and a global curriculum.

Eligibility Requirements:

For Students who entered the Nolan School as First Year Students

- A minimum GPA of 3.0
- completion of 1000-level and 2000-level core coursework
- completion of PE credits
- The ability to study abroad and graduate on time

For Internal and External Transfer Students

- A minimum Cornell GPA of 3.0
- A maximum of 15 credits of Core remaining
- Completion of both PE credits
- The ability to study abroad and graduate on time

For details on how to apply, schedule an appointment with the Nolan School's Study Abroad Advisor, in 149 Statler Hall, or visit the Office of Global Learning and speak with an education abroad advisor who can help you identify programs that will allow you to pursue your interests abroad. You can also get started by visiting their [website](#) to begin exploring programs.

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

Note: *Students are expected to take a minimum of 15 credits when abroad unless the program specifically totals 14 credits (i.e., Cornell in Rome). This is viewed as a full load with the university. If students only takes 12 credit hours abroad, they will be awarded only 12 credit hours on their transcript. If students exceed 15 credits, only 15 credits will be applied towards degree requirements.*

Note: *Students must take courses abroad for a letter grade (no S-U designations) and the credit will only count toward Distribution Electives and/or Free Electives.*

Note: *Internships may not count toward academic credit but may count toward up to 1 unit of practice credit.*

Summer Study Abroad

If students are unable to study abroad during the academic year, they can integrate an international experience while doing coursework or an internship through a summer or January term abroad. The Office of Global Learning does not administer short term programs at this time; however, students can apply directly to the program. Students must complete the [Transfer Credit Application](#) process in order to receive pre-approval of the course(s) they intend to take at the short term program. Credit cannot be awarded for any course that covers material that significantly overlaps with HADM core courses or any course the student has already taken. The Office of Global Learning does request that students [register](#) their travel plans and contact information. This is a convenient service to support emergency communications and give students access to Cornell's emergency travel assistance coverage while abroad.

Note: *Students will not be approved to take more than 4 credits during a winter term and 9 credits during a summer term.*

Cornell in (Rome, Washington, etc.) Programs

Prior to participating in Cornell semester long programs based outside of Ithaca like Cornell in Rome or Cornell in Washington, students are expected to meet with a Nolan School academic advisor for approval. A minimum GPA of 3.0, completion of 1000-level and 2000-level core coursework, and completion of PE and swim test

requirements are required for Nolan students who are interested in participating in these programs. Students must also be able to complete the program and still graduate on time.

Undergraduate Research

Research is fundamental to all fields of scholarship. Nolan School students can engage in undergraduate research by arranging a special studies project under the direction of a Nolan School faculty member or through programs offered at the larger Cornell University community.

[The Center for Hospitality Research](#) (CHR) offers students the opportunity to work with faculty to explore critical issues that face the hospitality industry and its related service industries.

They offer students direct experience and support in conducting research studies, often publishing the results in CHR publications and reports.

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

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

Academic Standing/Changes in Status

Good Standing

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

- fulfill University registration requirements,
- enroll in and successfully complete 12 or more credit hours (not including Phys Ed),
- achieve a semester GPA of at least 2.0, and
- maintain a cumulative GPA of at least 2.0.
- have no more than two outstanding INC grades on their record

Academic Review and Actions

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

- **Warning:** issued when a student's semester and/or cumulative GPA fall below 2.0, fail to complete 12 credits or have more than 2 outstanding INC grades. The student is warned that enrollment and completion of 12 credits and a 2.0 must be attained in the following and subsequent semesters or they may face further action, such as a required leave or withdrawal.
- **Required Leave:** generally issued after a student has been warned but may be issued at any time a student's semester and/or cumulative GPA fall below 2.0. The student is advised that he/she must leave the university for a period of one or two semesters.
- **Required Withdrawal:** issued when a student's academic record is such that the faculty deems that the student should leave the university on a permanent basis.

Leaves of Absence

There are various types of leaves of absence for students in the Nolan School of Hotel Administration: voluntary, health, and required. Please note that regardless of leave type, students who have been on leave for two (2) or more years from their last date of attendance must adopt the current academic degree requirements at the time of their return. Students on a leave that exceeds five (5) years will be administratively withdrawn from the University and must reapply through JCB Admissions.

