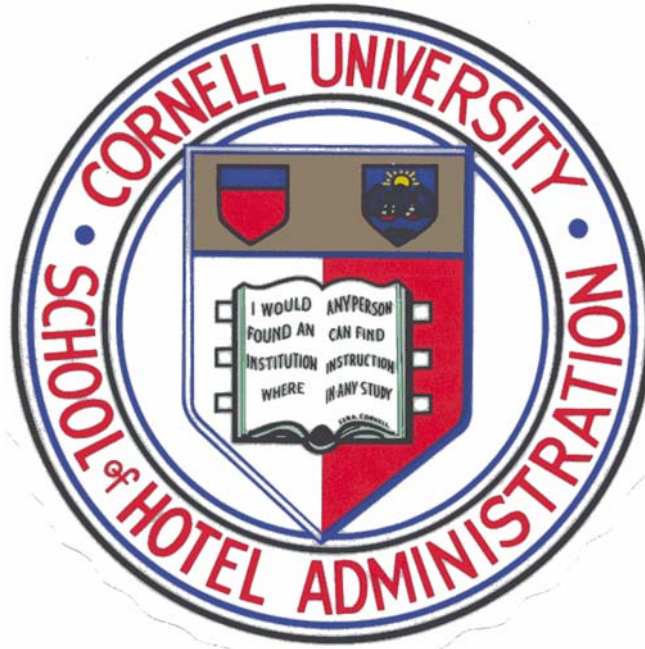


CORNELL HOTEL SOCIETY

Chapter President's Handbook



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January 2004

Dear Society Leaders:

As we do every couple of years, we have revised and updated our CHS Presidents' Manual. This publication is intended as a comprehensive resource for our Society's leadership to assist in increasing activity and membership and to support the goals of the School and Society.

Please feel free to let us know if we can improve this manual in any way. We welcome your comments, suggestions, or criticisms, and with each update, we hope that it will become a better resource for your use.

Please share this publication with your officers and be sure to pass it to your successor. Also be sure to keep an eye on <http://www.hotelschool.cornell.edu/alumni/> for event updates and many other resources for our volunteers.

As always, call us at the Alumni Affairs Office here at Statler Hall if we can be of any assistance.

Sincerely,

Philippus Miller III '83
Secretary CHS
Director, Alumni Affairs

CHAPTERS: ARIZONA • AUSTRALIA/NEW ZEALAND • BENELUX • BERMUDA • CARIBBEAN • CENTRAL FLORIDA • CENTRAL NEW YORK • CENTRAL VIRGINIA • CHICAGO • CHINA • COLLEGIATE (HOTEL SCHOOL STUDENTS) • FINLAND/RUSSIA/BALTICS • FLORIDA SUN COAST • FRANCE • GEORGIA • GERMANY • GULF COAST • HAWAII • HONG KONG • INDIA • INDONESIA • KANSAI • KENYA/EAST AFRICA • KOREA • LONDON • ORANGE COUNTY/LOS ANGELES • MEXICO • CENTRAL AMERICA • MINNESOTA • NEVADA • NEW ENGLAND • NEW YORK CITY • NORTH CAROLINA • NORTHEASTERN OHIO • NORTHERN CALIFORNIA • NORTHERN TEXAS • NORWAY • OKI (OHIO, KENTUCKY, INDIANA) • OREGON • PACIFIC NORTHWEST • PAN-HELLENIC • PHILADELPHIA/NEW JERSEY SHORE • PHILIPPINES • PITTSBURGH • ROCKY MOUNTAIN • SAN DIEGO • SINGAPORE • SOUTH CAROLINA • SOUTHERN FLORIDA • SOUTHERN TEXAS • SWEDEN • SWITZERLAND • TAIWAN • THAILAND • TOKYO • TORONTO • WASHINGTON, D.C./BALTIMORE • WESTERN CANADA •

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CHAPTER INFORMATION

INTRODUCTION

This handbook has been prepared for use by the president, first and second vice president, regional vice presidents, regional directors of programming and regional treasurers, and the chapter presidents of the Cornell Hotel Society. All the Society's chapters and the School are represented around the globe. Their members form strong professional ties because of the chapter activity and involvement. The family spirit of camaraderie, commitment, and community forges a vital link to the academic roles of the School of Hotel Administration at Cornell University.

This handbook is designed to assist in the organization, operation, and maintenance of a successful chapter and leadership network. It is realized that the needs and size of our chapter organizations vary geographically and demographically. Therefore, included are varieties of source information to benefit as many facets of your chapter organization as possible.

We hope this handbook will be of assistance to you, and we welcome any comments, suggestions, or criticisms in order to improve its quality.

THE REASON FOR CHAPTERS

What better ambassadors for the School of Hotel Administration than our chapters? From the early beginnings of the Society we have had gatherings, functions, and events that have held our “family” together and have increased our professional and social ties. Since the Society was founded in 1927, our chapter network has grown, both domestically and internationally. This is a great infrastructure for the School, because through the chapters we have been able to increase the camaraderie, commitment, and community involvement that has developed a very visible and viable link to the academic ideals of the School of Hotel Administration. As a social and professional network, the Society, through its chapters, is second to none.

Chapters themselves are the Cornell Hotel School presence in many locations around the world. They provide the network that has made our Society so strong. This was apparent during our Capital Campaign when the Society served as the framework for raising funds for this very worthwhile effort. This handbook will guide the chapter leadership in stimulating the involvement of our alumni with the chapters and the School. This handbook is designed to assist our chapter leaders in the organization, operation, and maintenance of a successful chapter.

In addition, the Alumni Affairs Office at the Hotel School is ready to assist you in any way possible. Please call Nancy Connors or Joyce Leonard at 607-255-3565 or email us at hotelsociety@cornell.edu.

CHAPTER BY LAWS

Each chapter of the Cornell Hotel Society should review and adopt the CHS bylaws, available on page 54 of this manual or on the web at (<http://www.hotelschool.cornell.edu/alumni>) and/or they can create their own simple bylaws. These bylaws need not be extensive, but they should cover some very basic articles that formalize the organization. If the chapter prefers to have their own, the following bylaws are recommended:

Article I: Name

Section One: Name

The name of the association shall be the (*name*) chapter of the Cornell Hotel Society.

Article II: Address

Section One:

The registered address of the (*name*) chapter is: (*Address*).

Article III: Objective

Section One: Objective: The objective of the (*name*) chapter of the Cornell Hotel Society is to promote the interest of Cornell University, the School, alumni, administrators, faculty, and students within the (*name*) area. The chapter is also formed to increase the professional and social ties of its membership and to become involved in civic opportunities, as appropriate.

Article IV: Conduct of Affairs

The regulation of the business and the conduct and management of the affairs of this chapter, and all powers and functions pertaining thereto, shall be regulated and determined by the Bylaws which shall from time to time be adopted or changed by the active membership of this chapter; provided that said Bylaws shall not be repugnant to, nor inconsistent with the Bylaws of the Cornell Hotel Society, a current copy of which shall be deemed part of this Chapter's Bylaws.

Article V: Membership: (Affiliate and Honorary Members)

Active members may be persons who matriculate in the undergraduate or graduate programs of the School, who are residing within reasonable distance of the (*name*) chapter. These members should participate in the chapter's activities, contribute to the leadership of the chapter, pay annual dues both to

the national Cornell Hotel Society and to the (*name*) chapter of the Cornell Hotel Society, and perform other tasks as required in support of the objectives of the (*name*) chapter.

Article VI: Board of Directors

Section One:

The board of directors, hereinafter referred as "the board," shall consist of (*number*) past presidents of the chapter, the current president of the chapter, vice president of the chapter, the secretary-treasurer, and the program chairman of the chapter.

Section Two:

Board powers - The charge and control of the (*name*) chapter, its affairs, funds, and property shall be invested in the board.

Article VII: Officers

Section One:

Officers, elected - Elected officers of the (*name*) chapter shall be president, vice president, secretary-treasurer, and program chairman.

Section Two:

Officers' eligibility, nomination, and election - To be eligible to serve as an officer, the candidates must be members in good standing of the chapter.

Section Three:

Officers' succession - It is intended that the individuals filling the positions of vice president, secretary-treasurer, and program chairman should progress through these positions to the presidency, providing for continuity in the chapter's administration. Decisions regarding succession are within the purview of board action.

Section Four:

Term of office - The term of office of elected officers is a minimum of one year, except for relocation or resignation. Elections will occur and the order of succession shall take place.

