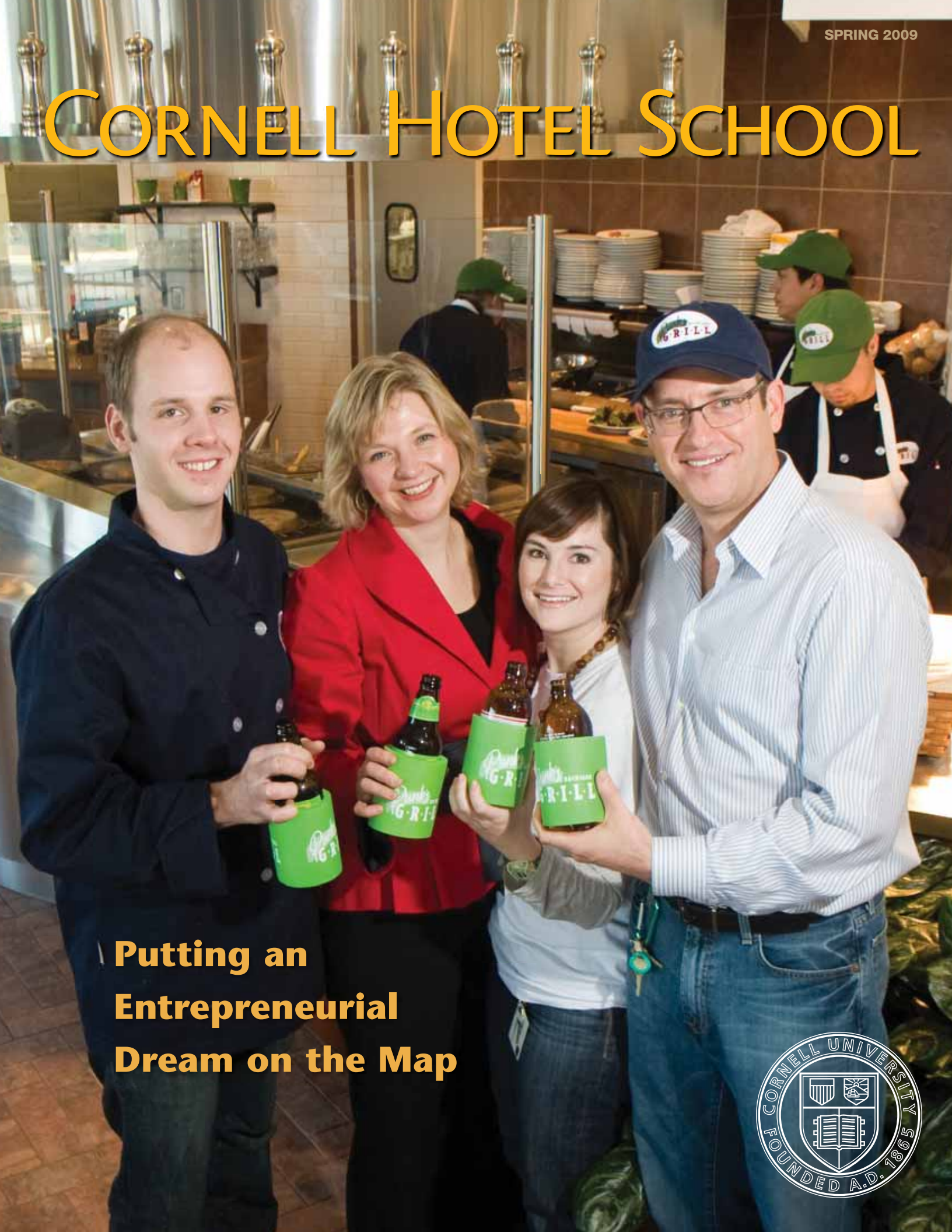
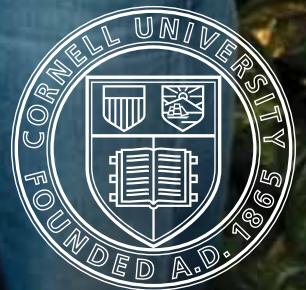
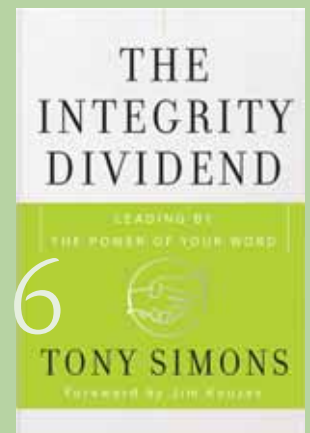


CORNELL HOTEL SCHOOL



**Putting an
Entrepreneurial
Dream on the Map**





Cornell Hotel School Magazine

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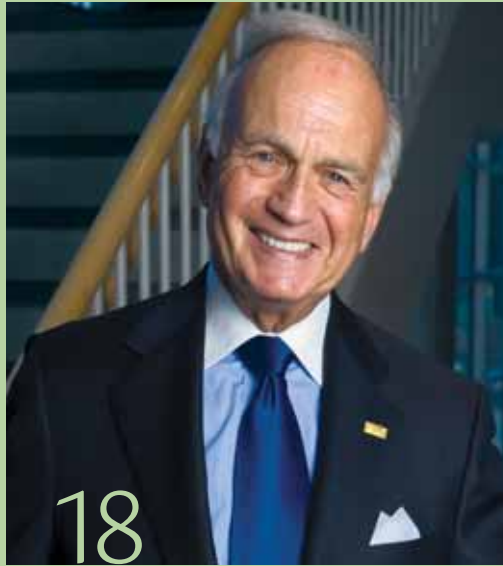
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*On the cover:
From left: David McCabe, MMH '06, Stephani Robson '88, MS '99
(Hum Ec), Sheila Laderberg, MMH '06, and Jeffrey Sloan, MMH '06,
raise their rootbeers in celebration minutes before the grand opening of
Punk's Backyard Grill, a restaurant whose concept was developed in
Robson's restaurant-development class. (Photograph by Jason Knauer,
<http://jknauer.smugmug.com/>)*



Dear Alumni and Friends,

As we complete another academic year, we do so with the realization that times remain very tough across our industry. The U.S. recession continues well into its second year, and economies around the globe are struggling through some of the worst declines we have seen in decades.

We are doing what we can to help our students and alumni. We have done a great deal of employer outreach, including holding two career fairs last fall. If you know of available jobs or internship opportunities, please get in touch with Molly deRoos, associate director of career services, at 607.255.7428 or msb16@cornell.edu.

We have also increased our student programming this semester. We conducted a series of "Career Conversations," featuring selected faculty, senior staff, and alumni, to give our students guidance on new ways to approach the job market and what they can do to stand out. In addition to our resident experts who took part, I would like to thank executive search professionals Phil Miller '83 and Dave Mansbach and executive-in-residence Dave Sherf '67 for their excellent contributions to this series. In addition, I wish to thank Nathan Egan '02 for presenting the program "LinkedIn: Leveraging Professional Networking to Jump-Start Your Career," and Kira Kohrher '01, Greg O'Shea '00, Rich Matteson '86, and Holly Rosenblum '02 for leading a marketing careers panel discussion.

Many of our alumni also find themselves in the job market, and we are working to support them as well. I encourage them to visit our main website (www.hotelschool.cornell.edu) and follow the "alumni" tab to "career management services." There, more seasoned professionals will find a long list of executive search firms. Alumni who are entry-level or relatively new to the job market can look for suitable job postings by clicking on "permanent jobs." Employers with jobs to post on this site can do so by following the "industry" tab on our website to the "employers" page.

Despite the greater-than-normal financial risks to investors in the present economy, business start-ups are critically important to our future. Our cover story takes a look at Stephani Robson's restaurant development class—one of a number of courses we offer that help prepare our students to make their mark as entrepreneurs in the hospitality industry—and features three alumni from the class who just took the leap into restaurant ownership.

Dean Michael Johnson traveled to Japan in December. Here he and Professor Kiyoshi Nakamura, MA '78 (AAP), of Waseda University, visit the Japan Tourism Board Seminar in Okinawa.

I am pleased to report that we are receiving generous support in our drive to raise more funds for student scholarships. Beginning on page 16 we have news about some recent gifts that are helping more students get a world-class education without having to take on large financial burdens.

I am especially heartened by Burton "Skip" Sack's recent endowment of a professorship at the school. We are deeply grateful to Skip for this remarkable gift, which will help us continue to lead in food and beverage management education.

In the coming months, I look forward to seeing many of you at Reunion and at various school and society events. Wishing everyone a pleasant summer,

Sincerely,



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



J. W. (Bill) Marriott, Jr., chairman and chief executive officer of Marriott International, Inc., will receive the first Icon of the Industry Award from the School of Hotel Administration at a ceremony at the Marriott Marquis in New York City on Tuesday, June 2, 2009. Marriott will be honored for his lifelong leadership in the hospitality industry and for his extraordinary civic and philanthropic contributions.

“Bill Marriott has led an exemplary life founded on service to others,” said Dean Michael D. Johnson, the E. M. Statler Professor of Hotel Administration. “We look forward to recognizing him for his remarkable personal and professional achievements.”

Under Marriott’s lead, Marriott International has grown from a family restaurant business to a global lodging company with more than 3,100 properties in 66 countries and territories. Known for its commitment to diversity, social responsibility, and community engagement, the firm is consistently recognized among the most admired companies. Marriott has also worked to compile a family of 18 lodging brands that range from limited service to full-service luxury hotels. The company manages and franchises hotels and resorts under the Marriott, JW Marriott, Renaissance, Bulgari, Ritz-Carlton, Courtyard, Residence Inn, SpringHill Suites, Towne-Place Suites, and Fairfield Inn brand names. It operates vacation ownership resorts under the Marriott Vacation Club International, Ritz-Carlton Club, and Grand Residences by Marriott brands. The company also operates Marriott Executive Apartments, provides furnished corporate housing through its Marriott ExecuStay division, operates conference centers, and manages golf courses.

Marriott is a member of the National Business Council and the executive committee of the World Travel and Tourism Council. Among his many philanthropic commitments, he sits on the board of the J. Willard & Alice S. Marriott Foundation and serves as the chairman of the Mayo Clinic Capital Campaign. He recently served on the board of trustees of the National Geographic Society, as director of the United States Naval Academy Foundation, as chairman of the President’s Export Council, and as a member of the Secure Borders Open Doors Advisory Committee and the U.S. Travel and Tourism Advisory Board.

Marriott has also been a leader in higher education in hospitality, as seen in his generous support of the Cornell School of Hotel Administration and San Diego State University. He is an honorary member of the Cornell Hotel Society, and the school’s Executive Education Center bears the Marriott name. The awards event will begin with a reception at 6:30 p.m. followed by a dinner at 7:30 p.m. For more details about the event and sponsorship opportunities, please contact Joe Strodel, Jr., Cornell’s director of corporate and foundation affairs, at js343@cornell.edu or at 607.255.4646. A full-page ad on page 67 gives event details.



Bill Marriott: Cornell’s First Icon of the Industry

By Rachel Ash

Newsmakers



Robert Barker, University Photography

Lodging Lauds deRoos

Jan A. deRoos '78, MS '80, PhD '94, the HVS International Professor of Hotel Finance and Real Estate at the School of Hotel Administration, was profiled in the December 1 issue of *Lodging* magazine as a 2008 Innovator in the area of finance. Now the director of the SHA's Center for Real Estate Finance, deRoos gained extensive hotel industry experience as a corporate engineering professional and senior project manager before joining the Cornell faculty in 1988. He has developed two software tools to support the feasibility analysis of hospitality property and, with co-author James Eyster, recently released the substantially revised fourth edition of *The Negotiation and Administration of Hotel Management Contracts*.

Endowed Chair Honors Clinton Rappole

Clinton L. Rappole '65, MS '68, PhD '71, has been honored by the University of Houston's Conrad N. Hilton College of Hotel and Restaurant Management with the



establishment of the Clinton L. Rappole Endowed Chair. Rappole, now a professor emeritus, has been a member of the Hilton College faculty since 1972 and served for 11 years as dean and associate dean. His research concerns food safety systems for remote and inhospitable locations, including space and offshore oil rigs; food safety management; and sanitation. He can be reached at leighrap@aol.com.

Slicklen's Convocation Coup

C.J. Slicklen '09, this year's Cornell University Convocation chair, and his committee have lined up David Plouffe, chief campaign manager for Barack Obama's historic run for the presidency of the United States, as this year's Convocation speaker. Plouffe (pronounced "Pluff") will deliver the keynote in Schoellkopf Stadium at noon on May 23, the day before Commencement. After winning the election on Nov. 4, Obama credited Plouffe in his acceptance speech, calling him "the unsung hero of this campaign, who built the ... best political campaign, I think, in the history of the United States of America."

Other members of the SHA Class of '09 who serve with Slicklen on the Convocation Committee are Greg Mezey, Rowena Perry, Greg Schvey, Joseph Delli Santi, and Dewey



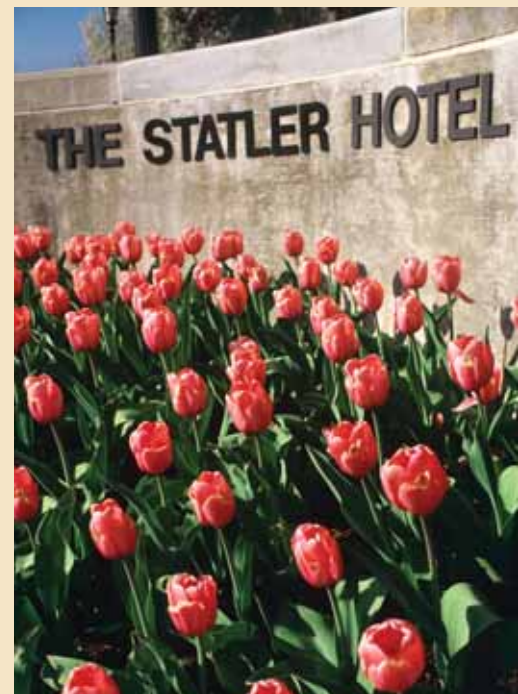
Robert Barker, University Photography

Bellows. "I knew that the best way to get a job done right is to put a lot of Hotelies on the committee," Slicklen quipped.

In addition to co-hosting the Dean's Distinguished Lecture Series in his role this year as one of two student assistants to Dean Michael Johnson, Slicklen has served multiple courses as a teaching assistant since fall 2007. As a member of the Cornell Hotel Society, he was selected by his peers as the inaugural HOTelie of the Month. Last year he shouldered significant responsibility as president of the Cornell University Student Assembly.