Note: *Students on any leave of absence are not permitted to enroll in courses at Cornell or use university/school student resources during the leave. Undergraduate students on approved leaves may seek pre-approval to take courses at other accredited institutions while on a leave using the [Transfer Credit Application Form](#). Students who were given conditions to meet while on leave will be granted permission to rejoin once evidence has been presented that all conditions have been met.*

• **Voluntary Leave (VLOA):** Students may sometimes find it necessary to take a pause from their studies. A VLOA may be requested for any reason not related to a health concern via the online university application at any time after the student has commenced attendance at the university as part of a Cornell degree program. If the leave is for the current term, the last day of the term is the deadline to apply for a VLOA. A student seeking a VLOA is responsible for initiating the request by submitting a VLOA Request: undergraduate and professional students via withdrawal.cornell.edu; graduate research degree students via gradschool.cornell.edu/forms. Students are responsible for all tuition, fees, and administrative charges incurred, and it is the student's responsibility to contact the Office of Financial Aid, Student Housing, and International Services in the Office of Global Learning, if applicable. Students seeking a VLOA are advised to check with the University Bursar for [tuition refund policies](#) once the semester has commenced.

The student will receive a grade for any course that was completed prior to the VLOA request date. If the student submits the VLOA request after the published deadline to drop classes, the student will receive the “course withdrawal” notation (W) for any courses that have not been completed. The student is not eligible to take an incomplete or receive a grade for a course when the VLOA date precedes the last day of classes.

Leaves/withdrawals granted after the university drop deadline and by the last day of finals will result in W’s on a student’s transcript for enrolled classes. Partial term classes and classes in which all scheduled work, including final exams and projects, have been completed by the requested leave date will remain on the transcript with the grade awarded and will not be withdrawn with a W. Additionally any leaves for a current term requested after the last day of classes will be reviewed by the Academic Records Committee. The committee may assign an action of warning, probation or even a required leave of absence to supersede the personal leave, if appropriate. Students taking a leave after the drop deadline will be eligible to return only after a full semester on leave, subject to any other individual conditions that must be met.

A student seeking to return to the university from a VLOA must submit a written request to return in accordance with college and program procedures. The Registrar for the student’s school or college is responsible for processing the return from the VLOA and re-activating the student. **The written request should be submitted at least six weeks prior to the beginning of the semester in which they are eligible to return.**

• **Health Leave (HLOA):** A student may choose to request a HLOA to attend to or recover from an illness or injury, attend to a health condition, to pursue treatment, or to accommodate a disabling condition. A student may request a HLOA at any time after the student has commenced attendance at the university as part of a Cornell degree program. If the HLOA is for the current term, the last day of the term is the deadline to request

a health leave. A student considering an HLOA is encouraged to consult with the university's Student Disability Services office about possible accommodations to mitigate the need for a leave. The student is responsible for initiating an HLOA request by submitting the university's online HLOA request form (via withdrawal.cornell.edu) or consulting with Student Disability Services.

If the HLOA is for the current term, the last day of the term is the deadline to request the leave. Students are responsible for all tuition, fees, and administrative charges incurred, and it is the student's responsibility to contact the Office of Financial Aid, Student Housing, and International Services in the Office of Global Learning, if applicable. Students are advised to check with the University Bursar for tuition refund policies in the event a HLOA is requested once the semester has commenced.

The student will receive a grade for any course that was completed prior to the HLOA request date. If the student submits the HLOA request after the published deadline to drop classes, the student will receive the "course withdrawal" notation (W) for any courses that have not been completed. The student is not eligible to take an incomplete or receive a grade for a course when the HLOA date precedes the last day of classes.