Section Five:

Officers' duties:

A. President: The president serves as a director, chairs all chapter meetings, is chief executive officer representing the Society in the (*name*) area and shall conduct and have charge of the affairs of the chapter, subject to the approval of the board.

B. Vice President: The vice president, in the absence of or disability of the president, shall preside in his or her stead and shall conduct and have charge over the affairs of the chapter, subject to the approval of the board.

C. Secretary-Treasurer: The secretary shall be responsible for giving notice of all chapter functions and meetings; shall serve as secretary at all meetings, keeping or causing to be kept accurate minutes of all proceedings; shall prepare and cause to prepare correspondence with the School's Alumni Affairs Office, which detail the activities of the chapter on a semiannual basis (minimum) and report for the *Bulletin* (quarterly) the activities of the chapter, including pictures as appropriate to complement the text. This individual shall also be responsible for chapter finances under the direction of the board; shall keep accurate records of all receipts and disbursements, and make an annual report due in Ithaca on December 31 a brief report on the chapter's financial condition to include as a minimum receipts, disbursements, and net worth of the chapter.

D. Program Chairman: The program chairman shall be responsible for the proper marketing, organization, and preparation of all chapter meetings and functions and shall coordinate the dates and events with the Director of Alumni Affairs at the School. The program chairman shall be the prime contact person for these events.

Article VIII: Dues

Annual dues in the amount of (\$) shall be charged all members of the chapter. A record of such dues shall be kept by the secretary-treasurer, and these dues shall be used primarily to cover administrative costs that the chapter may incur on marketing chapter functions, meetings, or whatever the board deems appropriate.

Article IX: Budget

The chapter's board should propose and approve an annual budget to complement the meeting and function schedule of the chapter. This budget should reflect the amount of income and expenses

anticipated for the following year. Each chapter shall send a year end financial statement of its financial position to the Executive Secretary of the Society no later than March 31st, following the end of the year.

Article X: Meetings

The chapter will hold at least (*number*) meetings annually. The board shall approve the meeting schedule.

Article XI: Amendments

The chapter bylaws may be altered, amended, or repealed by a majority of the board.

Article XII: Dissolution

Should dissolution of the chapter occur, the total assets of the chapter shall be transferred to the Cornell Hotel Society for its administration and exclusive use.

GOALS OF A CHAPTER

Any group of Hotel School alumni in any geographical area may form a chapter in accordance with the bylaws of the Society, if one does not currently exist, providing there is sufficient interest and numbers of the alumni in a particular area to ensure a long-term commitment to the chapter's existence.

The primary objective of the chapter is:

To promote a symbiotic relationship between alumni and the School of Hotel Administration, promote a spirit of fellowship among alumni, and increase both professional and social ties.

This objective may be achieved through many avenues — social gatherings, cultural events, continuing education opportunities, student receptions, receptions at trade events, and joint activities with other chapters, to name a few. The section on organizing a chapter will provide an in-depth guideline to a wide range of possible activities.

Although a precise formula for success is somewhat elusive, we have found a common trait of all successful chapters to be the PERSON-TO-PERSON APPROACH. A phone call works better than a standard letter; personal contact at a meeting works better than a phone call. This PERSONAL participation can help make a chapter a success.

- Recognize that time is precious to both members and leaders, so be specific with requests for assistance to minimize wasting time. However, time spent to develop an annual plan focuses attention and fixes responsibility.
- Always present a clear picture of what needs to be accomplished.
- Be lavish with sincere thank yous, both public and private. Recognition of each person's contribution makes the chapter thrive.
- Plan ahead and always notify the Alumni Affairs Office in Ithaca of all activities as far in advance as possible. The more notification they have, the more assistance they can be.

HOW TO ORGANIZE A CHAPTER

A Society chapter is organized for one of two reasons. Either a group of alumni in a specific area want to become involved or the Office of Alumni Affairs at the Hotel School identifies the need to establish a chapter in a particular area. In either case, the procedure for organizing and establishing a chapter is the same and is outlined below.

1. Identify a core group of ten to twelve alumni who would be willing to serve on an organizational committee.
2. Determine the level of interest and commitment that this group has made for the formation of a Society chapter.
3. Petition the Alumni Affairs Office at the Hotel School to form a chapter in a particular area. This petition should be signed by each member of the core group with his or her year, and a statement of intent to fulfill the objectives of the Society and to provide a reasonable level of chapter activity in a particular geographical area.
4. At the next scheduled meeting of the Cornell Hotel Society, either in April or in November, the petition will be reviewed, and if it is appropriate, approved. The chapter will then receive a charter and becomes a full-fledged member chapter of the Cornell Hotel Society
5. Following the approval of the chapter, contact the Alumni Affairs Office anytime for:
 - a. A current list of names and addresses of alumni in the area (Excel spreadsheets via email).
 - b. An Alumni Affairs Office representative or a regional vice-president to visit your area to make recommendations and assist you in organizing and implementing a chapter.
 - c. Ideas for planning an organizational meeting.
6. Select a date for the organizational meeting and invite all area alumni. The purpose of this meeting is to select leaders and, plan activities. Leadership should take the form of a board of directors (a head director with other directors) who share in the responsibilities and prevent one person from shouldering the entire load. The board should select the president, the vice-president, the secretary-treasurer, and the program chairman.
7. Notify the Alumni Affairs Office of actions taken at the first meeting and provide a list of leaders chosen.

OFFICERS' RESPONSIBILITIES

Dynamic, enthusiastic leaders are the keys to a successful chapter. Design the chapter to fit the needs of the particular area. The number of officers and committees is best determined by the size of the chapter and the interest of the members. At least three officers in each chapter is desirable to allow for delegation succession.

A one-year term of office has worked well for large chapters. However, for smaller chapters a two-year or longer term of office may be more appropriate. Longer terms allow enough time for leaders to become effective and knowledgeable, but not too much time for burnout to occur. The transition can be done by elections in accordance with the bylaws.

Again, the basic framework of a chapter consists of the president, the vice-president, the secretary-treasurer, and the program chairman. The program chairman should focus on building a comprehensive plan for goals and program — something members can get enthusiastic about.

TIPS FOR CHOOSING SUCCESSFUL VOLUNTEER LEADERS

* On selecting a person for a specific office or committee:

1. Talk with the person whom you feel would be well-suited for the position to determine if he or she is too busy or over committed. If the interest is there but no time is available, consider asking whether the person would be willing to work on a one-time task, e.g., host at the Christmas party or contact a friend as a possible speaker.

2. Provide the person with an oral or written job description and a copy of the chapter's bylaws. Be sure that he or she has a clear understanding of what is expected.

3. During the initial contact, give the person some time, perhaps a week, to consider your offer. Choose a date to make a follow-up phone call, at your mutual convenience, for the decision.

* Take advantage of the experience of possible volunteers. Find out areas of expertise and try to utilize talents in the chapter.

* Try to have a variety of age, industry expertise, and gender groups on the Board or among the officers to provide a great melting pot of ideas and encourage alumni from all ages to attend events.

TIPS FOR DEVELOPING NEW LEADERSHIP

It is important that the current leadership continually cultivates new people to assume leadership roles. No one wants to be (or should be) president forever. Serving too long in a position often causes burnout and makes others think that they are not needed or that the chapter is run by an exclusive group. To avoid this problem:

- * Encourage other members to become involved by including them on committees or giving them special assignments.

- * Contact alumni new to the area to put them on the chapter's database, make them feel welcome, and get them involved. The Alumni Affairs Office will provide lists of newcomers and the lists and mailing labels of alumni in the particular area upon request.

- * Look for alumni with particular skills. For instance, if you are interested in starting a chapter newsletter (electronic or printed), find an alumnus who is an editor, writer, web designer or graphic designer. The Alumni Affairs Office can help in identifying such people.

- * Keep a number of people of varying ages, occupations, etc. on the board or active and involved in chapter leadership. This will allow for a "natural succession" of leadership in the event of an officer's transfer or more from the area. It also helps in keeping the chapter's programming diversified and appealing to alumni of all ages.

EVENT MANAGEMENT: PLANNING ACTIVITIES OR PROGRAMS

Events can be categorized into three basic divisions:

- **social,**
- **educational,** and
- **special**

The suggestions below have been gleaned from the success stories of many alumni chapters. Use them as suggested or modify them to suit your needs. The Alumni Affairs Office will keep you apprised of new ideas as they discover them.