Statler Hotel Recognized for Sustainability Leadership

The Statler Hotel was chosen in late February as one of three finalists to receive the Good Earthkeeping award from the New York State Hospitality and Tourism Association. This nomination came in recognition of the hotel's work toward the development of a sustainability action plan. "This selection is nice recognition of the work and progress of the Statler Sustainability Task Force," said Statler General Manager **Richard Adie '75**. "In particular, Danny Disidoro, manager of custodial services, has worked with every department in the hotel to question every



practice and develop initiatives, deliverables, and action dates. Sous Chef Chris Ely has almost single-handedly implemented our composting program throughout all of F&B—and just a few weeks ago brought it to Mac's and the Terrace." According to William Dowdall, the school's director of facilities, the Statler Hotel in 2008 composted 75 tons of garbage, all of which was destined for the landfill. At press time the grand prize winner was not yet known, as it was to be announced and the award presented at the end of April at the NYSHTA's annual meeting.

Statler Student Promotions

Mandy Chrisman '09 was promoted to student food and beverage director for the Statler Hotel in December. Chrisman has worked in the banquet department since her freshman year, most recently as student banquet manager. Chrisman served last month



as a function manager for the 84th Annual Hotel Ezra Cornell, coordinating the service at the Gala Banquet.

Daniel Feldman '09 was named student beverage manager for Taverna Banfi last November. Feldman has conducted staff trainings in introductory wine knowledge, wine and food pairing, wine presentation, and mixology, helped ensure the organization and accuracy of Taverna Banfi's wine list and inventory, and contributed to the assessment of the Mobil standards for the Regent Lounge. Feldman has also worked at the much-honored Hermann J. Wiemer winery as an intern wine maker and is a hotel school ambassador.



Kira Gailey '09 was promoted in December from student front office manager to student rooms director for the Statler Hotel. She started at the bell stand and has worked through a number of positions in the front office, housekeeping, and Taverna Banfi. Gailey also serves as an ambassador for the School of Hotel Administration and was managing director of the 84th Annual Hotel Ezra Cornell. A member of Ye Hosts, Kira has worked the past two summers for Four Seasons Hotels, first in Atlanta, Ga., and then in Bali, Indonesia.

Continuing a Proud Tradition

Phillip J. Cooper '10 was elected national chairman of the board of the National Society of Minorities in Hospitality for the academic year 2009–10 at the society's annual conference in February. Cooper has been involved with the organization since freshman year and was



elected national secretary last year. The NSMH, which provides minority students with a vital support network and valuable professional connections, was founded 20 years ago at Cornell by **Alfred Watts '91**, **Penelope Urquhart '92**, **Evan Frazier '92**, and **Michael Burkeen '91**. Cooper is working to compile the history of the NSMH.

Restaurateur Papera Returns to Roots

Courtney Papera '96 assumed management of the Statler Hotel's Taverna Banfi last October. She has 12 years of industry experience, most recently as an owner-operator of Ithaca's Dijon Bistro and Mustard Comfort Food, which were launched in 2006.



Prior to her return to Ithaca, she owned and operated Epernay, a French brasserie in New Jersey, for six years. Papera began her career with two years in operations with the Pierre Hotel in New York City before moving on to manage a number of New York City restaurants, including Coco Marina and, for the BR Guest Restaurant Group, Isabella's, the Atlantic Grille, and Blue Water Grill. As a student, she worked as a front desk manager with the Statler Hotel. At Taverna Banfi, Papera succeeded Melissa Hill, who moved to a new role as event planning manager for the Statler Hotel.

New Dean's Assistants

Rachelle Borja '10 and **Brett Kelly '10** have been appointed as Dean Michael D. Johnson's student assistants for the coming academic year.



Robert Barker, University Photography

Borja served this year as human resources director for Hotel Ezra Cornell 84. She has interned in human resources at the corporate headquarters of the Leading Hotels of the World and in food and beverage at the Sheraton Waikiki Beach Resort. She currently works as an accounting assistant for the Statler Hotel. Among her other activities she is an ambassador for the School of Hotel Administration and serves on the Convocation Chair Committee. A dean's list student, she is conversant in Tagalog.

Kelly has earned a 4.0 average with a concentration in finance. He has worked as a financial services intern for Seneca Gaming Corporation in Niagara Falls, N.Y., and interned earlier at the Crystal Gateway Marriott in Arlington, Va. He served as executive chair of Cornell University's Welcome Weekend in 2008 and is a research analyst in the gaming division of the Hospitality Finance Society. He is a teaching assistant for two courses, *Hospitality Quantitative Analysis* and *Casino Operations*.

The Integrity Dividend

The Integrity Dividend: Leading by the Power of Your Word, by Tony Simons. 244 pp. Hardbound, \$27.95. Published by Jossey-Bass, San Francisco. ISBN 0-470-18566-X.

If the concatenation of economic failures and scandals that have rocked world markets since fall 2008 has proven anything, it is the grave cost of doing business without integrity. Tony Simons, associate professor of management and organizational behavior, knows full well the value of integrity; he has spent the last decade tracking its effect on the bottom line.

The integrity Simons examines in his recent book, *The Integrity Dividend*, is of a very particular kind, however. “It’s not about ethics; it’s not about morality. It’s about lining up your words and actions to maximize your credibility,” Simons explained to members of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship’s Innovation Network last September. “Credibility makes or breaks a leader. Credibility makes or breaks a company. Talk is not cheap; it’s the most valuable thing you do.”

Simons has actually measured the dollar value of behavioral integrity to the hospitality industry. In one major study, he surveyed about 6,800 employees of 76 Holiday Inns, averaged the responses for each hotel, and compared those averages with the hotel’s guest-satisfaction scores, employee turnover, and financial performance. What he found was striking, he said.

“I found that employee assessments of behavioral integrity of their bosses predicted their trust in their boss, which predicted their commitment to the company, which predicted discretionary service behavior—that’s people’s willingness to go the extra mile for customer service. And in turn that predicted the customer/guest satisfaction, which predicted the profitability of the hotel.” Simons also found lower employee turnover correlated to higher managerial integrity. “The link between behavioral integrity and profit was so strong that a quarter-point’s difference between two hotels, on a ten-point scale, in terms of whether employees felt the boss lived by his or her word, would lead me to expect a difference of a quarter-million dollars’ profit between those two hotels. That was roughly equivalent to 2.5 percent of revenues.”

That, he explained, is the integrity dividend—and the single strongest controllable performance factor a hotel has. “When we’re talking about the top three performance drivers for a hotel,” he said, “maybe it should be location, location, and behavioral integrity. It was stronger than satisfaction; it was stronger than commitment! It’s huge.”

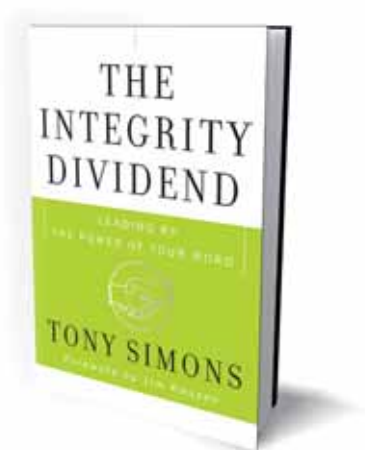
The ability to trust the boss’s word is especially important in service industries, says Simons, where innovation must happen slowly and is driven by the culture and the leadership. Convincing employees to innovate requires their buy-in, and buy-in, says Simons, comes



Jon Bass Photography

About Tony Simons

Tony Simons joined the faculty of the School of Hotel Administration in 1993. After graduating with university and departmental honors from the University of Chicago in 1983, he worked for two years as a psychiatric counselor at the Institute of Psychiatry, Northwestern Memorial Hospital, and three years as a consultant for Systema Corporation. He then entered the Kellogg Graduate School of Management at Northwestern University, where he earned MA and PhD degrees in organizational behavior. He founded Integrity Dividend LLC (<http://integritydividend.com>) to provide speaking, training, and consultation to enhance corporate effectiveness.



from trust. Although behavioral integrity is not the only condition required for maintaining trust, it is, he says in his book, “a cornerstone on which trust and leadership must be based.”

Simons’s own advice and observations in *The Integrity Dividend* are interspersed with success stories and cautionary tales related by a premier lineup of Cornell alumni and other industry leaders. He interviewed approximately 100 successful executives for the book—not only from various sectors of the hospitality industry, but from high-tech manufacturing, unions, and the nonprofit sector as well—to learn more about the pitfalls and practical techniques of behavioral integrity. The result is a how-to book: It lays out the case, presents the challenges, and provides a map for navigating through them. Each chapter ends with workplace issues to consider and specific actions that can be taken immediately.

One pitfall Simons discusses—the “flavor-of-the-month club”—is the danger of trying to implement too many of the management ideas that are in vogue at any given time. While he acknowledges the irony of a new management book advising caution in the use of new management books, the point he

makes is consistent with his overall message about the importance of sticking to one’s word. However well-intentioned, he says, frequent adjustments in management philosophy give rise to employee cynicism and unresponsiveness.

Simons also warns that less is more when it comes to values: “Advocating too many values ends up giving too little direction and makes a manager vulnerable to accusations of hypocrisy. Better to select just a few that you can constantly celebrate and discuss. That way people know what you want, and they will typically give it to you. Simple is good.”

One particularly interesting chapter concerns the integrity challenges of middle management, which he recognizes to be considerable. Simons also discusses the role of clear communication in building and maintaining credibility and the importance of self-development and discipline for good leadership.

If anything, the value of integrity can only rise in today’s economic and political climate. Corporate leaders would be well served to make *The Integrity Dividend* required reading for their management teams—and, of course, for themselves. This book can be counted on to provoke new thought about leadership as well as one’s daily dealings in all aspects of life.

By Jeannie Griffith

The Integrity Dividend: Leading by the Power of Your Word can be ordered online at <http://integritydividend.com> or through any major bookseller.

Some advice from Tony Simons in *The Integrity Dividend*

- Get into the habit of recording your commitments immediately so that you don’t forget them.
- Promise less but do it more often.
- Pick only a few key values, repeat them over and over, prioritize them, talk about where they fit into the big picture, and celebrate the victories on those values—consistently.
- Avoid the flavor of the month: Choose innovations and new management ideas carefully and stick to the classic approaches that multiple sources recommend.
- Once you adopt an idea, commit to it. Don’t abandon it a year later.
- Balance change with continuity: Provide a narrative that helps your people make sense of where they’ve been and where they’re going, so that change doesn’t seem haphazard.
- Honor your commitments to yourself. This will strengthen your sense of personal integrity, which will increase your ability to live by your word in general—and increase your personal charisma.

Restaurant Development: A Dry Run



Senior lecturer Rupert Spies gives feedback to Aji's Shu Yuan Ho '10 while Theresa O'Connell '10 listens.

On an overcast afternoon last December, Statler Hall's Park Atrium was ablaze with the enthusiasm and energy of 63 students with dreams for sale. Stationed

along a gauntlet of handmade displays, the students stood alert to opportunity, poised to intercept the next passerby and make their pitch. The occasion was the culmination of Stephani Robson's Restaurant Development class: a "concept fair" where the students—armed with financials, competitive analyses, and tasty samples—hawked their ideas nonstop for three hours to a crowd that included a group of judges in the guise of potential investors. The bidding was virtual, but for many the experience counted toward a very real objective: to become a restaurant entrepreneur.

"Not many people can say, coming out of school, that they got to develop their own restaurant," said David Grossman '09, one of the brains behind Bresso, an upscale, regional Italian concept sited in Oakland, California. "But we have our financials and our business plan; we've done a lot of market research that we never would have done without taking the class. Maybe nobody invests in our concept, but that's not necessarily a bad thing; it's something we're passionate about and have enjoyed working on."

"You're in the one place where you have all the resources to ask all the questions you have, people who will help you who you don't have to pay for consulting," observed Carina Barrera '10, whose team was serving up sustainability, balanced nutrition, and abundant local produce as their concept for the Greenspot, a family-oriented restaurant targeting La Jolla, California. "I'm going into job interviews, and I can say, 'Look what I created. This is something I was a part of, and this is what I built.'"

Although each restaurant concept had its own particular flair, certain themes came up repeatedly—some of them reflections, it seems, of the state of the economy, America's wakening environmental awareness, or a common yearning for community. Many teams chose sites in part for their access to local farm products. Upscale, sophisticated offerings were outnumbered by scaled-back, simplified menu choices. Several concepts were built around flexible staffing and a de-emphasis on customer-server interaction. Others evoked warm, homelike atmospheres with comfy communal seating and shared plates of tapas and other small foods. And many placed the food prep where diners could see it.

Even the creators of Good2Go, a (very) small fleet of New York City hot trucks, had a gathering place in mind. "We're going to have a website before we start up our restaurant, and we're going to allow our customers to vote as to where they want our first

trucks to be," said Kevin Villanueva '10. "Another thing we're thinking about doing is having a TV on the truck so that you can watch the news or watch the stock tickers as you're standing there."

The restaurant business is notoriously risky, and Robson does her best to strip the varnish off her students' shining ambitions. The text she chose for the class, *The Restaurant Dream?*, recounts the many steps and missteps that author Lee Simon '96 and his partners took on the way to opening their own restaurant. For several years Robson has brought Simon back to lecture on the last day of class. "The students read his book, which takes them up to the opening of his restaurant," she explained. "And then he comes and gives the epilogue, which is that it failed. It's a wonderful vicarious learning opportunity: they see what can and does happen to restaurants that start out as great ideas, but are derailed by all kinds of factors, before they risk their own energy and their investors' funds."

*Think you'd like to start a restaurant?
Stephani Robson's class, Restaurant
Development, will give you the tools,
but it will also teach you to think again.*

The students get the message. Some have decided to pursue other careers altogether. Very few feel ready to launch a venture within the next few years, and most intend to strengthen their entrepreneurial chops by working in others' restaurants. "Something that Professor Robson always tells us is to make mistakes using other people's money," said Barrera. "Learn while using someone else's money. Work for someone else. And once you think you have an idea and you really want to go for it, that's when you put your own sweat, blood, and tears into it."

Robson, a senior lecturer, graduated from the School of Hotel Administration in 1988, earned a master's degree in design and

for the Real Deal



Kevin Relf '10, of the winning team Chorizo and Company, runs through the numbers with **Neil Vosburgh '68**, one of the advisers judging the Concept Fair.

environmental analysis from the College of Human Ecology, and is currently a doctoral candidate in facilities management, planning, and design. Her extensive industry experience comes from cooking and waiting tables in restaurants and from working as a consultant for a design firm focused on professional kitchens, a job that gave her the opportunity to work with restaurant developers. She has never owned a restaurant herself, a fact that she considers something of an advantage. "It's not 'here's how I did it,'" she said in explaining her approach to teaching; "it's 'here's how 25 different people did it, and here are the things that appeared to work and here are the things that didn't.' That detachment is one of the things that I bring to the table."