A student seeking to return to the university from an HLOA must submit documentation indicating fitness to resume their education at Cornell, which should include one or more of the following:

- Health care provider documentation form
- Personal statement form
- Medical records Accommodation recommendations

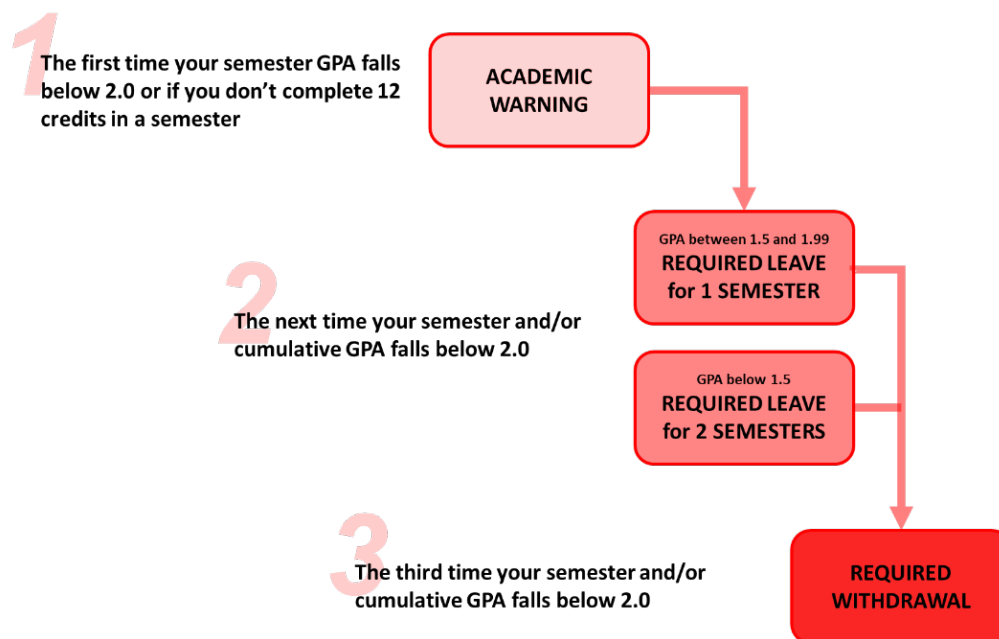
The Health Leaves Coordinator may request additional information or documentation to establish the student's fitness to resume their education at Cornell. There may be conditions placed on the student's return from HLOA based on curriculum sequencing, time to degree requirements, or academic actions determined and communicated to the student by the end of the term.

The Health Leaves Coordinator is responsible for approving the return request based on documentation of the student's fitness to return and confirmation from the student's college that prearranged academic conditions have been fulfilled. The designated office for the student's college is responsible for processing the return from the HLOA and term activating the student.

- **Required Leave** (one or two semesters): generally issued after a student has been warned but may be issued at any time a student's semester and/or cumulative GPA fall below 2.0. Nolan School faculty will advise that a student must leave the university for a period of one or two semesters. To request a return following required leave the student must follow the readmission requirements included with the Required Leave letter.

Note: *Students returning from required leaves must attain a minimum 2.0 grade-point average and must not have any grades of "F" or "Incomplete" in the rejoin term. Otherwise, the student may be subject to further disciplinary action.*

Students must submit a formal, written request to rejoin the college following a voluntary or required leave. This should be done ideally prior to pre-enrollment, but no later than six weeks prior to the beginning of the semester in which they wish to return. Students who were given conditions to meet while on leave will be granted permission to rejoin once evidence has been presented that all conditions have been met. Students who are approved for rejoin will receive written confirmation and be reactivated at the university.



Other separations from the University include:

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

Internally Transferring to another College at Cornell

Students interested in applying for transfer within Cornell should consult with their current advisor(s) and the admissions team for the college to which they wish to transfer.

Internal transfer information, including requirements, for students applying to:

- [AAP](#)
- [CALS](#)
- [Arts and Sciences](#)
- [Engineering](#)
- [Human Ecology](#)
- ILR: please email ilradmissions@cornell.edu
- [Dyson](#)
- [Jeb E. Brooks School of Public Policy](#)

Extramural Students

Students not enrolled full-time who register for individual courses through the School of Continuing Education and Summer Session are noted as extramural students. Nolan School students may not take Cornell extramural courses while on a leave of absence or during their last semester of undergraduate enrollment. For further information about tuition, enrollment and a listing of available courses, students should visit the [School of Continuing Education's](#) website, or visit their office located in B20 Day Hall.

Petitions

To request consideration of academic matters that are not routine, Nolan School students will submit a formal petition request. The petition form may be obtained [online](#), or in hard copy at the Office of Student Services, 149 Statler Hall.