Social

- Potluck supper
- Wine and cheese party
- Barbecue or picnic
- Luncheon or dinner roundtables — held at regular intervals, e.g., first Tuesday of the month
- Pub night/happy hour — held at regular intervals
- Tailgate party (post-game rallies in your area -contact the School's Office of Alumni Affairs for game schedules)
- Reception or dinner with guest speaker
- Send-off party for freshmen
- December or January holiday party that includes current Hotel School students
- Spring/summer reception in which the chapter hosts students that have been accepted to the Hotel School for the following fall
- Winter event with a local focus
- Nature walk and picnic with families
- Tennis, volleyball, golf tournament, and party
- Theater party, perhaps including a pre-theater gathering or a post-play reception with cast
- Concerts and musical events
- Sport events, e.g., baseball game
- Open house at an alumnus's home
- Special event for young alumni (the five most recently graduated classes)

Educational

- Presentations by faculty and staff traveling in the area (these functions can be underwritten by the CHS Foundation's "Faculty Roadshow" program – see pages 21-23.
- Hospitality related presentations, tours, trade shows, student and alumni gatherings during school breaks.
- Health and fitness lectures
- Time or stress management lectures
- Lectures or seminars on timely business topics or topics of current interest by alumni or faculty, administration, etc.
- Talks and tours of interesting locations, e.g., historic site, zoo, etc.
- Preservation and restoration of historic buildings lectures
- Travelogues by local alumni
- Art lecture or exhibit
- Arboretum tours
- Parenting groups or lectures
- Special hotel/business tours, "back of the house" included

Special

- Scholarships for local students
- Internships in local corporations for students or faculty
- Career Day program
- Organize an event with another chapter
- Book awards for outstanding local high school students
- Show videos/Power Points with updates of the Hotel School and Cornell campus

Chapter Fund-Raising Ideas

- Tie a fund-raiser to your faculty speaker event
- Invite a local dignitary or a panel of local experts to speak

- Organize a course on any subject of interest to a group of alumni and in a field for which you have a Cornellian with expertise, who is willing to volunteer his/her time. Examples: horticulture, gourmet cooking, international cuisine, investments, aerobic exercise, swimming, cake decorating, etc. The participants taking the course pay whatever seems to be an appropriate fee and all of the money is donated to the scholarship fund.
- Hold a raffle (large or small). Sell tickets at slightly higher than normal rates. Raffle off items that have been contributed by Cornellians or local businesses. Examples: dinners at restaurants owned by Hotel School graduates, a weekend at a local hotel, a weekend at nearby resort, etc.
- Private viewing of a local art collection or antique collection, house tour, hotel tour, private gardens, etc.
- Benefit function with one or two other Ivy League schools.
- Evening visit to some unusual facility with a guest speaker, or any behind-the-scenes visit.
- Garage sale that specializes in items such as CDs, tapes, books, children's toys or crafts.
- Dinner theater.
- Wine tasting with chamber music group in unusual location.
- Private tour of local museum with speaker.
- Sale of items such as stationery, cheese, apples, key chains, coffee mugs, etc.
- Oktoberfest event with beer tasting and an abundance of food as a benefit.
- Sunday afternoon Fall Carnival for families with games and food set up by chapter members.
- Auction of unusual Cornell artifact. Winner holds possession for one year and item is auctioned off again to another "owner" the following year.

- Hold a silent auction before the annual dinner or speaker event. Donated items are on display. Bidders sign their names and bids on a sheet for each item, seeing what those before have bid. At the end of the evening, the last name, highest bidder, receives the item.
- Casino nights require a lot of organization but are highly successful fund-raisers, and fun.
- A direct mail solicitation or a scholarship phonathon.

SAMPLE EVENTS

CHS Night at the Ball Game Scholarship Fund-raiser

Type of Fund-raiser

Baseball game, stadium, location city and state. A large private luxury box was donated and used as the draw. Attendees sat in a customized air conditioned suite, ate and drank with waiter service, mingled with other Cornellians and friends, and watched an exciting major league base ball game. According to the CHS President, "This was a fairly easy and an incredibly fun event to do."

Time: 6:30 p.m.
Cost: \$40/person
Attendance: 20

Budget and Costs

Expected Net Profit = \$800

Actual Net Profit = \$800

Hidden Costs = \$50 (postage and printing which was absorbed by the chapter)

Donations

The luxury box, food and drink were donated by a corporation that employs an alumnus, who arranged for the donation. Our annual announcement asked if anyone had an interest in sponsoring a major event; we followed-up on those who responded "yes". It was also helpful to know Hotelies or Cornellians who had access to facilities and then we asked them.

Planning Timetable

Planning began five months from the event. The location was secured two months in advance.

Marketing and Publicity

Flyers were designed and distributed and an announcement made. Because of the limited seating and it was the first time we organized this event, only 100 flyers were mailed/mailed.

How to Determine the Quality (and cost) of the Event

Private parties to raise money are commonly held at the (team name) game so we matched our specified ticket cost to the “going rate”.

Special Series of Parties

Scholarship Fund-raisers

Type of Fund-raiser

A series of small fundraising parties hosted by a group of distinguished alumni leaders in their homes on three consecutive weekends to benefit Chapter efforts to endow a scholarship. Alumni choose from twelve different parties which were in different parts of (i.e.) Southern California. Among the featured locations: a magnificent view, a historical home, and a restaurant of a well-known chef. The types of parties hosts offered varied from brunches, to barbecues, to formal dinners.

Time: Varies: 7:00 p.m. was the typical start time

Cost: \$100 per person - 9 dinners

\$50 per person - 3 dinners

Attendance varies: 10-20 per party depending on home

Budget and Costs

Expected net profit = \$7,500

Actual net profit = \$5,500

Hidden costs = brochures and postage, which was absorbed by the alumni association.

Donations

Hosts donated the food, wine and labor. Locations were identified and secured by the Chapter.

Potential hosts with the assistance of the regional office. Personal phone calls were made by members who knew potential hosts.

Planning Timetable

Planning began four months before the first party. The twelve locations were secured by the Chapter two to three months before the first party.

Marketing and Publicity

Hosts took responsibility for their individual party and invited friends to dinner. A brochure was designed to announce the series of dinners and mailed to society members. The series was advertised in the chapter newsletter which was sent to all Southern California alumni.

How to Determine the Quality (and cost) of the Event

Determined by individual host based on the cost of the event.

Silent Auction

Scholarship Fund-raiser

Type of Fund-raiser

Twenty-five to thirty items are auctioned off via an open bidding system. People sign-up on bid sheets which list the item (some items may also have a minimum bid amount listed with amount offered by “Ezra Cornell”). Everyone is assigned a number or they can choose to use their name on the bid sheet. Everyone receives a handout at the registration table which explains the bidding directions. With fifteen minutes left and again five minutes prior to the close of the bidding, an announcement is made for people to place those last minute bids. All bidding takes place during the cocktail hour of the chapter’s annual dinner. Winners are announced at the end of dinner. If there are three or four of the same donated (non-perishable) item, only put out one, and if there are only two good bids, sell two and save the others for the next year. Remember to be very conscious of donated items from society members—all must be “sold”—and use a chapter members name when announcing winners.

Attendance: 100-150

Budget and Costs

Expected net profit = \$1,100

Actual net profit = \$1,100

Hidden costs = printing of bid sheets, signs, markets, tape, etc., flyers, costs for soliciting prizes (mail and phone) and follow-up.

Donations

Cornell memorabilia, Cornell antiques, consumer goods donated by Cornell alumni (food items, plants, etc.), miscellaneous items of interest (rafting trip). Approach donors through PERSONAL CONTACT, by calling! Explain this is for student scholarships.

Planning Timetable

Begin four months ahead of auction date. The location is secured by the Annual Dinner Committee; coordinate with this committee to be sure there are five to six tables with linen table clothes available for displaying items.

Marketing and Publicity

Mention in the annual dinner announcement, dinner program and chapter calendar.

How to Determine the Quality (and cost) of the Event

Determined by the costs associated with the dinner.

Lunar New Year Banquet

Annual Dinner

Type of Fund-raiser

An authentic 12-course Chinese New Year banquet held on a Friday, January, 20__ at the Golden Unicorn Restaurant, Street, New York's Chinatown. The event featured a presentation on "Defining the American University of the 21st Century".

Time: 6:00 - 10:00 p.m.

Cost: \$50/CHS Member or \$60 per friend of Chapter

Attendance: Approximately 230

The actual costs were \$30 per person; additional scholarship funds were provided by larger gifts. For a contribution greater than \$60, one could be a “supporter, patron or benefactor”.