Robson's students were universal in their praise of her course. "The class has been absolutely wonderful," said Micah Clark '10, a partner in a hip but homey bistro in Greenwich Village called Ember. "I've worked in restaurants for a long time, and I thought I knew how they worked. I do, from an operations standpoint, but if you'd asked me to open a restaurant, I would have had no idea how to do it. Professor Robson is absolutely fantastic; you can ask her anything you want, and she automatically comes back not only with an answer, but she can relate it to a real-life incident that she's experienced. And because the restaurant world is so closely knit, we've had several guest speakers. They're all industry leaders; several of them have been Cornell

grads, and it's really been a chance to learn from other people's mistakes and achievements." Patrick Service, MMH '09, put it succinctly: "This class alone is one of the reasons why I came to the MMH program at Cornell."

This year's winning concept was Chorizo and Company, a partnership of Jeffrey Weiss '11, Kevin Relf '10, Kyi Gyaw '09, and Jessica Powell '10 envisioned for Huntington Village, Long Island. Weiss learned how to cure meats by taking a course from Dennis Shaw in the Department of Animal Science, and the samples of his handiwork that lay on the table seemed taken from a rustic still-life. In addition to offering a lunchtime service, including sandwiches and artisan meats, and a wine-and-tapas-bar, sit-down dinnertime service, Weiss explained, "after the third year of operation we're going to go into wholesale, selling our products nationally to hotel chains."

With two years to go until graduation, Weiss is optimistic about timing his entry into business to take advantage of economic recovery. "As things start to subside, we can ride the wave out and actually make a substantial income, if we're ready, which is why this class is so important to have now. If you have your numbers in order now, then you're ready to implement later; you're set up for success."

Gyaw and Powell both emphasized the importance of putting together the right team. "We all brought something unique and really, really great to the table," said Powell. "I had the marketing end of it; Kyi Gyaw had the design element; and here we have our superstar [Weiss], who was able to cure all these fine meats." Added Gyaw,



Adviser Barry Shuster, editor of *Restaurant Startup and Growth* magazine, gets the scoop on grEAT from MMH '09 students Sophia Candrasa, Karen Wong, and Kyunghee Kim.



Sara Fetbroth '09 of the B-Side sells **Neil Vosburgh '68**, president of Imago Restaurants, a bill of fare.

“Our group came out really well because we knew exactly who we wanted. I couldn’t have asked for a better group. There’s a lot of responsibility involved, but I think if you plan wisely and communicate with your group, nothing can really go wrong.”

In the five years that Robson has been teaching Restaurant Development, only two concepts developed in the class have become realities. That Burrito Place, the concept that won the first competition, in 2003, opened just off campus in Collegietown last year. Owner Jeff Mayer, MMH '04, found most of his investors among the

students in his MMH class, said Robson. He just opened his second unit on the Ithaca Commons. And Jeffrey Sloan, Sheila Laderberg, and David McCabe, all MMH '06, launched Punk’s Backyard Grill, their winning concept from 2005, this February in Annapolis, Maryland. As time goes on, winning may not prove to be the only predictor of success, however. “I wouldn’t be surprised if some of the concepts that don’t ‘win’ in this course go on in some form with financing that comes either from classmates or some connections made through the school,” Robson said.

Maybe the B-Side, a friendly neighborhood bar/lounge in Portland, Oregon, with live music and sophisticated food, will be one of them. “The reality of restaurants is that it’s this awful, hard business, but she just makes you want to succeed at it, and she makes you feel like you can,” said B-Side partner Allie Greco '10. Like her teammates, Jamie Estreller '09 and Sara Fetbroth '09, she is serious about opening a restaurant someday. “We’re all in this concept, we all have parts in it, we’ve all worked on it so hard that, if it was to turn into something that could be feasible, I would definitely go for it,” said Greco, adding, “Maybe not right out of school, because I want to do something else for a while, but eventually down the line.”

By Jeannie Griffith



From left: Nikki Strenk '09, Katherine Gryka '09, and Chloe Hillmer '09 give judges **Michael Pollak, MMH '08**, and **Gavin Skram, MMH '07**, a taste of Pasta, Inc. Pollak and Skram were concept fair winners in 2007 and 2006, respectively. Pasta, Inc., attracted five “investors” and won second place in this year’s competition.

A Winning Concept Now Open for Business:

Punk's Backyard Grill

Along with the requisite competitive and financial analyses, MMH '06 students Sheila Laderberg, David McCabe, and Jeffrey Sloan came to the 2005 Restaurant Development Concept Fair equipped with artificial turf, a Weber Kettle grill, five pounds of Sterno, and a quantity of pulled pork.

"People thought we were crazy for working so hard," said McCabe. But their hard work paid off—the team won the competition hands-down with their idea for Punk's Backyard Grill.

From then on, the three worked intensively to refine and re-refine their business plan, build a legal team, scout out potential sites, apply for permits, woo investors, design the space, develop the menu, build their website, get their accounting system up and running, and get their PR machine rolling. Finally, on February 1, 2009, they fired up their custom, 60-inch grill and opened Punk's Backyard Grill at the Westfield Annapolis Mall, to rave reviews.

"Here's what we've learned," said Laderberg last August over lunch at McCormick and Schmick's, next door to the Punk's site, which was then a concrete cave with a dirt floor and a 10-year lease. "You can't get too excited, or frustrated, or overwhelmed, or sad, because it goes like this," she said, indicating the motion of a roller coaster. "When we were fundraising, we could go up \$100,000 and down again in an hour. One day you've found a new \$50,000 investor and the next day someone else is backing out. One day you're in love with a site and the next day you get data that confirms the site won't work. It takes a good business plan, for sure, but it also takes patience. You just have to stay focused, stay confident, and keep going."

The three co-founders met during their first campus visit in March 2005 and, along with their respective romantic partners, have become like family. After developing their concept in Stephani Robson's class, Restaurant Development, they continued to work on it with her as an independent study project. "In early 2006, after winning the competition, we really started to dive into the details," said McCabe. "We methodically analyzed every big risk factor and point of failure for a new restaurant and figured out if we could make this work." Added Sloan, "We all knew that we didn't want just one restaurant, but rather a restaurant company. So it was critical to treat this like a business and build it to be profitable."

The education and access Cornell gave them was critical to Punk's formation all the way along. "Cornell afforded us an amazing opportunity," said Laderberg. "We had amazing resources that allowed us



to test our concept like the big chains do. We had professors who were experts in the field; we could walk into their offices and ask, 'What do we do about this? How do we look at this?' We had a great environment where we could spend all day working on it, testing it, and improving it. Could we sell flatiron steak skewers for nine dollars? Could we afford our labor costs? Well, Cornell taught us how to test those things, what models we needed to run, what other factors to analyze."

After the team graduated, Robson continued to consult with the group often, and she serves on their formal advisory board. "I still send drawings and equipment specs to Stephani for her input," said McCabe, "and she's continually asking us for budgets and pro formas. She is really working hard to help us be successful." They have also benefited from the guidance of Cornell alumni in industry, including Bill Eaton '61, principal and past president of Cini-Little International, the kitchen design firm where Robson worked before returning to Cornell to teach. Eaton, who is "like our angel," according to Laderberg, put them in touch with the renowned design firm that helped them translate their backyard cookout concept into an actual restaurant space. In San Francisco, where Sloan lives, he frequently meets with another Punk's advisory board member, Peter E. Lee '63, who is also director of Cornell's western regional office.

Expansion has also been built into the plan for Punk's Backyard Grill. "We're focusing on the one unit, but we're focusing on that one unit as part of a bigger picture," said McCabe. "We've spent a lot of time and money building out systems, policies, and procedures that a typical one-location restaurant doesn't need or have." For example, added Sloan, "We've created standard operating procedures; we've registered our trademarks; we've built an HR system. We have tried to build a solid infrastructure so that, once we perfect this first unit, we have the building blocks in place for future locations." Noting that growth opportunities can arise unexpectedly, Laderberg added, "I'm sure we can't be entirely ready for everything that will come at us, but we're sure going to try."

By Jeannie Griffith

Punk's Backyard Grill is located at 2188 Annapolis Mall in Annapolis, Maryland. Visit their website at www.punksbackyardgrill.com.

Four-Star Career: A Conversation with Drew Nieporent

Drew Nieporent '77 has opened 31 restaurants in 23 years, building his Myriad Restaurant Group into an empire that generates \$100 million in annual sales. He has transformed Manhattan's once overlooked Tribeca district into a dining destination. His business partners include actors Robert De Niro, Sean Penn, and Bill Murray and ballet dancer Mikhail Baryshnikov. He has won countless awards, both as restaurateur and as philanthropist. His restaurants have been honored in similar fashion, earning acclaim from the field's toughest critics.

He may well be the most accomplished restaurateur of his generation.

"Drew is an impresario," said Giuseppe Pezzotti '84, MMH '96, a senior lecturer in food and beverage management at the School of Hotel Administration. "He knows how to bring different people together on a team and make it all work."

Throughout his rise Nieporent has held true to the aspiring entrepreneur who showed up at Statler Hall as a freshman in 1974. He is loyal to his school, playing host to classes at his restaurants in Manhattan and returning to campus to lecture as he did last fall. He is equally faithful to his fellow alumni. Not long ago Skip Sack '61 called Nieporent to see if he could arrange a reservation for his daughter and her friends at Nobu New York. Sack left a message, expecting to hear back from one of Nobu's employees.

But a few seconds later Nieporent returned the call, speaking in hushed tones. "Drew, where are you?" Sack asked. "I'm at the U.S. Open," Nieporent whispered. "They don't allow cell phones here. When I felt my phone vibrate, I stepped into the bathroom so I could call you back."

Nieporent's journey began just a few blocks from the Tribeca neighborhood that now serves as his base. He grew up on Manhattan's East Side, raised by a father who did business with restaurants around the city. He would often accompany his father to those restaurants, and he developed a passion for food and cooking at an early age. As a teenager Nieporent took every job he could, working as a kitchen hand at a camp, at a McDonald's, and as a prep person at the Duck Joint in Manhattan.

During holidays and summers over his college years, Nieporent worked on several cruises. After graduation he joined the culinary team at Maxwell's Plum in New York and then its sister restaurant, Tavern on the Green. Later, after a successful stint as manager of 24



Jason Koski, University Photography

Fifth Avenue, Nieporent spent a year in Europe, where he studied under leading restaurateurs.

When he returned to New York, Nieporent worked as captain of several restaurants, including Le Perigord. In 1985 he opened his first restaurant, Montrachet, on Franklin Street in Tribeca (which stands for Triangle below Canal). He has gone on to open seven more restaurants in the neighborhood: Nobu, Nobu Next Door, the Tribeca Grill, Layla, Centrico, Tribaker, and Corton.

Nieporent shows no signs of slowing down. His newest restaurant, Corton, opened this fall at the same site where Montrachet operated for 21 years. In fact, he says he still has one big dream he wants to realize. We talked about that and many other things when I caught up with him over lunch this winter at the Tribeca Grill.

Q. You've been called the Mayor of Franklin Street for your role in helping lead the restoration of Tribeca. Have you exceeded your own expectations?

A. I had a clear vision when I was younger. My father was an attorney with the New York State Liquor Authority. He did a lot of business with restaurants, and he would take my brother and me with him. That's how I got exposed to the theater of restaurants. Later, I watched what Joe Baum did with Windows on the World

and the Rainbow Room. He was a pioneer. He did a lot of things, and they were all different. That's what I wanted to do.

Q. Who has had the greatest influence on you as a chef?

A. Remember that the French dominated the field of fine dining in the 1960s. Several French chefs reached across and accepted young Americans. Jean Louis Palladin, Daniel Boulud, and Michel Richard were all very generous with me. Wolfgang Puck was another influence. When he opened Spago, he changed the way people eat in America.

Q. At Cornell, you've said that your greatest learning came from your fellow students.

A. I had never been around such a diverse group. When you're surrounded by people from every part of the world, you begin to see things a bit differently. I made friends with people from all over—the South, Scandinavia, the Caribbean. Many of those friendships endure today.

Q. What professors inspired you to follow your entrepreneurial instincts?

A. Vance Christian lit a spark under us. Stephen Mutkoski cared about us and took an interest in us. I did not study under him, but Giuseppe Pezzotti works hard to build bonds between alumni and the school.

Q. You worked on several cruise lines as a student. How did that opportunity come about?

A. I was walking past the dean's office one day when I saw a notice on the bulletin board from Norwegian American Lines. It was a life-changing moment. At age 18, I was working cruise ships to Scandinavia and northern Europe. It was like my military service. We served breakfast, lunch, and dinner for 600, seven days a week. Add in midnight snacks and afternoon teas, and you're on your feet almost all the time. It was great exposure to the travel industry. It also helped me realize the magnitude of what you can do professionally.

Q. You opened your first restaurant, Montrachet, at age 29. That was 23 years ago. What has changed about Drew Nieporent?

A. When you're young, you have a "conquer the world" mentality. As you age, you begin to feel your mortality.

Q. You say a service mentality cannot be taught—that people have it or they don't. When you interview prospective employees, how can you tell those who do from those who don't?

A. When I opened my first restaurant, I was hiring people of my generation. I was in tune, and I could see if they had fire in the belly. Now it's a little harder to understand what drives young people. I used to hire only experienced people and then train them in our way. But at Nobu, we were forced to hire people with no experience and then train them, and that actually worked better. I used to have a rule that no one got hired until they came through me. But we now have over 1,000 employees, so I can't do that.

Q. You like to travel to someplace new once a month. How does that help you keep your restaurants on the cutting edge?

A. It's important to see how other people do what you do. Over dinner in San Francisco recently, we ordered a bottle of wine. About halfway through the meal, we wanted another bottle. But by then the server was preoccupied. So they lost the sale of the second bottle. The lesson there was, when you bring the first bottle, ask then if the customer might want a second bottle.

Q. You're partners with some of the world's most famous people. Tell us how that came to be.

A. Robert De Niro was a regular at Montrachet. One afternoon, he came up and told me he had a vision for a restaurant. Just like directors are cast in Hollywood, he cast me to direct what he envisioned. The result was Tribeca Grill.

Q. What would you say is your greatest professional accomplishment?

A. I am most proud of how long we have sustained our restaurants. Montrachet was 21 years. Tribeca Grill is at 18 years. Nobu, 15 years. Rubicon in San Francisco was 14 years. That's a long time in this business.

Q. You talk about the importance of details. Cite a detail you notice walking into a restaurant that a less discerning eye might not pick up.

A. Many restaurants lack adequate lighting. You need to see the food. Everything has to be in place. How you position the chairs, how you lay the tablecloths. That's how you create a sense of decorum.