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

- a change to expected degree date (*Students may not petition to change their expected degree date until they have reached at least Junior standing. The petition **must be completed at least one semester in advance of the requested degree date. Students must meet with an Academic Advisor to discuss their proposed anticipated graduation semester before submitting the petition to change their graduation date.**). Once a graduation date has been approved, students may not change their graduation date a second time.
- adding or dropping courses after the University deadline
- students who wish to receive Practice Credit for self-employment or for working at a family-owned business.

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

Dean's List

Cornell University is phasing out individual school and college Dean's Lists. The Dean's List designation will not be applicable to undergraduate students matriculating in Summer 2023 and beyond. The Dean's List will be discontinued for all students at the end of the Spring 2026 semester.

Distinction in Research

Distinction in Research applicants' GPAs must be in the top 10% as measured by cumulative GPA up to and including the semester prior to matriculation in the program (the end of junior year).

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

Applicants must be enrolled in the Distinction in Research courses (HADM 4970 and 4971) for the duration of the thesis project, for a total of 6 credits.

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

Distinction in Research Advising

Thesis advisor: Distinction in Research thesis advisor can be any doctoral-degree-holding Nolan School senior lecturer, lecturer, professor, or clinical professor.

Distinction in Research Evaluation Procedures

Review of thesis is as follows:

- First reviewer: thesis advisor
- Second reviewer: Distinction in Research thesis program coordinator or a designated Nolan School faculty member. The designated faculty member must meet the criteria for serving as the thesis advisor. The second reviewer may be assigned at the beginning of the process if requested by the thesis advisor.
- Final reviewer: designated Honors Thesis Advisor appointed by Dean's Office (or ADAA/ADFD) for the academic year.
- Each reviewer will provide an independent grade, or both will agree to a common grade. The student will be informed of the final grade only after thesis is completed.
- Honor will be noted on student's official transcript.

Latin Honors and Evaluation Standards

Honor level (Summa, Magna, Cum Laude) is calculated at the conclusion of students' final semester by the Nolan School Registrar's office, and is based on final, cumulative Cornell GPA. Cumulative GPA's are calculated to the thousandth decimal place and will not be rounded up. Honor will be noted on the student's official transcript and diploma and is based on the Latin Honors policy in effect during the student's graduating semester. For students who are graduating during the 2025-2026 academic year, Latin Honors will be awarded as follows:

Levels	Cumulative GPA after final semester
Summa Cum Laude	4.000 or greater
Magna Cum Laude	3.850 to less than 4.000
Cum Laude	3.750 to less than 3.849

Beginning with the December 2026 conferral date, Cornell University will institute a standardized Latin Honors system based solely on final cumulative undergraduate GPA as follows: Summa Cum Laude (top 5%), Magna Cum Laude (next 10%), and Cum Laude (next 15%).

Transfer Credit and Advanced Placement Policies

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

considered toward degree fulfillment.

Note: *A maximum of 15 test credits may apply toward degree requirements. Transfer credit not applying to HADM core will be applied to Distribution Electives or Free Electives.*

Transfer Credit

Coursework completed at a regionally accredited institution may be considered for transfer credit toward Nolan School B.S. degree requirements. A list of the six recognized accrediting bodies accepted by Cornell is available on the [Council for Higher Education Accreditation's website](#).

Credit from an accredited two-year not-for-profit college may be transferable if they are from an Associate degree program (A.A., A.S.) in liberal arts and sciences or business-related fields (Hospitality Management, Business Administration, Marketing, Accounting, Sport or Recreation Management, etc.).

Courses used toward trade or technical programs generally do not transfer.