Budget and Costs

Annual net profit - \$7,900

Expenses Dinner \$6,600

Income Ticket Sales \$11,000

Printing \$600

Special Contr. \$4,000

Dragon Dance \$250

Matching gifts \$400

Miscellaneous \$50

Donations

The following items were donated by alumni and friends; 200 lucky red envelopes, 200 chocolate gold coins, Toshiba cordless phone (door prize), and Godiva chocolates (door prize). Potential donors were contacted by members of the Dinner Committee.

Planning Timetable

Planning began five months before the event. A Dinner Committee was formed that included alumni and other prominent members of the community. Then the location was selected and the keynote speaker secured.

Marketing and Publicity

The event was advertised in various publications. Invitations were mailed eight weeks before the event. In addition, each member of the Dinner Committee was encouraged to bring at least five people from their organization to the dinner. Finally, many members of the Dinner Committee called and invited their friends.

How to Determine the Quality (and cost) of the Event

A checklist which included availability, menu cost per person, eating capacity, quality of food and location was developed and used to select a location.

Faculty Road Show

We would like to introduce you to our Faculty Road Show and to give you a “menu” of faculty available for the current academic year. In future years, obviously this list of faculty will change.

Surveys of Hotel School alumni have shown that the top addition that alumni would like to their local chapter programming would be to have access to Cornell Hotel School professors and their research and expertise. To that end, the Society’s Foundation has given us a generous gift to provide funds for faculty participation in chapter activities. Chapter Presidents are urged to contact the Alumni Office to schedule road show appearances, as the Alumni Office will then need to coordinate with the School’s Academic Dean and with the faculty member in question. You don’t need to contact the listed faculty member directly - we will serve as intermediaries.

Coordination and preparation will be necessary for effective participation. Many successful roadshow events have already occurred. Professor Gordon Potter gave a research presentation on non-financial performance incentives at the annual Boulders meeting, Professor Cathy Enz moderated a panel (made up of both alumni and external experts) in San Francisco, entitled “The Outlook for the Bay Area Hospitality Industry for the Next 18 Months”.

The School’s Center for Hospitality Research (<http://www.hotelschool.cornell.edu/chr>) has many topics that may be of interest and we can attempt to schedule faculty with specific research topics of interest.

Obviously, faculty schedules are very busy, so plenty of advance notice and a choice of possible dates will facilitate our being able to arrange an appropriate individual. Dates will have to be agreed upon that will not interfere with faculty commitments here on campus. For those chapters outside the continental U.S., prohibitive travel costs will preclude us from sending a faculty member abroad for one single visit. We would prefer to have the faculty member’s previously scheduled travel permit him/her to pass through or near a chapter’s location. For that reason, international chapters are urged to give the Alumni Office even more advance notice so that we can match up this international travel and the chapter events schedules.

We have a top-flight roster of faculty to offer you and hope that you will take this opportunity to avail yourselves of it. We hope that the Faculty Roadshow program will prove to be a draw for your chapter, a strategy for increasing chapter membership, and a chance to provide further industry exposure to our marvelous faculty.

FACULTY “ROAD SHOW” MENU FOR ACADEMIC YEAR 2004-2005

Prof. Judi Brownell	Creating Listening Organizations, Developing Managerial Listening Skills
Prof. Linda Canina	Financial Mgmt., IPOs, Lodging Property Index
Prof. Bill Carroll	Hospitality Distribution and Internet
Prof. Jan DeRoos	Hospitality Real Estate, Hotels as Investments, Restaurants as Investments, Hotel Design Trends
Prof. Cathy Enz	Price Discounting, Competitive Dynamics in Local Markets, Innovation, Effective Introduction of Change
Prof. Scott Gibson	Hospitality IPOs
Prof. Tim Hinkin	Managing Service Quality, Employee Turnover and Retention
Prof. Sherri Kimes	Yield/Revenue Management
Prof. Robert Kwortnik	Services Marketing and Consumer Behavior
Barbara Lang	Restaurants and Retail
Abby Nash	Any Wine-Related Topic
Malcolm Noden	Tourism Policy and Development, Franchising for “sors and sees”, Airline Management, Resort Management
Lisa Klein Pearo	Consumer Behavior in Interactive Environments
Giuseppe Pezzotti	Service, Food and Wine, Restaurant Reviewing
Gabe Piccoli	Information Technology and the Management of Information Systems
Prof. Dan Quan	Financial Mgmt., Real Estate Finance, Securitization, Hotel Reservation Pricing
Stephani Robson	Hospitality Design, Design Psychology
Prof. Dave Sherwyn	Labor and Employment Law Issues
Prof. Judy Siguaw	Customer Segmentation, Customer Satisfaction, Online Distribution
Prof. Tony Simons	“The Integrity Dividend: The Impact of Honest Leadership on Service Quality and Profits.”
Rupert Spies	“What shall we eat on Mars?” – Food for Space Explorers, Influence of Culture on Cuisines, International Restaurant Management
Prof. Mary Tabacchi	Spa Management and Implementation in Hotels, Nutrition and Healthy Cuisine, Wellness in Business, Lifestyle Enhancement, Airline Service/Strategy and How it Affects Tourism

SOME IDEAS FOR YOUNG ALUMNI

The enthusiasm of more recent graduates is the spark that can ignite the spirit of any group. Let's look at some ways of attracting the young alumni (those who have received their degrees within the past ten years).

Although young alumni are usually establishing careers and starting families, they often welcome an opportunity to rekindle old ties and join in your local chapter activities, if the activities are appealing. In general, "appealing" means events that are informal, inexpensive, casual, social, and career-related. You can utilize the same survey for young alumni as you did for other alumni, perhaps allowing additional choices and space for comments. Consider these ideas that have attracted enthusiastic young alumni.

- Summer picnic, barbecue at a local park, tailgate party, kite flying party
- Sunday brunch, Saturday lunch, downtown dinner program
- Special local attraction, e.g., opera house, winery/brewery tour, museum private showing
- Planetarium visit - attractive to young families
- Tennis tournament
- River raft trip
- Skiing, backpacking, hiking trips
- Piggyback campus events, e.g., go to a festival or fair, and ask another club to join the activity
- Career networking event
- Campus video

After considering the special interests and needs of the young alumni, think carefully before holding an event exclusively for these alumni. Many older alumni may enjoy the less formal programs as much as the younger alumni. However, if there is a large number of young alumni in your chapter area, you may wish to hold a "young Society members only night" as an effective first attraction. See what gives the best results.

Don't overlook the fact that although many young alumni are not able to make significant financial contributions, they often are willing, and eager, to give time, effort, and enthusiasm instead. Consider these service-oriented programs:

1. Alumni Admissions Representative Program

Young alumni are the ideal candidates for Hotel School field interviews since they have the most up-to-date information about and experience on campus. Information on these field interviews can be obtained

by writing or calling the Admissions and Student Services office at the Hotel School, telephone 607-255-6376.

2. Secondary Schools Committee Program

This program deals more broadly with Cornell University and is an opportunity for graduates to visit secondary schools and to provide information on the university to young potential freshmen candidates. Please contact Cornell Alumni Admissions Ambassadors Network (CAAAN), Undergraduate Admissions Office, 410 Thurston Avenue, Ithaca, NY 14853, telephone 607-255-5020 (<http://caaan.admissions.cornell.edu/>).

ANNUAL PLANNING

Annual planning is a critical part of good management. Developing an annual plan well in advance helps chapter members to “mark calendars” and provides a tool by which club leadership can measure progress. Here are some guidelines for annual planning:

- If there is going to be a change in leadership, it is good to do it in the early spring so that the new board can meet by May or June to plan the programs for the coming year.
- Be specific in selecting dates and events. Backup dates and ideas are wise in case the initial idea cannot be fulfilled. The program chairman should leave the initial planning meeting with a definite calendar.
- When planning the calendar, the board should try to mix traditional events, such as a pot luck dinner or annual meeting, with new and innovative ideas, for example, a harbor cruise or beach party. Bear in mind the age mix of the chapter and try to appeal to each member through a diversity of programs. Let the programs be informative, entertaining, and pleasurable. Avoid calling the events “meetings” as this evokes a “ho-hum” response.
- The number of events held yearly can vary, but, generally speaking, two to five seems appropriate. Some chapters may meet more frequently, if membership involvement warrants. On the other hand, a chapter that meets only annually will usually disappear.
- The details of the programs, e.g., menu, location, etc., should be finalized by the program chairman and approved by the board. Proportioning out the workload of an event into smaller segments makes management more efficient and involves more members — two healthy goals!
- Prepare a calendar of events to be sent to members, the School’s Office of Alumni Affairs, and the regional vice presidents before the season begins — perhaps in late August. This mailing could also include a list of the officers for the information of the membership, the Alumni Affairs Office, and regional vice president. A separate invitation is usually mailed to members a month or more before each event with a reply card.
- Ask all former officers to continue on the board in an advisory capacity.