Q. Outside of the restaurants you own, name one place you really like to eat.

A. I love the Taillevent in Paris. Owner Jean-Claude Vrinat, who passed away in January, was hospitable and generous. Today most restaurants are marketed around the talents of the chef. But Taillevent's image is less with the chef and more with Jean-Claude. I like to eat in Chinatown, and of course I'm comfortable at my colleagues' restaurants—Otto, Babbo, Daniel, and Café des Artistes.

Q. What is your favorite meal?

A. Pasta.



A wine tasting at Tribeca Grill



© Evan Sung

Drew Nieporent greets diners at Corton.

Q. You've had a show on the Food Network. How much do you cook today?

A. I like to grill at home. Pork chops, strip steak, rack of ribs.

Q. No one bats a thousand. Tell us about a venture that did not meet your expectations.

A. I like to think that none of my restaurants failed creatively, but a few were not financially successful. Berkeley Bar and Grill and Heartbeat in the W Hotel are two. Most restaurants showcase the chef. When the chef moves on, you have to fix the soul of the concept. It's like a Broadway show that opens to rave reviews because of the script, the directors, and the actors. When the directors and actors move on, the show is not the same.

Q. How do you avoid working all the time?

A. I don't. Any time you open a new restaurant, you will be working all the time.

Q. You're doing that now. Last October, you and chef Paul Liebrandt opened Corton in the same location where Montrachet was from 1985 to 2006. How is that going?

A. Very well. We have received three stars from *The New York Times* and similar reviews from *Forbes* magazine and others. I've learned a great deal through the process. When our old customers come back, I often hear, "Oh my God, I can't believe what you've done to this place." To me, there is no better example of what is meant by the term "good will" on a balance sheet. Now it is up to us to please them.

Q. What do you do to unwind?

A. I enjoy music—Springsteen, U-2, the Who, the Rolling Stones, the Beatles, classic rock in general. I'm also a huge sports fan. I grew up following the Knicks, Rangers, Jets, and Giants. I also enjoy a cigar.

Q. Describe the restaurant you're developing for Citi Field, the new home of the New York Mets in 2009.

A. We're working with ARAMARK and the Mets to raise the bar on food service at the ballpark. It will be a grill: steaks, chops, and the like.

Q. Tell us about your family.

A. My wife, Ann, and I have been married for 22 years. We met in a restaurant I used to manage. My son, Andrew, is studying liberal arts at Ramapo College. He plays the guitar, writes songs, and recently interned at *Rolling Stone* magazine. My daughter, Gabrielle, is a junior in high school and is starting to look at colleges now.

Q. You've been recognized for your philanthropic endeavors. You sit on the board of Meals on Wheels, which provides meals to the elderly. You contribute to Taste of the NFL, which supports world hunger. You actively support many other charitable efforts. What inspired your interest in helping those less fortunate?

A. Growing up, I was influenced by the civil rights movement. Martin Luther King, Bobby Kennedy. I am also the product of two very generous parents. They taught us the lesson of treating people as you would treat yourself.

Q. Do you value feedback from patrons?

A. Always. My mother Sybil and her friends were among the first customers at one of our restaurants. Afterward, my mother raved about how much she and her friends liked the bathroom. Up until then, I had not thought of the bathroom as a revenue-generating area.

Q. What is left for you to do?

A. I have been a restaurant underdog. My restaurants in Tribeca are off the beaten path. You have to make a trip to get there. I want to do a restaurant in a landmark location—something along the magnitude of Windows on the World.

By Bill Summers



Save the Date!

SHA Alumni are invited to attend the

**CHS
NEW YORK CITY
HOTEL SHOW RECEPTION**

Monday, November 9, 2009

6:00PM-9:00PM

Mandarin Oriental Hotel

80 Columbus Circle at 60th Street

New York, New York 10023

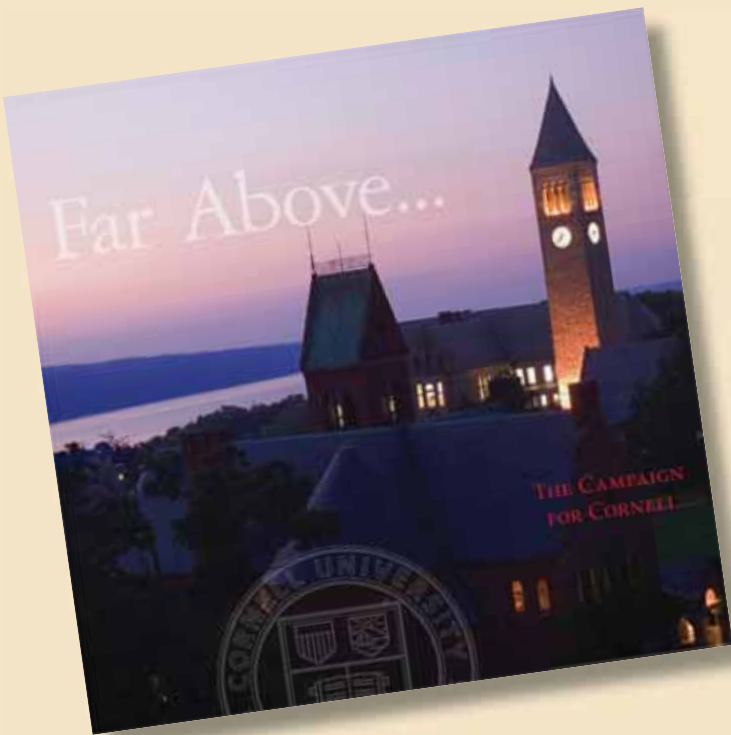
Post Party

Location TBD

Held in conjunction with the 2009 International Hotel/Motel & Restaurant Show

For more information contact Jacob Dunn '06 at (973) 271-6700 or jmd994@gmail.com

or Richard Lou '08 (917)-838-0693 or richard.lou@gmail.com



To Our Contributors

We wish to thank the alumni of the School of Hotel Administration, who continue to support very generously our programs and people despite the challenges we all face in the present economy. Cornell's required budget reductions extend to our school as well, but the high level of alumni and corporate giving for students, faculty, and academic programs that we have experienced recently is fueling our confidence that we will emerge from this period of depressed endowment earnings still strongly positioned for the long run.

The support we have received for scholarships has been especially heartening—and timely, given the university's pledge last fall to eliminate need-based loans for all students from families earning less than \$75,000 annually. We are committed to offering a world-class education to every deserving student, no matter their financial circumstances, and we are very grateful that our alumni and friends are stepping up to help make this possible. We are also thrilled with the gifts we have received for faculty and academic programs, which of course constitute the core of our academic mission.

In the pages that follow, we have highlighted several academic initiatives that have been set in motion through visionary alumni giving and corporate sponsorship. We hope that these stories will be as exciting to you as they are to us, and that you will consider how you, too, might help assure the continued greatness of Cornell University and the School of Hotel Administration.

Sincerely,

Jon D. Denison
Associate Dean for External Affairs
jdd93@cornell.edu

Philips Helps Light the Way to New Knowledge

Royal Philips Electronics has become the newest member of the school's corporate strategic alliance program. As a senior partner in the school's Center for Hospitality Research, Philips will collaborate with the school on several dedicated research projects. The alliance furthers Cornell's commitment to research for the hospitality industry while advancing Philips's leadership in innovation across the global hospitality business.

"Philips is known for its innovative leadership in products and services, which makes the firm an ideal partner for Cornell," said Jon Denison, associate dean for external affairs at the School of Hotel Administration. "We look forward to working with Philips and exploring ways to use their technology to take the hospitality industry in new directions."

Under the alliance, Philips also becomes a corporate member of the school's Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship. Philips products, designed specifically for the

hospitality industry, will be featured in the Hospitality Innovator Project, a new undergraduate course that will explore the "hotel room of the future" within the school's Statler Hotel. Philips will also sponsor several upcoming events being held by the school, including the Dean's Leadership Series and the Industry Awards Dinner.

"Our belief is that, by creating this alliance between two world-class organizations, we can share perspectives from both the corporate and academic realms," said Tom Parham, senior vice president of hospitality, Philips Electronics North America, who will also take a seat on the center's advisory board. "I'm confident that as a result of this alliance we will discover new knowledge in lighting, in-room electronics, and ambient solutions that will power the hospitality industry forward."

By Bill Summers

Medzigan Gift to Boost Real Estate Minor

A \$100,000 campaign pledge will help launch the real estate studies minor and provide general support to the School of Hotel Administration.

The Michael '82 and Michele Medzigan Scholarship for Real Estate Studies will provide \$37,500 and generate another \$12,500 in matching funds from the Cornell Hotel Society. Another \$37,500 will support the Michael '82 and Michele Medzigan Discretionary Fund for Real Estate Studies. The third component is a \$25,000 gift for the SHA annual fund.

"Michele and I are very pleased to be able to give back to the hotel school, which has been so important both to me personally and to our industry," Medzigan said. "As the preeminent place of learning within the global hospitality industry, the school already develops so much of the great talent in the lodging and real estate investing arena. I am excited for what is to come with the new real estate minor."

Medzigan is chairman and managing partner of Watermark Capital Partners, LLC, a private equity firm that he founded. He is among the first alumni to provide direct support to the new real estate studies program.

"We very much appreciate the extraordinary generosity Michael and Michele have shown to the school," said Dean Michael D. Johnson, the E. M. Statler Professor of Hotel Administration. "Their contributions will help to ensure a successful launch to our new real



Michael Medzigan '82 (center) with Center for Real Estate Finance professors (from left) Peter Liu, Jack Corgel, Jan deRoos, and Dan Quan.

estate program and help many students gain a first-class education in this dynamic field."

Prior to forming Watermark, Medzigan was president and CEO of Lazard Frères Real Estate Investors and a managing director of Lazard Frères. He oversaw the repositioning of one of the largest real estate opportunity fund operations in the world.

He was previously a founding partner of Olympus Real Estate Corporation, the real estate fund management affiliate of Hicks, Muse, Tate & Furst. During his tenure the firm successfully raised and invested over \$3 billion in a broad range of real estate holdings. Earlier, Medzigan was president of Cohen Realty Services, a Chicago-based real estate investment services firm responsible for a \$2 billion portfolio of assets and mortgages. Early in his career, he founded the Hospitality Consulting Practice at Deloitte & Touche and held various management positions with Marriott Corporation.

By Bill Summers

New Sustainability Course offers Hospitality Focus

Cornell's School of Hotel Administration has joined forces with the Johnson Graduate School of Management and HEI Hotels & Resorts to create a course in which students work with hospitality industry leaders to devise innovative solutions to social and environmental issues.

This pioneering collaboration is being led by the school's Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship and the Center for Sustainable Global Enterprise at the Johnson School. Funding and strategic guidance is being provided by HEI Hotels & Resorts, a hotel investment and operating group led by brothers Gary '79 and Stephen '82 Mendell.

"The hospitality industry must take the lead in confronting social and environmental issues such as global poverty, climate change, and ecosystem degradation," said Thomas Ward, managing director of the Pillsbury Institute. "Through this partnership, we aim to help students fully appreciate the need for sustainable business practices. Through the generosity of the Mendells, we also provide students with field-based experience that will further prepare them to address the challenges they will face in the workforce."

Students work directly with corporate leaders to seek solutions to an array of sustainability concerns. Certain projects will focus on the greening of current operations, others on the refurbishment of existing assets and properties, and still others on the formation of



Gary Mendell '79 and **Stephen Mendell '82** share a laugh with the audience during their October 2006 appearance in the Dean's Distinguished Lecture Series.

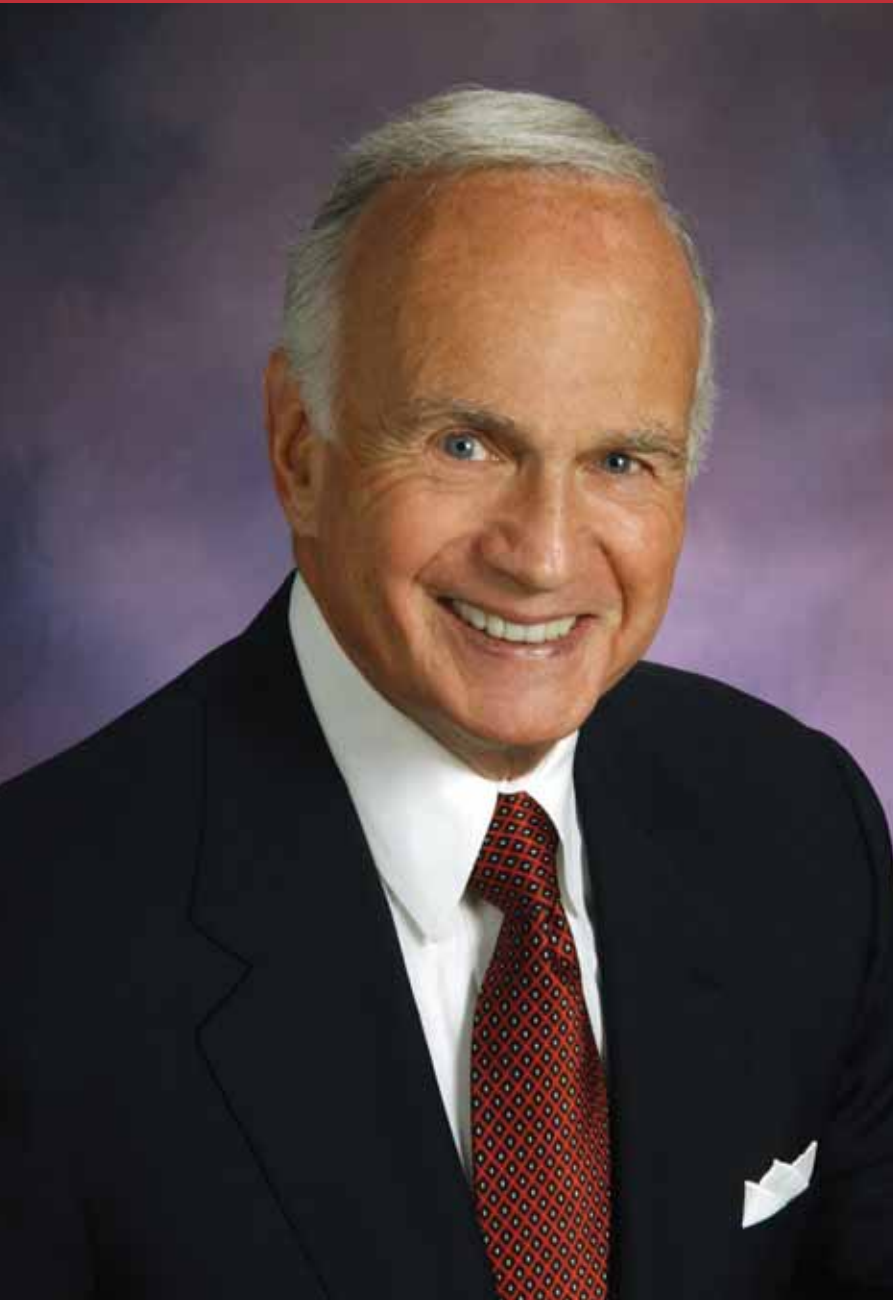
new businesses. Projects will range across all facets of the hospitality industry, including lodging, food and beverage, and travel, and will be sited in markets around the globe.