- Up to eighteen (18) credits may transfer toward fulfillment of required HADM core.
- Up to fifteen (15) credits may transfer toward fulfillment of Non-JCB Distribution Electives.
- Up to twenty-one (21) credits may transfer toward fulfillment of Distribution Electives.
- Up to three (3) credits may transfer toward fulfillment of the Ethics Course requirement.
- Up to three (3) credits may transfer toward fulfillment of the Diversity & Inclusion Course requirement.
- Up to three (3) credits may transfer toward fulfillment of the University first-year writing (FWS) requirement.
- Up to eight (8) credits may transfer toward fulfillment of Free Electives.
- Transfer credit is not accepted toward HADM Electives or Specializations.
- Cornell University does not accept credit for courses sponsored by colleges but physically taught in a high school to high school students, even if the college provides a transcript of such work.
- Current, matriculated Nolan School students (not transfer students) may request to take courses outside of Cornell for consideration for credit toward degree requirements, but only from accredited colleges or universities. (***Note:** *Coursework at For Profit Institutions is not permitted and in most cases courses from trade or technical degrees/schools will not apply toward degree requirements.*) Preapproval is required by the registrar team, ha-registrar@cornell.edu.
- Matriculated students are required to complete all core and HADM Elective coursework at the Nolan School.
- Transfer credit will **not** be awarded for courses taken during a fall or spring semester in which a student is enrolled at Cornell in a degree granting Program.
- Students will not be approved to take more than 4 credits during a winter term and 9 credits during a summer term.
- An official transcript noting a letter grade of at least a "C" (not C-, and not S/U) is required for a course to be eligible for transfer credit.
- Online course requests to be taken at other institutions will only be considered from accredited schools/universities. (***Note:** *Coursework at For Profit Institutions is not permitted.*)
- Policies outlined in the [Cornell University Transfer Credit Policy for Undergraduate Students](#) are also applicable.

International Transfer Credit

Students who have completed college-level courses outside of the United States and not through Cornell sponsored study abroad programs may be requested to submit proof of accreditation by the appropriate ministry of education or similar accrediting body or provide an external international credential evaluation. Companies offering these evaluation services include WES (World Education Service), Josef Silny & Associates INC, or any member in the [National Association of Credential Evaluation Services](#).

Advanced Placement

The primary purpose of Advanced Placement (AP) credit is to exempt students from introductory courses and to place them in advanced courses. Students who receive AP credit, may not subsequently enroll in or receive credit for a similar course as outlined in the [University Catalog](#) for credit at Cornell unless the AP credit is retracted. Please note that a maximum of 15 test credits may count toward the degree.

With qualifying scores, Nolan School students may be awarded AP credit toward Distribution Electives with two exceptions:

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

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

Consideration of credit awards for General Certificate of Education “A” Level Examinations and International Baccalaureate Higher Level Examinations is summarized in the [University Catalog](#). Please note that a maximum of 15 test credits may count toward the degree. Test credit counts toward distribution electives with the exception to the exams below.

- IB-HL English Literature exam—a score of 7 will fulfill the First-Year Writing Seminar
- IB-HL Microeconomics—a score of 7 will fulfill HADM 1410
- General Certificate of Education Advanced (“A”) Level Examinations—a score of A* or A in English Literature will fulfill the First-Year Writing Seminar
- General Certificate of Education Advanced (“A”) Level Examinations—a score of A* or A in Economics will fulfill HADM 1410

Registration and Enrollment

Registration

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

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

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

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

- settle all financial accounts, including current semester tuition and charges.

- satisfy New York State and University health requirements.
- clear any and all holds from their college, the Office of the Judicial Administrator, Health Services, or the Bursar.

Further information can be found on the [University Registrar's website](#).

Enrollment

Through submission of a completed add/drop form or through their Student Center enrollment pages, students may add and drop classes during the specified enrollment periods (pre- enrollment and add/drop) of each semester. NSHA Students will be pre-enrolled in 1000-level and some 2000-level core classes until complete. **Students cannot drop 1000-level or 2000-level core courses that they have been pre-enrolled in by the Office of Student Services.** If you feel you have extenuating circumstances, please consult with an academic advisor in the [Office of Student Services](#).

Visit the University Registrar's webpage for [specific deadlines and further instruction](#).

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

Note: *If you cannot enroll in an HADM course (other than 1000-level and 2000-level core classes) contact the course instructor or faculty support specialist for information about wait lists or additional enrollment policies and permissions.*

Maximum Number of Credits per Semester

The typical course load per semester is 12-16 credits. Students should plan to take an average of 15 credits each semester to complete requirements on time for their graduation.

Note: *Physical education does not count toward full-time enrollment or toward total hours needed for graduation; however, it does count toward the number of maximum credits permitted per semester.*

New full-time first semester students and students whose cumulative GPA is below 2.50 may not enroll in more than 18 credits per semester. Students may request to take more than 18 credits if their cumulative GPA falls within the following ranges:

Cumulative GPA		Maximum credits per semester
2.501-2.999		19
3.001-3.499		20
3.500 and above		21

In order to request an increase in credit limit in accordance with your cumulative GPA, email ha-registrar@cornell.edu prior to your pre-enroll date. The credit limit increase is valid for one semester and must be requested each semester as cumulative GPAs will change after grades are posted for each semester.