- Follow up events with a critique. Watch the pattern of people attending. Do they come out for athletics? Faculty speakers? Dinners? This follow-up is essential for future planning. Successful programs are a matter of marketing, planning, and targeting.
- Certain events should have hosts/hostesses to greet the participants so that they feel welcome. This especially works well for younger chapter members who are new to the area. It is sometimes necessary to designate responsibility for escorting VIPs, first-time guests, guest speakers, etc., as they really are expected hospitality gestures.

In summary, the following questions should be asked at a typical first planning meeting:

How many events do we want?

- What type of events do we want to have?
- When do we want the events? Be specific.
- Who will be invited to assist with the program?
- Who will be in charge of each event?
- How much will these events cost?
- Will we charge an admission fee?
- Will we levy a surcharge on some or all events to cover the costs of younger members for administrative purposes, scholarship, etc.?

If these questions are answered by the end of the first meeting, you have plotted a good direction for your chapter. If not, don't leave the meeting, or set another session soon.

Note: Events must be run on a break-even basis, at barest minimum. After each event, an evaluation form should be completed and distributed to board members so that everyone is aware of the successful

and not-so-successful events. There are no provisions in the principal CHS treasury for contingency funds for chapter “overruns,” so be sure your financial plans are well founded.

One way to find out what members would be interested in as far as chapter events would be to send out a survey. A sample of one such survey follows this page.

CORNELL HOTEL SOCIETY – MEMBER PROFILE & SURVEY

Name: _____ # of kids: _____ Ages: _____

Your Class Year: _____ Your Program or Degree: BS MMH MPS Ph.D. Affiliate

Company Name: _____ Position: _____ # yrs: _____

Past Employers and Positions:

To increase member participation and to create fun events that would interest you and your family, please check off what events you would like to see in the next year:

- | | |
|---|--|
| <input type="checkbox"/> Networking/panel session of career opportunities | <input type="checkbox"/> Tennis/Pool Party at Westside Tennis Club |
| <input type="checkbox"/> Musicals/Plays/Concerts | <input type="checkbox"/> New Hilton Behind-the-scenes tour |
| <input type="checkbox"/> Recommended CU faculty speaker | <input type="checkbox"/> Tour of the Reliant Stadium |
| <input type="checkbox"/> Gatherings for mentoring purposes | <input type="checkbox"/> Celebrity Chef Dinner |
| <input type="checkbox"/> Other: _____ (suggestions welcomed) | |

Does your company have something to offer us as a group (i.e. venue, food, t-shirts, special guests, discounts, ballroom space)?

Do you pay CHS dues and find the discounts on the membership card valuable?

Circle: Y N

If not, what prevents you from paying or why are the discounts not valuable?

To what extent would you be interested in getting involved with our chapter?

Circle: Very Interested Little Interest No Interest

Please turn over for the last question and our most important question . . .

EVENT PLANNING: THE COUNTDOWN

Twelve Weeks Ahead:

Now it is time for the board to meet to finalize details in readiness for the event. The preliminary details should have been established at the annual planning meeting. The details to confirm or arrange are:

- Confirm date. Verify with Alumni Affairs Office to avoid conflict with other Society events.
- Confirm type of event, speaker, and topic.
- Arrange for publicity notices to be sent to the alumni in the area and to the Alumni Affairs Office.
- Confirm a room, food and beverage, and travel, if applicable. Determine budget and contingency plan.

Ten Weeks Ahead

- Ideas for invitations and newsletter must be finalized in order to have them printed (if desirable) and ready for mailing/emailing.
- Be sure to send notice of meetings to the Office of Alumni Affairs in Ithaca and to your regional vice president as early as feasibly possible.

Four Weeks Ahead

- Send invitations by email to all that have email addresses and by first class mail to those that do not.

One to Two Weeks Ahead

- Call chapter members who have not responded to the RSVP. Have board and committee members divide up this mission.

Day of Event

- Check arrangements and facilities
- Greet guests.

- If there is a guest speaker: Provide a gracious introduction of the speaker; introduce other officers and visiting dignitaries or VIP guests; and allow time for questions.

Day/Week After the Event

- Write a thank-you letter to the speaker.
- Complete the evaluation form and distribute it to the chapter's board members.
- Write a brief report for the *Bulletin* and send it and photographs to the Office of Alumni Affairs.

CORNELL ALUMNI FEDERATION

<http://www.alumni.cornell.edu/federation/index.htm>

Who We Are

Formed in 1990 through a merger of the Cornell Alumni Association and the Federation of Cornell Clubs, the Cornell Alumni Federation (CAF) is the umbrella organization under which all alumni activities fall.

The CAF board is comprised of 65 members, who represent all of the major Cornell alumni organizations, including Cornell clubs and alumni associations, college alumni associations, the Cornell Association of Class Officers, University Council, the CAAAN Advisory Council, the Cornell Fund, the Cornell Black Alumni Association, the Cornell Latino Alumni Association, the Cornell Asian Alumni Association, the Cornell University Gay and Lesbian Alumni Association, and the President's Council of Cornell Women.

Today, the Cornell Alumni Federation provides a number of services to both its constituent organizations and Cornell University alumni, including the Cornell Visa card, the Frank H. T. Rhodes Exemplary Alumni Service Awards, Cornell Alumni Magazine (subscription requires paying class dues or subscribing directly to Cornell Alumni Magazine), the CAF Grant Program, regional training workshops and leadership conferences, alumni trustee elections, the Cornell Alumni Federation travel program, the CAF Speaker Series program, and eProNet (a career assistance program).

Grant Program

The Cornell Alumni Federation, in order to promote alumni involvement with Cornell, awards grants to its constituent member organizations for innovative projects that build organization membership, develop leadership, promote the standing of Cornell in the community, attract prospective students and benefit the interests of both alumni and the University.

Awards are made twice each year in mid January and mid July, with applications due on December 1st and June 1st, respectively.

Funds can be used for planning phases, marketing initiatives for alumni, or for current and prospective students, and logistics. New projects, which act as pilots and have the prospect of being continued, will be favorably considered because of implications for organizational growth. Creative use of the funds awarded

is also important to members of the Grant Committee, as is leveraging the funds with other financial resources.

Please note that, in general, a grant award will not be made to support a program that has already taken place. Nor will grants be made to help an organization raise money or pay fees for outside services unless there is an excellent return on investment (monetary or otherwise), e.g. \$5,000 grant to raise \$25,000 or more, or \$500 for outside fees for an event that will benefit 100 or more alumni. In general, funds may not be used for officer expenses, equipment that does not have a permanent home at a University office, or salaries.

Guidelines for Grant Requests

The Cornell Alumni Federation, in order to promote alumni involvement with Cornell, will award grants to its constituent organizations for innovative new projects and programs that build alumni organization membership, develop leadership, promote the standing of Cornell in the community, attract prospective students and benefit the interests of both alumni and the University.

Creative use of the funds awarded will be important, as will be the leveraging of the funds with other financial resources. Funds can be used for planning phases, marketing initiatives for alumni and or current and prospective students, planning phases for those initiatives, and logistics (transportation, speaker accommodations, etc.). In general, a grant award will not be made to support a program that has already taken place. Nor will grants be made to help an organization raise money or pay fees for outside services unless there is an excellent return on investment (monetary or otherwise), e.g. \$5,000 grant to raise \$25,000 or more, or \$500 for outside fees for an event that will benefit 100 or more alumni. In general, funds may not be used for officer expenses, equipment that does not have a permanent home at a University office, or salaries.

New projects, which act as pilots and have the prospect of being continued, will be favorably considered because of implications for organizational growth. Successful pilot programs may also be shared with other alumni organizations. It should also be noted that the committee recognizes not all projects succeed as planned and that risk-taking can often have positive results. Consequently, organizations should be encouraged to "think outside the box."

Sample projects might include a lecture series involving other Ivy League colleges, a minority student recruitment program, a continuing education initiative, or a faculty symposium.