"We believe this course will benefit the students, sponsoring companies, and environment," said Gary Mendell. "Students will

develop and refine their critical-analysis and decision-making skills, while executives will gain new perspectives on what they might do to become innovative leaders in the sustainability movement. HEI is thrilled to partner with Cornell and its students on this tremendous initiative."

The new course, entitled *Sustainable Global Enterprise Practicum in the Hospitality Industry*, began in October and continued through March. Teams conducted fieldwork during the winter break. The course is taught by Mark Milstein, director of the Center for Sustainable Global Enterprise and a lecturer in the Johnson School.

By Bill Summers



Skip Sack Endows Professorship in Food and Beverage Management

Burton "Skip" Sack '61 has donated \$3 million to establish the Burton M. Sack '61 Professorship in Food and Beverage Management at the Cornell University School of Hotel Administration.

"On behalf of the university and our school, I extend my deepest gratitude to Skip for this wonderful gift," said Alex Susskind, associate professor and academic area director for food and beverage management at the school. "Skip believes in what we do. He has been a great friend to the school for many years, sharing his knowledge, wisdom, and resources in so many ways. This gift will enable us to strengthen our commitment to leadership in food and beverage management education, a commitment that Skip has championed for his entire professional life."

Sack said that his gift was influenced in part by reading Conor O'Clery's book, *The Billionaire Who Wasn't: How Chuck Feeney Made and Gave Away a Fortune Without Anyone Knowing*. "Reading Chuck's story motivated me to put into my foundation about four times what I had originally planned," Sack said. "His story is fascinating and his generosity is so extraordinary."

Sack entered the restaurant field at age 13 when he was hired to wash dishes at a Howard Johnson's in the Boston suburb of Brookline. At 17, halfway through his senior year in high school, he decided to join the U.S. Marine Corps. The country was engaged in the Korean crisis at the time, and Sack wanted to serve. He also knew that, once he completed his military obligation, he would be granted his high school degree in absentia.

*I've been in the business world for 55 years and
I haven't worked a day in my life.*

Burton "Skip" M. Sack '61



Sack's experience at his first duty station, Camp Upshur in Quantico, Va., led him to set his sights on a larger goal. He noticed that he and his fellow enlisted men lived in a squad bay with 65 soldiers while the officers, all college graduates, lived two to a room. He and his peers ate twelve to a picnic table in the mess hall; the officers dined at tables for two or four. "I realized that I did not want to go through life as a second-class citizen," recalled Sack, who served three years and rose to the rank of sergeant. "I knew I had to get a college degree."

Intent on pursuing his goal to one day manage his own Howard Johnson's, Sack decided to apply to schools that offered degrees in hospitality management. Only an average student in high school, he set out to bolster his candidacy. Sack wrote to his supervisor at Howard Johnson's, Bill Pendergast, asking for a letter of recommendation. During his four years under Pendergast, Sack had literally gone the extra mile to help out his boss. Many times, after finishing a shift at one restaurant, he was asked to assist at another restaurant where an employee had not shown up. Sack would gladly hop on his bike and ride to a second shift in a neighboring town.

"I really liked Bill," Sack remarked, "and I was also interested in making a little more money."

That loyalty paid off. Sack did not know it, but Pendergast passed his request for a letter to company founder Howard Johnson, one of

the most revered businessmen of his time. Johnson had not met Sack, but armed with information from Pendergast, he sent a letter to Dean Howard Meek at the Cornell University School of Hotel Administration.



Sgt. Sack packs to return stateside.

On the day before his discharge from the Marines, Sack went to the post office to submit a change of address form. In his mail he found an acceptance letter from Cornell for the spring term, which would start one week later. "It was such great luck," Sack said. "If the letter had not come that day, I would have gone home and I might not have gone to college at all."

Sack knew nothing of Johnson's letter until he showed up at Cornell the following week. As he walked through Statler Hall, he was called aside by Dean Meek. Meek told Sack that he had been honored to receive a letter from Howard Johnson and added that, since Johnson

thought that much of Sack, Meek had decided to accept him.

Sack's good fortune continued in Ithaca. Needing a job, he applied for a job as a campus patrol officer. As it happened, his most recent supervisor was best friends with Cornell's chief of police. Sack was hired as a full-time deputy sheriff for Tompkins County and assigned to the Cornell campus police. Five days a week for three-and-a-half years, Sack drove a patrol car around campus. "I never gave a ticket to anyone I knew," he pointed out. "I was big on warnings."

After graduating with distinction in 1961, Sack returned to Howard Johnson's, which was then the largest restaurant chain in America. He joined the corporate office in Braintree as an advertising assistant. Within three years he was promoted to assistant director of marketing and then to vice president of public relations. In 1967 the company sent him to the Harvard Business School, where he enrolled in the Program for Management Development.

Sack then became general manager of the company's Fast Food Service Division. In 1969 he developed a new division for the



At age of 16, Sack was already a seasoned employee of Howard Johnson's.



Sack, at right, was in the middle of things even as a student. He worked full-time as a Tompkins County deputy sheriff assigned to campus patrol.



AMID THE PAGODAS—Burton M. Sack, left, general manager of Howard Johnson Company's fast food service division, confers with officials of Royal Foods Ltd. during a recent visit to Expo 70 in Osaka, Japan. Royal Foods is the Japanese licensed operator of a limited menu restaurant at the world's fair. Discussing the operation with Sack are, from left, Edward Komono, assistant to the president of Royal Foods, and Shizusi Imaizumi, Royal's director of restaurant operations at Expo 70.

company, the Ground Round restaurant chain. Soon thereafter he was promoted to vice president for specialty restaurants, then to group vice president for real estate and corporate development, and finally to senior vice president for real estate, corporate development, architecture, design, and construction. In 1983 he completed a leveraged buyout, acquiring the company's 15 Red Coach Grill restaurants, which he then sold for their real estate and leasehold value.

In 1984 Sack acquired the rights to develop the New England territory for Applebee's, which at the time had only two restaurants.

He is an entrepreneur who has the multi-unit restaurant concept down to a science.

Giuseppe Pezzotti '84, MPS '96

His first restaurant opened in 1986, and by 1994 he had 16 restaurants operating in four New England states. That year he sold his restaurants to Applebee's International, agreeing to work for three years as an executive vice president of the company and as a member of its board. He retired from Applebee's in 1997 but continued as a board member until Applebee's was sold to IHOP International for \$2.1 billion last fall.

Sack is now a private investor in 18 start-up companies and a board member for five of them. He also devotes much time to charitable and philanthropic work. He is a longstanding supporter of the School of Hotel Administration and Cornell University as a whole. He has spoken in the Dean's Distinguished Lecture Series seven times; he returns often to speak to marketing classes, and he funded the class on restaurant management. He sits on the Dean's Advisory Council and has served as one of the school's executives-in-residence. One physical sign of his financial generosity is the Sack Family Hospitality Suite, an excellent meeting room built as part of the Beck Center addition to Statler Hall. Sack has also served on the Cornell University Council and the Cornell Real Estate Council.

"Skip Sack is a gentleman in every sense of the word," said Giuseppe Pezzotti '84, MPS '96, a senior lecturer in food and beverage.



age. "He greets you with a warm smile and a jovial manner. He takes a genuine interest in everyone he meets. He is an entrepreneur who has the multi-unit restaurant concept down to a science."

In addition to his Cornell involvements, Sack has spent much of the last 20 years helping to lead the National Restaurant Association (NRA). As chairman of the NRA in 2005, he traveled the world to promote the industry's interests, logging 150,000 air miles. Sack is also a founding board member of the Marine Corps Heritage Museum. In 2007 he had a unique opportunity to serve both of these lifelong passions as one of two NRA board members selected to take part in the association's first-ever partnership with the Marines Corps foodservice team. He joined a team of civilian and military leaders who toured Marine Corps mess halls worldwide and selected winners of the annual Major General W. P. T. Hill Awards.

Sack has little time for leisure, but he does manage to play two rounds of golf a month with his wife, Gail. He also loves to spend time with his five children and seven grandchildren. But he has no plans to slow down. He still spends ten hours a day at his desk, tending to his charitable endeavors, investments, and board duties. Each day, he says, he is exposed to something new.

"I'm very excited to be learning about different industries," says Sack, whose board duties range across the biomedical, software, and technology fields. "I am blessed in that I love what I do. I've been in the business world for 55 years and I haven't worked a day in my life."

By Bill Summers





A Bid for a Better World

The School of Hotel Administration has a new endowed scholarship, thanks to senior lecturer Rupert Spies and his students in Catering and Events Management—and the generosity of the many alumni and corporate partners who contributed to the class's annual charity auction. Over the course of two years (and two auctions), the class raised the \$25,000 necessary to name a scholarship in perpetuity for their late friend and classmate Keith O'Donnell '09.

O'Donnell's death in a gorge accident at the start of his junior year moved the members of Spies's fall 2007 class to devote half the proceeds from their auction event to creation of the scholarship. They designated the other half of the proceeds for a local meal program, Loaves and Fishes. The 2008 class chose Better Housing for Tompkins County as its local beneficiary. Both the 2007 and 2008 auctions raised totals of over \$25,000, enough to endow the scholarship and to donate an equivalent sum to the local charities.

As important as it is, raising funds is not the only objective of the annual auction, which is held the weekend prior to Thanksgiving break. "Throughout the semester the students learn about event planning, marketing and selling events, choosing and hiring the right entertainment, scheduling staff, developing a menu, deciding on the appropriate and efficient layout of the function rooms, and creating the design and décor of the event," said Spies. "This event allows them to apply the principles they have learned in class."

It also makes for sleepless nights, especially when the economy takes a dive just as the time comes to beat the bushes for auction donations. But the school's friends, alumni, and corporate partners came through magnificently, and the auction offered many wonderful buys on hotel nights, restaurant vouchers, wine auctions, and more from Ithaca to major cities on both U.S. coasts and in Hawaii, the Caribbean, and Europe. "Despite the hard times, our



Rupert Spies (center) with Lee and Beth Joseph.

alumni gave with great enthusiasm and generosity," said Spies, adding that professor Richard Penner was instrumental, as he had been the year before, in soliciting donations from his many contacts in the industry. Penner has been involved with the charity auction since its early days, more than 20 years ago, when its planning was part of the MMH/MPS curriculum.

In the end, the event was a complete success. More than 250 guests came, the Park Atrium was beautifully lit and decorated, and the food—ahi tuna in a sesame crust, New Zealand rack of lamb with rosemary pesto, smoked salmon rilette, duck with fermented black beans and ginger goat cheese, shrimp roll with micro greens, and more—was marvelous. A generous grant from the Society for Foodservice Management helped defray costs. Schwartz Theater Arts Center lighting designer Dan Hall and Statler Hotel chefs Robert White and Anthony Vesco shared their vision and labor with the students to make it all happen.

Lee Joseph—father of Will Joseph '08, who took the class last year—traveled from Boston with his wife, Beth, to preside over the auction with great panache and good humor. When one particularly attractive item—the chance to take a German dessert-making class with Spies—came up for bid, Joseph asked everyone with an interest in bidding to stand up. About a third of the audience stood. After instructing bidders to drop out by sitting down, he began calling out higher and higher prices, efficiently dispatching the deal for \$225. At another point, he reminded the audience that many people outside that room would be facing a hard winter and appealed to them, "Bid with your hearts, not with your heads." By whatever means they chose, bid they did—and Spies's students, the future recipients of the O'Donnell Scholarship, and the clients of Better Housing for Tompkins County will all be the richer for it.

By Jeannie Griffith

Shifting Sands: Alumni Driving Dubai's Dynamic Growth



Dubai: Where the future begins

One of the seven United Arab Emirates (U.A.E.) on the Persian Gulf and the Gulf of Oman, Dubai was once a quiet town that was home to fishermen, pearl divers, and traders from India and later Persia. But rapid development followed the discovery of oil in 1966, laying the foundation for today's modern society. Dubai has evolved even more rapidly since 2000, when rulers unveiled a bold plan to diversify the economy beyond oil and gas.

As part of that blueprint, Dubai set out to make tourism a cornerstone. Rulers put up striking and futuristic properties, including the world's tallest hotel. When Dubai ran out of coastline, developers built 300 islands to create 75 miles of new beachfront. Rulers even made it easy for people to visit, building up an international airline in just a few years.

Today Dubai is sun and sand, sports and safaris, skyscrapers and shopping malls. It is also home to people from across the globe. Less than 20 percent of the U.A.E.'s population is native, and less than half of it is Arab. Four in ten people are South Asians; Iranians, East Asians, and Westerners make up the rest. It is an enlightened citizenry: in the streets, western Europeans in Arab-inspired clothing walk past Arabs wearing fashion-forward western attire.

Adnan Shamim '03 was drawn to Dubai after reading about its growth online. "Dubai looked like the new cultural melting pot, a place where nearly everyone is from someplace else," said Shamim, a Pakistani-American who moved there in 2006. "Since practically no one is from here, everyone feels comfortable here."

Under the leadership of His Highness Sheikh Mohammad bin Rashid al Maktoum, prime minister and vice president of the United Arab Emirates (U.A.E.) and ruler of Dubai, Dubai's GDP has grown at an average annual rate of thirteen percent since 2000, outpacing both China and India. While the oil and gas industries still produce the bulk of export earnings, oil's contribution to GNP is only three percent, according to government officials. Dubai has grown through tourism but also by attracting international banking and financial-services companies that have made investments and built regional headquarters there.

Embracing tourism

Many believe that Dubai's open and inclusive nature feeds a culture of innovation, a culture evident in the exquisite hotels and resorts that signal Dubai's transformation. "People here are open to new ideas," said Esther Tang '04, who manages corporate communications for the Dubai Group, the financial services arm of Dubai Holdings. "We want to connect with the best minds in hospitality and bring their ideas to life in this market."

Dubai's foray into tourism has attracted many SHA alumni. More than a dozen SHA graduates are employed in the area, along with other Cornellians who work as architects, lawyers, and professors. For many, Dubai represents the chance to learn, grow, and take on responsibilities they might not have been offered elsewhere until later in their careers.

Like many of her peers, Tang carved her own path to this desert locale, which sits midway between London and Shanghai. As Cornell's senior class president, Tang shared the podium at Convocation in 2004 with former president Bill Clinton, that year's invited speaker. She then embarked on a journey across three continents—a search, she said, to move outside her comfort zone.