Auditing Classes

Nolan School graduate and undergraduate students may not audit courses. Cornell undergraduate students and professional students from other colleges may not audit HADM courses.

Class Time Conflicts

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

Forbidden Overlaps/ "Double Dipping"

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

Repeating Courses

Students are allowed to register a second time for topic type courses only (i.e., HADM 1910, 4910, 4980, 4990). If students re-enroll in courses they already passed with grades above "F," the second registration will not count toward graduation requirements.

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

Grades and Credit

Grade Computation

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

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

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

Quality Point Equivalents:

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

Example: Calculating a GPA

Course	Grade	Quality Points	Credit Hours	Product
HADM 2360	C+	2.3	4	9.2
HADM 1150	A	4	3	12
HADM 1740	A-	3.7	3	11.1
HADM 1210	B	3	3	9
GOVT 1110	B+	3.3	3	9.9
Total			16	51.2
51.2/16 =	3.2 GPA			

Grade Option

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

- Letter (A+ through F) exclusively
- Satisfactory/Unsatisfactory (SX/UX) exclusively
- Student option (letter or S/U)– “Student option” allows students to choose the grade option for the class. Students must make the decision for their semester classes by the university drop deadline. S/U grades will only count toward free electives. A maximum of 8 total S/U credits can be applied toward Free Elective degree requirements.

S/U and SX/UX

S/U, SX/UX–

Students are limited to up to four (4) credits of Student Option graded credits (S/U) each semester (see above for difference between S/U and SX/UX). In total, students cannot exceed eight (8) non-graded credits per semester, which includes both Student Option graded credits (S/U) and Satisfactory/Unsatisfactory Only (SX/UX) credits. S/U credits may only satisfy Free Elective requirements. The University allows students the first 57 calendar days of the semester to make grade option changes to courses with the choice of taking it for S/U or letter grade. This can be done through their Student Center enrollment pages.

Incomplete Grades

INC—A grade of Incomplete is appropriate only when two basic conditions are met:

1. The student has substantial equity at a passing level in the course with respect to work complete; and
2. The student has been prevented by circumstances beyond the student's control, such as illness or family emergency, from completing all the course requirements.

An incomplete may not be given merely because a student fails to complete all course requirements on time. Such a practice would be open to abuse; by deferring completing of some major course requirement, a student could gain advantage over his or her classmates by obtaining additional time to do a superior job. This is not an option that may be elected at the student's own discretion.

While it is the student's responsibility to initiate a request for a grade of incomplete, reasons for requesting one must be acceptable to the instructor, who establishes specific make-up requirements and deadlines.

If the work is completed within the designated time agreed upon by the instructor and student, the incomplete will be changed to the earned grade on the student's official transcript. If the work is not completed within the designated time, the grade of incomplete will automatically be converted to an F or U/X depending on the grade structure of the course. The maximum time allowed is one year from when the course was attempted (i.e., if course was attempted in Spring 2026, the student has at maximum until the last day of exams Spring 2027). If a deadline is not entered, this will serve as the default deadline.

Note: A student may not graduate with an INC or NGR on the transcript.

Grade Dispute

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

- The student should request to meet with their instructor and try to resolve differences.
- Students may wish to seek the advice of their advisor to discuss a strategy for resolving the disagreement. The grade decision is fully the instructor's in accordance with course syllabus and grading guides.
- Meet with the University's [Ombudsman](#), 118 Stimson Hall, 607.255.4321.

Academic Integrity

Academic integrity is a critical issue for all students and professors in the academic community. Students are expected to follow the code and understand that the faculty and administration of the Nolan School of Hotel Administration take academic-integrity violations very seriously.

The code's introduction presents broad principles that should help students conduct themselves honorably: *"Absolute integrity is expected of every Cornell student in all academic undertakings. . . Academic integrity is expected not only in formal course work but in all university relationships and interactions connected to the educational process, including the use of university resources. . . A student's submission of work for academic credit indicates that the work is the student's own. . ."*

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