The following guidelines have been developed to help alumni groups complete the process of grant application. While the application may seem long, the intention is to help your organization think through the project thoroughly and understand the elements necessary for a successful initiative. The information you will provide the grants committee will help insure that its allocations will result in effective use of available funds.

1. Grant requests must be made on the form provided and must be complete. Please do not leave any portion of the form blank. We cannot consider a grant submission without a detailed budget. Please type the form or duplicate it on your computer. An electronic version may be obtained via the Federation's web site at http://www.alumni.cornell.edu/federation/grant_program.htm
2. Proposals received after the deadline will be considered in the next cycle.
3. Grants will be awarded of up to \$5,000 each.
4. Be as specific as possible in describing your project and the reasons for the request. For instance, instead of saying "it will build membership numbers," you might say "it will attract new members especially young alumni who need to maximize their gain for the time and effort they contribute." Or, "this project is important because there is no forum for continuing education in our area and this is a pressing need among alumni." This kind of information will better inform the committee who will consider your application.
5. Terms of the grant: 85% of the funds awarded will be paid approximately one month after notification. 15% of the awarded funds will be paid upon receipt of the final report. The final report should include the following: what you have learned; the successes and challenges of implementing your project, including future directions; and a completed financial report for the project. Excerpts from the final report, as well as this application, may be shared with other alumni groups or used in the Cornell Alumni Magazine and other publications to generate support and enthusiasm for the project.

If you have questions about the grant process, please call Donna Carl in the Office of Alumni Affairs at 607-255-3517.

How to apply

There are two ways to apply for a CAF Grant:

-  [Microsoft Word Format](#): Type your responses on this version of the form, and either print it and mail it, or send it as an attachment to an email.
-  [Adobe PDF Format](#): Or, just print this version of the form, hand write your responses, and place it in the mail.

HELPFUL SOURCES FOR EVENT PLANNING AND PREPARATION

Evite

- Free online invitations
- They send the invitations
- They track the responses
- They provide maps and directions
- They send reminders

<http://www.evite.com>

PayPal

The way to send and receive money online. PayPal lets anyone with an email address securely, conveniently, and cost-effectively send and receive payments online.

<http://www.paypal.com>

Also see the "Resources for CHS Leadership" page on the alumni website.

PUBLICITY

The news of the chapter's activities must be communicated to its members. There are basically three ways of communicating: electronic, direct mailings and telephone publicity.

Email/Direct Mailings

Invitations should be sent four (4) weeks before the event. Postcards are an inexpensive follow-up to the emailed invitation to spotlight each event.

Postcards ("Save the date" postcards and/or emails can be sent two to three months in advance to assure the best turnouts.) Postcards should be mailed two (2) weeks before the event (at the same time that initial phone calls are made). Be sure to have a phone number to call or email to reply to so that members can respond.

Telephone Publicity

Begin by saying that you are calling for your chapter; give your title within the organization, if you have one; and state that you would like to know if they received a recent mailing about the upcoming event. You might add that you expect the event to be enjoyable, educational, or whatever — and that you wanted to make sure they knew about it and wanted them to come.

Answer any question or concerns the person may have about the event. Make the apprehensive or new people feel comfortable about attending. If you do encounter someone who actually does not want to attend or who has a conflict, be polite and say that you hope to see them at a future event.

Be sure to make a note of anyone who has moved or any phone numbers that have been changed or disconnected. These should be forwarded to the Alumni Affairs Office. If you cannot get a new number, at least you can stop calling the wrong number for future events.

OFFICE OF ALUMNI AFFAIRS AND REGIONAL VICE PRESIDENT

In order for the Alumni Affairs Office and the regional vice presidents to serve alumni chapters, it is urgently requested that all chapters adhere to the following guidelines:

- Provide the Office of Alumni Affairs and your regional vice president with a tentative schedule of the entire year's known and traditional events for your chapter by August 15, and keep them updated as conditions warrant. You can do this via our website at: <http://www.hotelschool.cornell.edu/alumni>.
- Ensure that the Director of Alumni Affairs, your regional vice president, and your regional director of programming are on your mailing list for any and all mailings to your chapter members.
- Allow plenty of lead time for publicity — electronic and/or mail — at least eight to ten weeks prior to the event with follow-up as necessary.
- Keep the Alumni Affairs Office at the School apprised of biographical information on members, new and old, so that the alumni database is always up to date.
- Provide information on your meetings and functions to the Cornell Hotel Society *Bulletin*. Don't worry about deadlines, but send them in promptly after the event. Pictures are always welcome.

RESPONSIBILITIES OF THE REGIONAL VICE PRESIDENT

- Call chapters every month to discuss what events are planned, how they are doing getting new members, and monitor chapter leadership to make sure it is active.
- Have chapters develop their list of upcoming events and dates and distribute it to the respective regional vice president and regional director of programming, and more importantly to the Alumni Affairs office so it can be incorporated into the master calendar. This way we can coordinate visits by faculty, School Administration and/or Society leadership.
- Develop leadership succession in each chapter, including a president, vice president, treasurer and secretary so people can move up the ranks if/when a chapter president must step down.
- If your region does not have a regional treasurer or a regional director of programming, consider adding these volunteer slots. See pages 39-40 for job descriptions.
- Contact your Collegiate Chapter's regional representative to open up the lines of communication.
- Communicate with the 1st or 2nd vice president, as appropriate, and the Alumni Affairs Office regarding your activities.
- Visit your chapters at least once per year. There is a budget for you to accomplish this if it can't be tied into your business travels.
- Talk to the other regional vice presidents to learn what is working in their regions so that you can pass on good ideas.

RESPONSIBILITIES OF THE REGIONAL DIRECTOR OF PROGRAMMING

- Reports to Regional Vice President and coordinates with Society Secretary and Alumni Affairs staff in Ithaca.
- Assists local chapter officers in a given region with programming and events planning.

With the desire of the Society for each chapter to develop its annual program as far in advance as possible, so as to facilitate maximum attendance from local members and to enable participation from Cornell faculty and staff, some chapters may require extra assistance in the advance planning and marketing of events. The Regional Director of Programming, in cooperation with the Regional Vice President, is to identify those chapters and assist as necessary in developing a reasonable and achievable annual schedule of events, then following up to ensure that the timelines, as outlined in the CHS President's manual, are met.

RESPONSIBILITIES OF THE REGIONAL TREASURER

- Reports to the Regional Vice President and coordinates with Society Secretary, Society Treasurer, and Alumni Affairs staff in Ithaca.
- Assists local chapters in a given region in developing sound financial strategy and practice.

Some chapters require extra assistance in financial planning, setting up accounts, and being able to amass some available funds for printing, postage, and pre-function expenses, and planning for the chapter's future. This will point the chapter towards the eventual goal of being able to contribute to Hotel School scholarship funds.

RESPONSIBILITIES OF THE REGIONAL NETWORKING DIRECTOR

Reports to the Regional Vice President and coordinates with Society Secretary and Alumni Affairs staff in Ithaca. Assists local chapter officers in a given region with networking among chapter members and between chapters in the region. One of the objectives of the society is to enhance professional ties between members. The Regional Networking Director should be an alumni who has been an active member of the Society for several years and who knows a substantial number on alumni in the region. A past Regional Vice President or past Chapter president is a good candidate for this position. He/she should also be familiar with the primary hospitality leaders in the region, so he/she can easily introduce them to society members at events and perhaps invite them to participate in society programs.

RESPONSIBILITIES OF THE REGIONAL DIRECTOR OF CAREER MANAGEMENT

Reports to the Regional Vice President and coordinates with Society Secretary and the Career Services Office in Ithaca. The Regional Director of Career Management identifies businesses in the region who are interested in employing School of Hotel Administration students for positions, both summer and after graduation. He/she also works with the CSO to establish the industry mentorship program – a two week experience with senior-level hospitality industry executives for graduate students. The regional Director of Career Management actively informs businesses in his/her region about the School and the career services available, like the Hospitality Career mart, a biweekly job bulletin available to alumni on the web – which can be used to advertise positions to a wide and well qualified audience. The Regional Director of Career Management helps identify alumni in the region that are willing to participate in career day programs at the high school level.