"I graduated from Cornell in a presidential election year. I realized afterward that I thought I had opinions, but I really didn't know what I was talking about," Tang said. "I wanted to get some experience to inform my opinions. Ignorance is inevitable; the key is to overcome it."

Tang moved to Texas, where she worked under Peter Klein '71, the chairman of the Dallas Convention and Visitors Bureau. Tang learned to love church and football just as native Texans do before deciding it was time for a new challenge. She moved to England, where she earned her MBA at the University of Oxford.

Curious to explore anew, Tang made a cold call to the Dubai Group. It had already amassed a diverse portfolio of investments in 26 countries as part of one of two major holding companies formed by the sheikh in 2000 to guide development in infrastructure, hospitality, healthcare, real estate, and private equity. After an initial stint in hotel asset management, Tang is now working to develop the firm's reputation with companies and groups that use capital in the United States and China.



Esther Tang '04

In her travels around the globe, Tang engages a range of people—government leaders, industry executives, middle-school students, religious organizations, factory workers, and university communities—to better understand their perceptions of Dubai, Middle Eastern business, and Arab world politics. She gives feedback to

Dubai Group executives on the company's strengths and weaknesses in building friendships with American, Chinese, and British counterparts.

"We have a strong reputation in the Middle East, and my job is to help develop the same reputation with companies in the United States and China," said Tang, who visited China three times in 2008. "We want to work with good companies. In the same way that people are judged by the quality of their friends, I believe that companies are judged by the quality of their business partners."

Confronting the myths

Many of Tang's personal efforts are devoted to helping people overcome misperceptions about Dubai's emirate culture. "There is great curiosity about the region, but few have had firsthand or formal exposure," she said. "A particularly rewarding responsibility of mine is helping our potential partners to understand that Dubai allows for a progressive culture where women have equal rights and where there is great tolerance for religious freedom. Misperceptions about women are especially common. People think women have no voice, but they have total control over how they live and worship."

Derek White '91 was curious about Dubai's culture when the Dubai Investment Group, a subsidiary of Dubai Group, recruited him to launch their hotel asset management function in 2006. On his visits to the company, White learned that many women held positions of power. "I was very encouraged to see that this is a progressive organization," said White, who has built a team of fifteen professionals that manages about a dozen properties. "That was an important factor in my decision to take the position."

In addition to her regular outreach, Tang is working to set up a conference for young business professionals from mainland China and counterparts in the Middle East. "I believe that the more direct exposure young leaders have to each other around the world, the more positive interdependence we will create," she observed. "With interdependence comes increased cultural understanding, compassion, curiosity, and ultimately a safer and more productive world."

Like Tang, Shamim has taken on much responsibility at a young age. As director of development for Dubai Infinity Holdings, he was among the first three people his company hired to invest in and manage unique real estate projects. Shamim has a hand in every stage of the company's developments—he creates concepts, engages world-class partners, and oversees the design and physical delivery of each project. In all his work, he aims to create brands that can be scaled and exported.

In one project, Shamim and his team are building Isla Moda, or "Fashion Island." Billed as a private paradise of style, the resort is taking shape on Dubai's manmade archipelago of 300 islands called the World. Isla Moda will serve an affluent clientele who seek to experience exclusive interior tastes created by the world's foremost fashion designers. Apart from unique residential *haute* homes, the island will cater to niche boutique ranges and luxurious hospitality facilities that will aim to push and create artistic and fashionable trends in design and comfort.

“We are working to create a place unlike any other,” Shamim said. “Yes, we will offer the best products, services, and experiences, but you can get that elsewhere. What will make us different is that our residents and guests will experience a curated lifestyle designed by the most legendary fashion designers working with the most avant-garde architects and interior designers.”

Shamim and his team are partnering with fashion luminaries from every continent, each of whom will create distinctive elements for the island. In what he calls one of his proudest achievements to date, Dubai Infinity Holdings recently closed a deal that will make



Al Masdar: The first green city

In February 2008 Abu Dhabi, the capital of the United Arab Emirates, broke ground on Masdar City, the world’s first zero-carbon, zero-waste, car-free city. The development budget for the city is \$22 billion. Of that total, Masdar (“the source” in Arabic) will contribute \$4 billion to develop the city’s infrastructure. The remaining \$18 billion will come through direct investments and the creation of various financial instruments to raise needed capital. One key to the city’s development will be carbon finance. Carbon emissions reduced by Masdar City will be monetized under the Kyoto Protocol’s Clean Development Mechanism.

In addition to full-time residents, Masdar City will seek to attract and encourage collaboration between experts in sustainable transportation; waste management; water and wastewater conservation; green construction, buildings and industrial materials; recycling; biodiversity; climate change, renewable energy, and green financial institutions. Masdar will maximize the benefits of sustainable technologies, such as photovoltaic cells and concentrated solar power, through integrated planning and design.

By implementing these technologies, Masdar City will save the equivalent of more than \$2 billion in oil over the next 25 years, based on February 2008 energy prices. The city will also create more than 70,000 jobs and will add more than two percent to Abu Dhabi’s annual GDP.

“We are creating a city where residents and commuters will live the highest quality of life with the lowest environmental footprint,” said Dr. Sultan al Jaber, Masdar CEO. “Masdar City will become the world’s hub for future energy. By taking sustainable development and living to a new level, it will lead the world in understanding how all future cities should be built.”

Rendering of Masdar City headquarters rooftop garden
©Adrian Smith + Gordon Gill Architecture.

Karl Lagerfeld the first designer to put his imprint on the resort by designing and branding a series of *haute* homes.

In another innovative endeavor, Shamim is leading the development of a new entertainment district. The joint venture brings Dubai Infinity together with Yash Raj Films, the preeminent entertainment and media conglomerate in India. The Yash Raj Films Entertainment District will comprise a theme park, a movie palace, unique hotel concepts, and many other Indian-genre entertainment concepts.

Shamim is juggling more than a busy workload. He is the class social chair of his executive MBA program at London Business School, was recently a groomsman in a weeklong Indian wedding, and is otherwise constantly engaged in work-related social and networking events. “My life is pretty chaotic right now,” he admitted, “but I love being a part of the incredible growth of this region.”

As for the recent global slowdown, Shamim is a realist. “I recognize that the Gulf is not immune to the global trends,” he remarked. “But when you look around here, there are still enough cranes in the sky to make it an enviable place. The leadership here is forward-thinking, and the region has drawn some very hard-working and motivated people. Dubai has the infrastructure, airport, seaport, free zones, time zone, and cultural openness that position it perfectly between the western world and the emerging world. Dubai has a lot of miles left on the clock.”



Adnan Shamim '03, Mila Nouralla, MMH '05, Esther Tang '04, and Andrew Vedamuthutake '05 enjoy the Dubai social scene.

CHS Dubai chapter: Kinship, education, and outreach

Tang and Shamim have also founded a young but growing Dubai chapter of the Cornell Hotel Society. Launched with just 12 members a year ago, the invitation list now exceeds 80. Chapter members meet several times a year, mixing social events with educational seminars and community service projects.

One seminar late this past winter featured a presentation on revenue management, a relatively new concept in Dubai, by Sherri Kimes, the SHA’s Singapore Tourism Board Distinguished Professor in Asian Hospitality Management. Tang worked with the general managers of local properties to draw in 22 professionals who paid to attend the event, which was held at a hotel managed by the

Dubai Group. Professor Kimes, who teaches at the Cornell-Nanyang Institute in Singapore, is planning to bring an entire class to Dubai in the spring.

On another front, Dubai chapter vice president Andrew Vedamuthu '04 is leading an effort to help students and alumni find jobs in the area. He recently led a conference call during which he answered questions from Cornellians around the globe.

When these leaders need a break from work, social and cultural offerings abound. Backyard barbecues on the beach, outdoor movie screenings, and beach volleyball games are popular events. "There is as much to do here as in any other city," White said. "It is a great place to get experience."

As do her peers, Tang sees Dubai as a place where she can continue to learn from those around her. In that spirit, she recently began taking Arabic lessons at a local language center. "You don't need to learn Arabic, because everyone speaks English," Tang pointed out. "But life is more interesting when you can engage with local people and understand the background behind their figures of speech."

By Bill Summers

Jumeirah Palm Island in Dubai is a manmade modern wonder of the world.



Dubai has the infrastructure, airport, seaport, free zones, time zone, and cultural openness that position it perfectly between the western world and the emerging world.

Adnan Shamim '03



A mosque in the heart of Dubai City,



Burj Dubai, the world's tallest building, is at left; in the center is Shk Zayed Road and new monorail station. Center foreground is Satwa, with Jumeirah Beach at right.

Executive Education Programs for Professional Development



Kathy Chan and Farah Shammam work together during PDP 2008

Dynamic and Innovative: the Professional Development Program in 2009

Are you aware that the School of Hotel Administration's Office of Executive Education offers courses for managers and executives working in the industry? In fact, this is the 81st year that the Cornell Professional Development Program (PDP) has been offered to management professionals in the hospitality industry. Our promise to program participants and their company sponsors is to advance both business and personal success, and we do this by providing learning opportunities that are both relevant and applicable. PDP 2009 is no exception; we have added new instructors, modified course content, and restructured one of the PDP certification sequences.

Managers Need to Understand the Top Line to Affect the Bottom Line

Most organizations are looking at every line item and every process—from how often to change a light bulb to which flowers to use in the lobby to how to balance employee morale with real business concerns. These things directly affect the bottom line, and they are important to ensuring an organization's survival. In addition, strong leaders who understand the big picture will lead their organizations to success. The School of Hotel Administration, through its partnership with eCornell, offers over 37 hospitality management courses. Several of these relate to revenue management, strategic marketing, and demand distribution. Our treatment of these topics gives course participants a clearer understanding of how to affect the bottom line through top-line activities.

2009

Earning a PDP certification provides an opportunity to focus learning on a specific area of expertise. The Office of Executive Education offers 13 Cornell certifications in a range of hospitality-focused areas. The certification in real estate, development, and hotel investment—one of our most popular—is even more interesting for 2009, given that navigating the current hotel real estate market will require up-to-date knowledge and a high level of skill.

A pressing demand for advanced study and high-level participant input have led to the redesign of this PDP certification. In 2009, participants will begin their studies by completing a series of six online Cornell courses focused on hotel real estate valuation, management, and financing. Building upon the online courses, the PDP's six-day, intensive classroom course will provide a high-level, interactive format for exploring more in-depth concepts in hotel real estate and financing. By completing both the online courses and the classroom-based PDP course, participants will have an opportunity to develop a high level of expertise in this critical and dynamic field.

New to the PDP teaching roster is Robert Kwortnik, assistant professor of marketing and tourism, who will be leading the course Strategic Marketing for Hotels and Restaurants. Kwortnik specializes in consumer behavior in the service industry and brings years of specialized knowledge to the classroom. In addition, David Sherwyn, associate professor of law, and Paul Wagner, adjunct assistant professor of law, will co-teach a new course, Employment Relations in the Hospitality Industry. Both of these faculty members have extensive experience in employment law and collective bargaining. The course promises to be an active exploration into one of the most critical issues for hospitality managers today.

To further understand the PDP experience, view the new video clips on the Executive Education website at www.hotelschool.cornell.edu/pdp.

By Amy Boardman

The bottom line for alumni of the School of Hotel Administration is this: discounted pricing on all online courses. Whether you are thinking about making a career change or just want to strengthen your current skills, now is the time to look at online courses. They are available when and where you are.

Contact the Office of Executive Education at exec_ed_hotel@cornell.edu to learn more about alumni pricing and the courses available to advance your business and personal success.

Strong Leadership Will Weather the Storm

With the economic hardships facing the global community, many hotel companies are looking with trepidation at what the coming year will bring. The question is being asked, "What can we be doing to weather these stormy economic times?" One Manhattan hotel owner believes he has the key: lifelong learning.

Believing that a strong leadership team is the key to success, James Knowles, owner and CEO of the Roger Smith Hotel, has been promoting innovative educational opportunities for decades. He begins internally by rotating senior managers through all operational areas of the hotel. Through this process managers gain a greater understanding of overall hotel operations and how the departments work together. This, in turn, allows them to create a better experience for the guest. But internal learning is just the beginning: senior managers at the Roger Smith are also encouraged to explore external educational opportunities. Knowles strongly believes in the "miracle of human growth" and that continuous learning fosters better, more loyal managers.

Ek Wongleecharoen, assistant general manager at the Roger Smith Hotel, attended the Cornell School of Hotel Administration's 2008 General Managers Program (GMP) as part of his external educational exploration. "The biggest thing I gained from attending GMP was to look at myself and how I am as a manager," he said. "GMP provided insights into management style, strategic planning, change management, and innovation. By incorporating what I learned, I have become more patient, and I relate better with my team."

Wongleecharoen is the third manager from the Roger Smith to attend this highly regarded program, following in the footsteps of Phoebe Knowles, general manager of the Roger Smith in 2004, and Cesar Avery, the hotel's current general manager. All three gained valuable insights and a refreshed perspective during their time at Cornell. Having three managers from one property attend the program created a shared experience and provided them with a common language for addressing challenges. "We have a similar

educational experience, so we are able to discuss challenges in that context and to agree quickly on a course of action. We've become a better management team," explained Avery.

Wongleecharoen said that what most surprised him about his GMP classmates was their international experience. He still keeps in close contact with ten to fifteen classmates from all over the world. "Having access to these individuals is well worth the price of the course," he noted.

Avery, who attended the GMP in 2007, echoed his colleague's statements. "I still stay in contact with many of my classmates. I will hear my phone buzz in the middle of the night, and in the morning I see that someone from the other side of the world has called to ask a question. It's a great feeling." Avery continued, "I didn't expect the diversity of participants. In my class, I believe there were only six Americans. This allowed us to get a broader view of what different hotels are doing around the world—in Asia, Dubai, and South America. I have also found that my connection to Cornell and the hotel school's alumni organization has strengthened my reach in the industry. I attend Cornell events in New York and I have even hosted Cornell student groups in our hotel. This is a business that thrives on connections, and the Cornell Hotel Society is an exceptional network."

As hotels evaluate how they will succeed during the challenging times ahead, going back to basics and investing in up-and-coming leaders should be a high priority. Cornell's General Managers Program seeks to transition day-to-day managers into strategic leaders, and it has accomplished just that for the team at the Roger Smith Hotel.



Ekkarin Wongleecharoen, GMP '08, and Cesar Avery, GMP '07, of the Roger Smith Hotel in Manhattan

By Amy Boardman



Congratulations to the General Managers Program Class of January 2009

The Cornell University School of Hotel Administration's Office of Executive Education wishes to thank and congratulate the General Managers Program Class of January 2009, and welcome them into the SHA community. The class's 28 participants have joined the elite group of individuals who have completed the GMP, which for 25 years has been the premier program for hotel general managers and their immediate successors. This GMP class drew 90 percent of its participants from outside of the United States, allowing the program to offer once again an excellent platform for exploring issues from a variety of perspectives. The next programs will be held this June in Ithaca and during July/August in Singapore.