RESPONSIBILITIES OF THE REGIONAL DIRECTOR OF RECRUITMENT

Reports to the Regional Vice President and coordinates with Society Secretary and the Office of Recruitment in Ithaca. The person filling this position works directly with the Recruitment Office to identify high schools in the region that are likely to produce students interested in attending the School. He/she assists the recruitment office in planning and arranging events for prospective students in the area. He/she also identifies alumni in the region who are willing to assist in the recruitment process by interviewing potential students. He/she also assists the school in identifying possible attendees at the Executive Education Program

RESPONSIBILITIES OF THE REGIONAL DIRECTOR OF DEVELOPMENT

Reports to the Regional Vice President and coordinates with the Society Secretary and the Chairman of the Special Committee on Development. He/she is responsible for identifying alumni and businesses in the region who have potential for providing development funds to the School.

HANDLING VISITORS AND GUEST SPEAKERS AT MEETINGS

One of the greatest benefits that the Alumni Affairs Office and the Society leadership should receive from the chapters is an advanced schedule of the chapter's planned activities. With this schedule, there can be an orderly planning of when and who may visit from the leadership or from the School.

It is also practical if we know a faculty member's, a staff member's, or Society leader's schedule far enough in advance that we may circulate these travel schedules to chapters. The chapters may decide if they care to add a function to include the visitor on the function program. There may be times when the dean may be able to visit the chapter. If this matching can occur, the chapter should try to provide access to accommodation and transportation as a routine hospitality gesture to the visitors. In most instances, the addition of a speaker from the leadership or from the School has resulted in a larger turnout and a higher level of interest in the function. Be certain that official representatives of the School are afforded appropriate time and circumstance to meet and address the gathering.

We can provide videos or PowerPoints and verbal presentations and updates of what is happening back on campus and in the Society. Communication is a must if this program is going to continue to succeed and be effective. Lead time is essential and close coordination with the School and Society officers must be accomplished to get the best result from this visitation program. The office of Alumni Affairs and those responsible for event management at the School will coordinate with the chapter on the program, venue, audio-visual, and other arrangements to make the visitor program successful.

SOCIETY INFORMATION

HISTORY AND OVERVIEW

From the beginning, the alumni of the Hotel School have been a closely knit group. They promised one another in the early 1920s, as undergraduates, to maintain close contact. On November 16, 1927, at a reunion banquet during the National Hotel Exposition in New York City, plans were formulated for a permanent alumni association; and in May 1928, in Ithaca, the Cornell Society of Hotelmen (CSH) was formally organized. In 1998 with the favorable vote the name was changed to Cornell Hotel Society (CHS). Since our inception, Hotel School students, as a result of their matriculation, have automatically become members of the Society.

To date, Society members—including active, honorary, and affiliate members (see bylaws for affiliate membership categories) number approximately 9,100. There are 57 national and international chapters, each represented by a chapter president, within 11 regions headed by regional vice-presidents.

Society officers also include a president, vice president, second vice president, a secretary, and the treasurer. The Society also has Class Directors for each of the classes and these individuals provide news for the Society's *Bulletin*. The *Bulletin* averages 70-80 pages each issue and is distributed four times per year. The Society maintains an electronic directory of membership to which all dues-paid members are provided passwords. These members also receive a membership pin and a card with hotel, rental car, and other discounts provided by alumni.

The Society has a dues program and invoices are sent three times each year. The dues support the efforts of the alumni organization, which is managed by a service-oriented alumni office staff at the School of Hotel Administration. The office is responsive to the needs and requests of all Society members. Staff may be contacted at Statler Hall, Ithaca, NY 14853. Telephone number is: 607-255-3565; FAX number 607-255-1204. E-mail is: hotel_society@cornell.edu.

THUMBNAIL SKETCH OF THE ORIGIN OF THE CORNELL SOCIETY OF HOTELMEN

By former Hotel School Professor John Courtney '25

(Written in 1952, revised in 1990)

The Cornell Society of Hotelmen, now known as the Cornell Hotel Society, is the alumni association of the School of Hotel Administration at Cornell University. It has its inception in the early undergraduate years of the first classes, and to develop the background of its origin calls for a bit of reminiscing.

In the fall of 1922, at the request of the American Hotel Association, and at the encouragement and even the urging of such leaders in the hotel business as Ellsworth Milton Statler, Frank A. Dudley, John McFarlane Howie, Lucius M. Boomer, Thomas D. Green and many others, that a hotel school be founded. Professor Howard Bagnall Meek came to Cornell to organize a curriculum of instruction of hotel management, which has now become the School of Hotel Administration.

The school had its birth in a little cubbyhole up under the eaves in Comstock Hall (then the Home Economics Building) where Prof. Meek dispossessed some pigeons and cleaned out the cobwebs. With a few old boxes and orange crates for office equipment, and with Lena Swartwood at a typewriter out in the hallway, he released the news that a high grade education in all matters relating to the management of hotel and was now available and called for volunteers to "come and get it."

Well, there were twenty-three of us who enlisted under his banner that momentous September in 1922. It was a precarious launching. Undoubtedly Professor Meek kept his fingers crossed, because we must have been a motley crew. From the various colleges on both the upper and lower campuses we came, all bitten by the boniface bug. We were subjected to considerable campus ribbing, but some of us survived. A picture includes Professor Meek and Dean Betten, but unfortunately, Bill Needham, Harry Reynolds, and Charlie Peckham were AWOL at the round-up for the picture. Some of these original twenty-three entered with advanced standing and were destined to become members of the class of 1925. Needham and Dunlap graduated in February 1925. Joe Nolin joined us in February 1923; and in June 1926, there were nine of us who received our sheepskins, viz, Crandall, Dockery, Jennings, Marchand, Nolin, Olsen, Peckham, Reynolds and Courtney. Professor Meek began to surround himself with a staff that was to inspire and stimulate us. There was a relationship of physics, B.T.U's and K.W.H.'s to hotel engineering. There was Louis Toth, with a night transcript and a morning report, teaching us to substitute the percentage of occupancy for the percentage of egg production; there were Jessie Boys and Lois Farmer giving new meanings to poached eggs or angel food cake; there was a Schuttie laughing at Jack Crandall

and me as we shimmied up a hot steam pipe when a bull objected to being butchered and shook himself loose.

In those early days, we had our bull sessions, we dreamed and planned, as I suppose normal undergraduates always do. We intended to conquer the world, specifically the hotel world. We intended to organize corporations, to open new hotels, to really grab the hotel business by the tail and subdue it. After and in conjunction with our food labs we were wont to get together for coffee and trimmings in an adjoining experimental kitchen under the watchful eyes of Madam Boys and Anna Driscoll. At these meetings we dubbed ourselves the “Coffee Hounds.” Great were the plans of the Coffee Hounds in those days.

At these bull sessions of the Coffee Hounds the spirit of stick-together was germinated. We swore mightily that after leaving Cornell we would remain united. The alumni association which is now the Cornell Hotel Society was conceived in the sessions of these early Coffee Hounds.

In those days new community-sponsored hotels were popping up right and left, and as undergraduates of the newly organized hotel courses at Cornell we were privileged to be present and to participate in many of these openings. Jessie Boys, “Madam Boys,” as we called her, was an honorary member of the Coffee Hounds. From the postmortem discussions of our activities at some of the hotel openings, the idea was born, which under her stimulus and encouragement eventually became the first opening of Hotel Ezra Cornell in Prudence Risley Hall on May 7th, 1926 with Walt Bovard '26 as the managing director.

By the fall of 1923 the size of the Coffee Hounds had increased to the extent that it had outgrown the capacity of its original crib—the experimental kitchen. While a few of the old timers still had their coffee with Madam Boys and Anna, the Coffee Hounds met every morning, with more or less regularity, in the Coffee Shop of Barnes Hall. It was in one of the recreational rooms of Barnes Hall that the Coffee Hounds formally organized “Ye Hosts.”

It was intended by the original organizers that Ye Hosts should fulfill the functions that are now recognized as those within the proper sphere of activity for the undergraduate society, which is now named Collegiate Chapter of the Cornell Hotel Society. I know that deep in the minds of the original organizers of Ye Hosts was the thought that a similar society should be organized among the alumni to hold them together after graduation.

At the organization meeting of Ye Hosts, Alfred L. Olsen '25 was elected the first president with Jack Crandall '25 and Bud Jennings '25 as vice presidents and with yours truly as treasurer, in which capacity I had my first experience in shaking everybody down for 50 cents dues.

A committee was appointed to recommend a symbol for a key. There were many heated discussions, but the symbol which was finally designed and adopted is still in use at the present day. It had patterned after a sign made from an old weather-beaten board broken diagonally at each end hanging in front of an old English inn.