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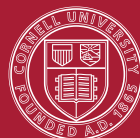
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Cornell University
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CHR News

Reports and Tools Moving the Industry Forward

The School's Center for Hospitality Research (CHR) continues to grow and thrive as the leading producer of practical research that powers the industry forward. The center pursues this mission by building partnerships with hospitality leaders; underwriting cutting-edge research and tools produced by our faculty; holding industry forums to address timely subjects; and sponsoring major industry events. Read on for more about the center's latest activity.

McDonald's Joins the Center

McDonald's USA, the world's largest franchiser of quick-service restaurants, has joined the Center for Hospitality Research as a senior partner. "This is a time for all industry leaders to step up the effort to improve operations and management strategy," said Steve Russell, the company's chief people officer and senior vice president for human resources. "We're supporting the Cornell research program in an effort to raise the tide for all industry operators." Said CHR academic director and associate professor David Sherwyn, "We welcome McDonald's USA as a senior partner. Their willingness to sponsor conferences and research demonstrates a forward-looking approach to the industry's present situation. I look forward to working with Steve Russell on our advisory board."

Standard Workweek Doesn't Work for Everyone

Hospitality managers would do well to consider employees' wishes in setting the number of hours they work each week, according to a new study from the CHR. Rather than use the arbitrary standard of 40 hours as a fixed gauge in scheduling all workers, the study suggests applying employees' own preferences. The study, by Lindsay A. Zahn '09 and Michael C. Sturman, the Kenneth and Marjorie Blanchard Professor of Human Resources, examined the attitudes of 1,000 workers.

"Given today's economic conditions and cutbacks in work hours that workers are experiencing, we felt it was important to look into the psychological consequences of 'hours mismatch,' the difference between the number of hours employees desired and the actual number of hours received," said Zahn. "The usual standard of 40 hours is meaningless in terms of whether employees are overscheduled or underscheduled. Instead, employees who don't get the hours they want are more likely to turn over, especially if they have too many or too few hours."

The report is available from the center, at no charge, at www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-14944.html.

Roundtable Examines Key Challenges in Service Innovation

Service organizations face continual headwinds as they develop innovative ways to serve their customers. The challenges and possible solutions are addressed in the inaugural release in a CHR series titled *Cornell Hospitality Roundtable Proceedings*. Rohit Verma, associate professor of service operations management, organized the Service Innovation Roundtable and wrote the proceedings with the assistance of five other roundtable facilitators. The document is available at no charge from the center at www.hotelschool.cornell.edu/research/chr/pubs/roundtableproceedings/KeyElementsOfServiceInnovationInsightsfortheHospitalityIndustry explains and analyzes three key aspects of service innovation that were identified by participants in the roundtable. Those key aspects are customer-focused issues, process-focused issues, and the need for continuous improvement. "Roundtable participants identified several challenges to service innovation and then worked on ways to overcome those challenges," said Verma. "As explained in the proceedings, service innovations are easily

imitated, they must be tested in real time with real guests in a real hotel, and they cannot be recalled once they are released."

The best strategy for innovation is for service operations to gain the support of their employees. "The most successful innovators promoted what participants called a 'culture of innovation,' which encourages employees to participate in a company's innovation efforts," said Verma.

The Service Innovation Roundtable is one of a series of roundtables produced by the Center for Hospitality Research. Participants include the center's corporate partners, members of the Cornell faculty, and invited academics and executives. Other roundtables have focused on marketing, menu development, and labor and employment law, among other topics.

Thompson Hotels Joins as Partner

Hotel operator Thompson Hotels has become a partner of Cornell's Center for Hospitality Research. Thompson owns and operates hotels in New York City, California, Washington, D.C., Toronto, and Seoul, Korea. Company co-owner Stephen C. Brandman joins the center's advisory board.

"Thompson Hotels and Stephen Brandman will bring a new and different perspective to our advisory board," said David Sherwyn, center academic director and associate professor of law at the school. "I welcome his ideas and contributions to the center's research agenda."

"We are pleased to support the Center for Hospitality Research because of its forward-looking approach to excellence in industry research," Brandman said.

Study Finds Anomaly in REIT Dividend Patterns

An analysis of nontraded real estate investment trusts (REITs) by John B. (Jack) Corgel, the School of Hotel Administration's Robert C. Baker Professor of Real Estate, and Scott Gibson, an associate professor of finance at the College of William and Mary, finds that their structure puts long-term investors at a disadvantage. While noting that their high dividend payouts can make REITs an attractive buy-and-hold investment for income-oriented investors, the authors conclude that those payouts are diminished for long-term holders.

"These are called nontraded REITs because shares are sold through broker-dealers, and those shares do not trade on public exchanges. The REITs that we studied were formed to purchase hotel properties," explained Corgel. "Our model found that REIT returns for long-term holders diminish as a result of fixed share prices, which do not change even when the value of underlying assets appreciates. Those gains are absorbed by commissions and fees when new investors enter the picture."

While Corgel and Gibson agree that the relatively high dividend payouts for hotel real estate investment funds mitigate the reduced return for long-term holders, they suggest that a more equitable approach might be to revalue the shares to reflect asset-value changes. "This would allow all investors to share in the appreciation of the underlying assets," Corgel pointed out. "Instead, what we found is that many REITs were paying out dividends in excess of their funds from operations, which is an unstable situation."

The report, *Nontraded REITs: Considerations for Hotel Investors*, is available at no charge from www.hotelschool.cornell.edu/research/chr/pubs/reports/2008.html.

Cornell Hotel Society

2009 Asia Pacific Regional Meeting



Come experience the beauty of Ilha Formosa
Taipei, Taiwan

SAVE THE DATE
November 12-15, 2009

Further program details will be forthcoming.

Please contact CHS Taiwan Chapter Committee at chs.taiwan2009@gmail.com for more information.

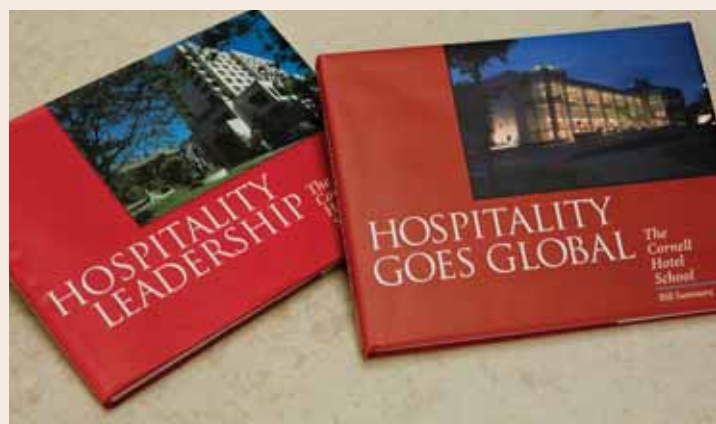
HOSPITALITY GOES GLOBAL

A lavish portrayal in words and images recalling advances, trends, challenges, surprises, innovations, and serendipitous events, as well as the Cornell School of Hotel Administration's graduates, through the industry's evolution in the twentieth and early twenty-first centuries.

*U.S. copies are \$45 each (includes S&H);
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To order your copy online, visit www.hotelschool.cornell.edu/about/pubs/hospleadership.html or contact Erin Rodriguez, in Alumni Affairs, at emr78@cornell.edu.

Also available, "Hospitality Leadership," published in 1997—A retrospective tracing the School of Hotel Administration's history from its initial struggle to establish hotel management as a degree program to its current role as the industry's most prestigious training ground for industry leaders.



The Cornell Hotel Society—Serving Our Alumni

A Message from Linda Schrier-Wirth, President, Cornell Hotel Society

I am honored and proud to serve as president of the Cornell Hotel Society for 2009. Cornell University, the School of Hotel Administration, and the Cornell Hotel Society have played a very large role in my life. The lessons learned from my Cornell education, fellow Hoteliers, friends, and hospitality career have enriched my professional and personal life. As an executive recruiter I have seen firsthand the value of a Cornell hotel school education. My interactions with fellow graduates are rapidly expanding, literally around the world, as I look forward to visiting the European and Asian chapters this year at their regional meetings. These will take place, respectively, in Berlin (April 24–26) and in Taipei (November 13–15).

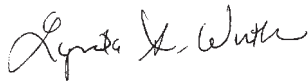


I am very fortunate to have an extremely talented Executive Board this year, including **Deiv Saluts kij '71**, first vice president, **Carmel D'Arienzo, MPS '88**, second vice president, **Christine Natsios '85**, secretary, and **George Bantuvan is '51**, treasurer. It is our goal to keep the Society as the model for alumni involvement and to increase participation and interaction with each and every chapter.

These are unprecedented economic times, and we are all faced with many challenges going forward. The CHS Executive Board, along with several regional and chapter leaders, is collectively discussing ways that our alumni organization can help those who find themselves at a turning point in their careers. We are encouraging chapters to hold many small and inexpensive functions, either to feature job and career coaching or simply to get alumni together for as many networking opportunities as possible. Please check our website often at www.chscornell.com to see what might be occurring in your region.

On an exciting note, stay tuned for an update on the ongoing effort to improve the infrastructure of our alumni database. The School of Hotel Administration, along with the other colleges at Cornell, is well on the way to converting to a new online networking website scheduled to be unveiled later this year. This effort will help keep Cornell's relationship to alumni relevant; your active alumni participation makes this relationship vibrant.

If you would like to get more involved in CHS or have helpful comments or suggestions about how to enrich the Society, I can be reached via email at Lynda@SchrierWirth.com. I look forward to seeing many of you at events in your region this year.



Lynda Schrier-Wirth '82, President
Lynda@SchrierWirth.com

2009 Cornell Hotel Society Leadership

Lynda Schrier-Wirth '82
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Deiv Saluts kij '71
First Vice President

Carmel D'Arienzo, MPS '88
Second Vice President

Christine Natsios '85
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George M. Bantuvan is '51
Treasurer

Maximize Your Membership

The Cornell Hotel Society is the alumni association of the Cornell School of Hotel Administration. The society, which currently has 60 chapters worldwide, promotes the interests of the entire SHA community. Members foster fellowship, education, professionalism, and training in the hospitality industry and provide scholarship support to students of the school.

Alumni who pay their annual dues receive the following benefits:

The Membership Directory

The CHS membership directory is now available online to all members at www.hotelschool.cornell.edu/alumni/directory. The directory lists the most current contact information on all graduates. You can update your address online as well. When logging into the membership directory, please read and sign off on Cornell's policy regarding the use of alumni information for business purposes. It is important that our directory be used only to contact other alumni and not for mass mailings, and for all of us to protect that information.

Membership Card

The Cornell Hotel Society annually provides a personalized membership card for members. The 2009 edition provides member discounts at Alamo Rent-A-Car, National Car Rental, InterContinental Hotels Group, and the Cornell Club of New York.

Lapel Pins

The Cornell Hotel Society will mail an embossed membership pin to any member on request.

Alumni Events

With 60 chapters worldwide, you are invited to all local and regional events sponsored internationally by the Society, providing excellent opportunities for Hoteliers to network and meet local graduates.

Cornell Hotel School Magazine

All matriculated alumni receive the *Cornell Hotel School* magazine. It contains feature articles from the school and news from the alumni classes and informs alumni about chapter events throughout the world. This is an excellent way for alumni to stay informed and involved with their school, classmates, and the Society.

To enroll or learn more about the Cornell Hotel Society, contact the Alumni Affairs Office at 607.255.3565 or hotelsociety@sha.cornell.edu. Alumni also may choose to pay 2009 dues online at www.hotelschool.cornell.edu/alumni/chs/dues.

Visit us online at www.chscornell.com.

Chapter Events

Northern California

On January 9, 2009, the Northern California chapter hosted its 15th annual pizza dinner for Hotelies home on winter break, recent graduates, and applicants to the School of Hotel Administration. The dinner was held, as always, at Caffé Viva, located in San Francisco's North Beach neighborhood.



Past, present, and future Hotelies gather together to enjoy the Northern California chapter's 15th annual pizza dinner.



Miranti Ojong '02, Catharine Chow '01, and their friend, Kierra Box, enjoy the party.



Albert Yu '98, Derek Bromley '96, and Stephen Clark '95 celebrate.

Atlanta Lodging Outlook 2009

The Georgia Chapter held its annual Atlanta Lodging Outlook seminar on September 8, 2008. Approximately 350 members of the Atlanta lodging industry packed the ballroom of the Intercontinental Hotel in Buckhead.



Chapter president **Travis Ray '94** welcomed everyone to the seminar along with Jim Sprouse, executive director of the Georgia Hotel and Lodging Association (GHLA). The event is organized by CHS and co-marketed with the GHLA and Atlanta Convention and Visitors Bureau (ACVB). **Dave Neises '79**, president of the Commonwealth Company, served as moderator for the two panel presentations.

In light of the tornado that hit downtown Atlanta in May 2008, the topic for the first group of panelists was "Risk Management: Disaster Planning." Robert Kwortnik, Cornell assistant professor of marketing and tourism, started the discussion with a presentation on his research regarding the power outage that struck the Northeast and Midwest in 2003. He was followed by Ed Walls, general manager of the Westin Peachtree Plaza, and Kevin Duvall, assistant general manager of the Georgia World Congress Center. Both of these facilities received extensive damage from the tornado last May.

The second panel consisted of authoritative speakers with valuable information for the 2009 marketing plans and budgets of the audience. Tom Cunningham, vice president and associate director for the Atlanta Federal Reserve Bank, provided valuable insight into the thinking and actions of the Fed during the current economic crisis, as well as his forecast for the local and national economy. Mark Vaughan, executive vice president of sales and marketing for the ACVB, presented the outlook for leisure and group travel in the local market. **Mark Woodworth '77**, president of PKF Hospitality Research, closed the session with his forecasts of performance for the local and national lodging markets.

The Atlanta Lodging Outlook event has become an annual "must attend" event on the calendars of local hoteliers as well as a major fundraiser for the scholarship fund of the Georgia chapter.

Georgia

Georgia Chapter Celebrates the Holidays at Home

On December 7, 2008, the Georgia chapter held its annual holiday party at the home of **Mark '77** and Mary Kay **Woodworth**. The Woodworths' new home was festively decorated by Mary Kay and her family. Assisting in the preparation of the event were **Meri Goldstein '04**, **Garnie Nygren '05**, and **Robert Mandelbaum '81**.

Forty-five Atlanta Hotelies and guests gathered to enjoy a scrumptious dinner and dessert buffet. **Alan LeBlanc '84** generously donated a keg of beer from his Max Lager's American Grill and Brewery and arranged for discounted wine. During the annual gift exchange, the role of Santa Claus was played by **Mark Newton '74**, who did a masterful job of controlling the rowdy crowd.

The Atlanta chapter was honored to have **Christine Natsios '85**, SHA director of alumni affairs, join us and provide an update on activities at the School of Hotel Administration. After Christine's presentation, outgoing chapter president **Travis Ray '94** gladly presented her with a \$10,000 check from the Georgia chapter for its scholarship fund.

Newly elected chapter president **Garnie Nygren '05** then thanked Travis for his years of service as president of CHS Georgia. Joining Garnie on the board for 2009 are vice president **Taylor Beauchamp '02**, treasurer **Meri Goldstein '04**, director of membership **Steven Nicholas '92**, and event planners **Robert Mandelbaum '81**, **Sophia Lin '05**, **Fred Castellucci '07**, **Alex White '98**, and **Adam '06** and **Bumjoo '05 Maclennan**.

Many thanks to Mark and Mary Kay for opening up their home and hosting a wonderful party!



Share Your Chapter News

Your fellow alumni enjoy reading about news and events from CHS chapters around the globe. Whenever you hold an event, send us a brief write-up that we can share. Better yet, send a high-resolution photo and a caption identifying everyone in the photo.

Send news summaries about your chapter activities and events to Brenda Ramin-Thomas at bkr26@cornell.edu or by mail to 174 Statler Hall.

Atlanta



Pasta Tasting Event

On November 19, 2008, **Fred Castellucci III '07** hosted a pasta tasting event for CHS Georgia at his Sugo Restaurant in Roswell. A group of 20 hungry Hotelies sampled a variety of types of pasta. For each pasta, Fred and his father, Fred Castellucci II, selected the appropriate sauce and wine pairing. Joining in the presentation were Mario of Maestri Pasta and Jil Masri of Mama Mucci Pasta, who described the history of pasta making, methods of production, and proper cooking techniques.

Thanks to **Alex White '98** and **Garnie Nygren '05** for organizing this very fun, informative, and tasty event.

Arizona

Southwestern Holiday Gathering

In December 2008, **Keith '79** and Jody **Underwood** kindly opened their beautiful home and hosted the holiday brunch for the Arizona chapter of the Cornell Hotel Society with chapter president **Nancy Seadler, MPS '79**.



Back row from left: John Rodriguez, **Doug McCorkle, MPS '87**, **Dick Degnan '51**, **Keith Underwood '79**, Jody Underwood, **Raj Chandnani '95**, **Mary Brierley-Peterman '74**, Steve Peterman, Mary Ann Eberhart, **Steve Eberhart '82**, **Brandon Maxwell '84**, Jill Maxwell, Francis Yost, and **Jean Robert Cauvin '78, MS '79**. Front row from left: **Julie Zagars '94**, chapter president **Nancy Seadler, MPS '79**, Einar Seadler, Lilly Rodriguez, Sabrina McCorkle, **Holly (Bartel) Rodriguez '97**, John Rodriguez, **Julie (Phillips) Strecker '93**, Rose McCorkle, Garrett McCorkle, Jessica Maxwell, Alexandra Maxwell, and Jack Maxwell. Not pictured: **Jim '63** and **Rae Mitchell**.

Central Florida

Breakfast Gathering

The Central Florida chapter held a sumptuous breakfast Feb. 6 in conjunction with the North American Association of Food Equipment Manufacturers Show. Insinger Machine, a company owned by **Rob Cantor '68**, was the breakfast's major sponsor. Special guests were School of Hotel Administration senior lecturers Rupert Spies and **Stephani Robson '88**, MS '99 (Hum Ec).



During their trip to Orlando, Cornell senior lecturers **Stephani Robson '88**, MS '99 (Hum Ec) and Rupert Spies, center, visited with University of Central Florida professors **Chris Muller, MPS '85, PhD '92**, left, and **Tadayuki (Tad) Hara, MPS '91, PhD '04**, in their offices at the Rosen College of Hospitality Management.



Chapter president and host **Larry Stuart '76** attended to every detail and put on a spectacular showing for the 75-plus guests who attended the Central Florida chapter's breakfast at the Embassy Suites in Orlando on Feb. 6.

Florida Sun Coast Chapter

A small gathering of the Sun Coast chapter was held October 12, 2008, at the Marco Island Yacht Club. The event was a sumptuous brunch buffet along with spicy Bloody Marys, mimosas, and a spectacular view of the Intercoastals. As the kick-off to our chapter resurrection, it was a good time.



From left: Katy and Callaway Cleary and **Tom Cleary '89**, chapter president; **Fred Hirschovits '75**, regional vice president; **Paula Diamond '75**; Donna and **Beirne Brown '74**, host of the event and former MIYC general manager; Scott Diamond; and **Ruth Nichols '81**, chapter treasurer.

Southern Florida

Two Cornell and Alumni Events

Over the semester break Dean Michael Johnson visited with almost 50 alumni at an event hosted by the Southern Florida chapter at the Key Biscayne Yacht Club and attended the Big Red reception at the hockey tournament in Estero. There were several hundred Cornellians in the crowd, and he had a chance to talk with at least a dozen Hotelies. All in all, he said, it was a great trip.



Dean Michael Johnson and his family enjoy dinner at Asia de Cuba with the Galbut and Menin families at Keith Menin's recently opened Mondrian South Beach Hotel in Miami, Florida. Front row from left: Jill, Thomas, and Dean Michael Johnson. Back row from left: Andrew and Alex Johnson, **Russell Galbut '74** and his daughter, Jenna, and **Keith Menin '03**.

Finland, Russia, Baltics



Deiv Salutskij '71, president of the Finland, Russia, and Baltics chapter, wrote: "We visited a new restaurant concept, Wrong Noodle Bar. There were only four of us who attended." From left: **Esko Paalasmaa '76**, **Kent Nadbornik '69**, **Deiv Salutskij '71**, and the first Finnish graduate of the School of Hotel Administration, **Matti Sarkia '64**. "Kent was the second graduate and I was the third graduate from Finland," said Deiv.

Kenya/East Africa



Julie Wahome '92, Christine Mbinya Ndibo, MMH '01, Lauren MacKenzie '80, and Clement Nyamongo '74 enjoy lunch at the River Café, Rosslyn River Garden, Nairobi.

Hawaii

In December, Cheri Ferrell and her husband, Bill, took a wonderful vacation in Hawaii. They were very pleased to catch up with **Dick Holtzman '76**, who hosted them on the island of Kauai, and **Julie Takeguchi '01**, who arranged for a cocktail party at Tiki's Bar and Grill in Honolulu.



From left: Bill and **Cheri (Hon.) Farrell** with **Dick Holtzman '76**, their gracious host, on the 18th green of the Poipu Bay Golf Course on Kauai, Hawaii. The course is the former home of the PGA Grand Slam of Golf.

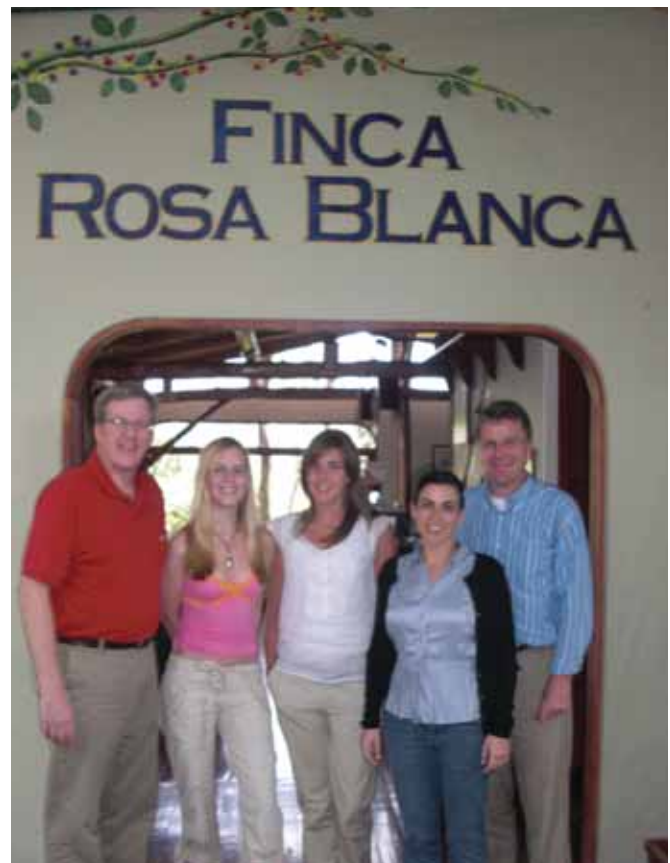


From left: **Charles "Barry" Robinson '79**, **Julie Takeguchi '01**, and **Cheri (Hon.)** and **Bill Farrell** at Tiki's in Honolulu, Hawaii.

Latin America



Dean Michael Johnson and Meg Hardie Keilbach '88 (CALs), SHA director of development, had an excellent series of visits with alumni and friends in Mexico City and in San Jose, Costa Rica, during the last week of February. **Alison Cassorla '03** of the Mexico chapter and **Hans Pfister '95** and **Nathalie Monge de Andreis '05** in Costa Rica took the lead in planning two very successful chapter events. This was the dean's first trip to Latin America, which is home to a high number of SHA alumni. During his stay in Costa Rica, Hans Pfister and **Andrea Bonilla '97**, co-owners of Cayuga Sustainable Hospitality, provided a tour of Finca Rosa Blanca, a sustainable coffee plantation and ecolodge. Johnson discussed with them the possibility of developing student projects to focus on environmental and economic sustainability.



From left: Dean Johnson, **Nathalie Monge de Andreis '05**, **Millay Kogan '06**, **Andrea Bonilla '97**, and **Hans Pfister '95**.

South America

In February, **Cheri (Hon.)** and Bill **Farrell** were off to Brazil for a visit with hosts **Greg Ryan '74** and his wife, Montserrat. While they were there, the Ryans got a group of alumni together for a very enjoyable dinner with the Farrells at the Radisson in Sao Paulo.



Dinner at the Radisson Hotel in Sao Paulo on February 19. From left: Back row: **Horatio Saccoman '99**, **Alfonso Munk '96**, Catalina Mendez Munk, **Charles Krell '82** (his wife, Daisy, not visible), Bill Farrell, Kevin Raub, **Michael Asmussen '73**, **Greg Ryan '74**. Middle row: Mrs. Saccoman, **Cheri Farrell**, **Adriana Baptista Schmidt '99**, Camilla Asmussen, **Richard Hayes '73**, Montserrat Ryan. Front Row: **David Tuch '79**, Helena Tuch, Jane Ryan.



On February 23 the Ryans, along with two friends, danced the samba with the Salguero Samba School as part of Carnival. And their school won! Pictured getting ready for the samba parade in their glorious costumes are, from left, Yara Pavan, Sylvia Miranda, **Greg Ryan '74**, and Montserrat Ryan.

Digital Photograph Submission Guidelines

When you take pictures for this magazine, **be sure to set your digital camera on the highest resolution it can shoot.** Save the resulting JPEG, RGB, files at the highest resolution possible. Send us these raw, high resolution images. If they are too large for an e-mail, try "zipping" them in a compression program, or send them at original size to the magazine on a CD. (PDFs will work if they are high-resolution PDFs. **Please do not send 72 ppi* images off the web, or any images which have been downsized, or scanned from inkjet prints.**)

In *Class Notes* and *Chapter Events*, most of the images need to be 2 to 3 inches wide at 300 pixels per inch. That translates to 12 to 13 inches wide at 72 ppi*. A double column photograph needs to be 4 to 5 inches wide at 300 ppi, and around 21.5 inches wide at 72 ppi. (*72 pixels per inch)

*Your photos are the *glue* of this section— please keep them coming!*

Upcoming Chapter Events 2009

July 01, 2009

Australia/New Zealand

CHS Pre-conference Cocktails. The night before the start of the Australia New Zealand Pacific Hotel Investment Conference (ANZPHIC), the Australia/ New Zealand chapter of the Cornell Hotel Society invites all Cornellians to join us for a pre-conference get together. Location: Sydney, TBD Time: 6:30 p.m. Contact: Carol McDowall '92 at +612.8232.5064 or email at carol.mcdowall@macquarie.com.

July 30, 2009

California, Northern

SAVE THE DATE! Dean's Reception in San Francisco. Reception for Dean Michael Johnson during his visit to San Francisco. Details to come. Location: San Francisco, TBD Time: 6–9 p.m. Contact: Albert Yu '98 at 408.615.8509 or albert.b.yu@gmail.com.

September 11–13, 2009

AlpAdria

2009 Annual Meeting in Budapest. SAVE THE DATE! Location: TBD Time: TBD Contact: Christian Walter '08 at +43.1.5120707 or email at christian.walter@pkfhotels.com.

November 12–15, 2009

All Chapters

Asia/Pacific Regional Meeting. Join us in Taipei, Taiwan, for our annual regional CHS meeting and scholarship fundraiser and a taste of the history and people of Taipei. A quote from the Lonely Planet guide describes Taiwan as "increasingly drawing travelers of all stripes: from spiritual seekers looking to experience the island's religious heritage to gourmards in search of the perfect night-market meal to computer geeks scanning the horizon for the latest high-tech gadgets. Taiwan offers visitors a hypermodern skin, an ancient Chinese skeleton and an aboriginal soul. And more than that, Taiwan has some of the world's warmest people, affable to a fault and so filled with rénqíng wèi (which, roughly translated, means 'personal affection') that few who come to Taiwan a stranger leave that way." More information forthcoming. Please contact Regan Taikitsadaporn to donate packages and items for the scholarship auction.

Location: Taipei, Taiwan
Contact: Regan Taikitsadaporn '93 at 852.21926033 or email at regan.taikitsadaporn@marriott.com.

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Seiji Tanaka '81; 81.75.241.0891

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Becky Burns MPS '82, 716.614.6462

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Deniz Omurgonulsen '00 212.515.5857

North Carolina—

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503.241.8099

PanHellenic—

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Philadelphia/New Jersey Shore—

Katherine Chan '06; 215.579.1804

Philippines—

Annabella Santos Wisniewski '65;
632.810.6173

Pittsburgh—

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South Carolina—

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John Monhardt '85; 46.40230970

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Texas, Southern—

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Westchester/Fairfield—

Gary Hwang '05; gh68@cornell.edu
Evan Hurd '03; 203.849.8844

Wyoming—

Ryan Schoen '04; 415.717.9702

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1952—Nick North

1953—Volunteer Needed

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2002—Rohan Gopaldas

2003—Zach Conine

2004—Lindsey Cragg

2005—Ari Cantor

2006—Doug Leuthold

2007—Arthur Chang

2008—Geoffrey Gray

Hon.—Allen Ostroff