One of the first properties of Ye Hosts was to promote a Ye Hosts dance in the auditorium of Home Economics (the present Comstock Hall) at which a huge banner was hung. The dance was a success, at least we thought so, and we were very proud of our banner and our Society. This was probably the first materialization of notions which had been tossed back and forth among the Coffee Hounds for some time and was eventually to become the Hotel Ezra Cornell opening.

When the first class graduated in 1925. Ye Hosts society was still the undergraduate society of the Hotel School in which every hotel school undergraduate was *ipso facto* a member.

In the Spring of 1926 the constitution of Ye Hosts was changed to make it an Honorary society. Seniors and juniors of the School could become members only by election. At the same time, new "Cornell Hotel Association" was formed to take the place of the old Ye Hosts.

The first officers of the new Cornell Hotel Association were:

President – Walter Bovard '26

Secretary – Adolph Schimmelpfenig '27

Treasurer - -Fritz Miner '26

From the very beginning the alumni of the School were a very closely knit group. As they had promised one another as Coffee Hounds, they maintained contact by means of letters, round robins, and in general leaving no opportunity lost to keep together. Specifically, as many as possible would get together for a dinner on the Wednesday of the week of National Hotel Exposition in New York City held each November. On Wednesday, November 16th, 1927, at such a reunion banquet at the Roosevelt Hotel, plans were definitely formulated for a permanent alumni association, John M. Crandall '25 being elected acting secretary.

At the call of Mr. Crandall, School alumni met on Saturday morning, May 12th, 1928, in Willard Straight, for an organization meeting, and as a result the Cornell Society of Hotelmen was definitely and formally organized with the following officers:

President – John M. Crandall '25
Secretary – Treasurer – John Courtney '25

Since that time the Cornell Hotel Society has become a power in hoteldom. Some of its activities are:

1. Its annual business meetings are in the spring and fall of each year, on Friday afternoon of the Hotel Ezra Cornell Weekend and on Monday afternoon of the New York Hotel Show.
2. Each year it sponsors receptions:
 - (a) In New York City during the week of the New York Hotel Show in November.
 - (b) In Chicago at the time of the National Restaurant Show (in May)
3. It publishes the Bulletin of the Cornell Hotel Society
4. It maintains an Emergency Loan Fund from which loans are made to deserving students.
5. It makes scholarship contributions.
6. It has 57 chapters scattered from the Atlantic to the Pacific and in foreign countries.
7. It maintains an electronic membership directory which is searchable by alphabet, class, company, job title and geographical search capabilities. This directory is available to all active dues-paid members on the Internet at <http://www.hotelschool.cornell.edu/alumni/directory>.

NATIONAL PAST PRESIDENTS

John M. Crandall '25	1928 - 1930	Deceased
Arthur C. Hunt '29	1930 - 1931	Deceased
Clyde Jennings '25	1931 - 1932	Deceased
William R. Needham '25	1932 - 1933	Deceased
John L. Shea '26	1933 - 1934	Deceased
Albert E. Koehl '28	1934 - 1935	Deceased
Kenneth W. Baker '28	1935 - 1936	Deceased
Joseph P. Binns '28	1936 - 1938	Deceased
Richard B. Shanley '32	1938 - 1938	Deceased
Howard L. Dayton '28	1938 - 1940	Deceased
Frank H. Briggs '35	1940 - 1942	Deceased
H. Victor Grohmann '28	1942 - 1944	Deceased
Charles I. Sayles '26	1944 - 1946	Deceased
Henry B. Williams '30	1946 - 1948	Deceased
H. Alexander MacLennan '26	1948 - 1949	Deceased
Joseph H. Nolin '25	1950 - 1951	Deceased
Robert M. Brush '34	1951 - 1952	Deceased
Ruel Tyo '27	1952 - 1953	Deceased

Wallace W. Lee, Jr. '36	1953 - 1954	Tryon Estates 621 Laurel Lake Dr., B-242 Columbus, NC 28722-7434 828-894-5917
Lynn P. Himmelman '33	1954 - 1955	2001 6th Ave., Suite 3434 Seattle, WA 98121 206-443-5101
Lee E. Schoenbrunn '40	1955 - 1956	Deceased
E. Truman Wright '34	1956 - 1957	Deceased
Henry A. Montague '34	1957 - 1958	Deceased
Jerome B.L. Temple '38	1958 - 1959	Deceased
James Barker Smith '31	1959 - 1960	Deceased
Roy Watson '48	1960 - 1961	PO Box 72 Rochester, MN 55903 507-282-7080
Frank J. Irving '35	1961 - 1962	Deceased
J. Frank Birdsall, Jr. '35	1962 - 1963	Deceased
Edward J. Vinnicombe, Jr. '33	1963 - 1964	Deceased
Richard B. Carlson '48	1964 - 1965	111 Lakeshore Dr. Apt C6 Eustis, FL 32726-5330 352-483-3826
William R. Ebersol '48	1965 - 1966	12025 Leisure Way Dallas, TX 75243 972-644-2710
James P. Duchscherer '36	1966 - 1967	Deceased
Richard E. Holtzman '41	1968 - 1970	Deceased
Thomas C. Deveau Sr. '27	1968 - 1970	Deceased
Philip Pistilli '54	1969 - 1970	Deceased

Milton Smith '32	1970 - 1971	Deceased
M. O. "Bus" Ryan '54	1971 - 1972	4453 Dobbs Crossing Marietta, GA 30068 770-971-7274 carmenryan@aol.com
John F. Craver '52	1972 - 1973	2346 Bob White Lane Lancaster, PA 17601 717-560-0223 jcrauer@mycyberlink.net
Richard W. Brown '49	1973 - 1974	Deceased
Robert M. James '54	1974 - 1975	2461 Vz 4123 Canton, TX 75103 903-829-8041 popsmhm@aol.com
Michael Z. Kay '61	1975 - 1976	100 Galleria Pkwy, Ste. 1860 Atlanta, GA 30339-0339 770-644-7504 mzk713@aol.com
J. William Keithan, Jr. '50	1976 - 1977	2226 Eastmont Way West Seattle, WA 98199 206-284-1487
James V. Bennett '47	1977 - 1978	4497 Shoreline Drive, #104 Spring Park, MN 55384 952-471-4181
Richard W. Barger '56	1978 - 1979	63 Neptune Street Beverly, MA 01915-4746 978-922-9500 bargerhotel@comcast.net
Richard J. Bradley '63	1979 - 1980	2233 Sulphur Springs Ave. St. Helena, CA 94574 707-967-0280 redbarnca@aol.com

Margaret M. Kappa '44	1980 - 1981	207 Azalea Trail White Sulphur Springs, WV 24986 304-536-4557
William J. Callnin '56	1981 - 1982	2004 White Hill Rd. Virginia Beach, VA 23451 757-412-1450 cayuga@cox.net
M. Theodore Nordahl '50	1982 - 1983	2925 Indianwood Road Wilmette, IL 60091 847-251-8681
Bjorn Hanson '73	1983 - 1984	1150 Fifth Ave., Apt #8-A New York, NY 10128 212-876-6799 Bjorn.hanson@us.pwcglobal.com
Thomas V. Pedulla '60	1984 - 1986	54 Knight Road Ext. Framingham, MA 01701 508-877-4719 tvpapedulla@rcn.com
Donald D. Woodworth '57	1986 - 1987	89 Ocean View Terrace Chatham, MA 02633 508-945-2059
William J. Caruso '70	1987 - 1988	4720 West Easter Court Littleton, CO 80128 303-979-5070 wcaruso@wcarusoassoc.com
Frank T. Stover '65	1988 - 1989	The Chicago Club 81 E. Van Buren Street Chicago, IL 60605-1205 312-663-1569 user105697@aol.com
Kevin P. Fitzpatrick '76	1989 - 1990	160 Province Line Road Skillman, NJ 08558 609-333-9852

Burton Sack '61	1990 - 1991	415 L'Ambiance Dr., PH-D Longboat Key, FL 34228 941-383-1970 bmsack@comcast.net
James Petzing '55	1991 - 1992	6043 River Run Drive Sebastian, FL 32958 772-388-8729 petzingjc@msn.com
Richard Kennedy '56	1992 - 1993	246 Alaqua Drive Sewickley, PA 15143 412-369-8323 rhkennedyco@stargate.net
William V. Eaton '61	1993 - 1994	214 McKinsey Road Severna Park, MD 21146 410-647-1682 weaton@cinilittle.com
Caren W. Kline '75	1994-1995	5807 Deloache Avenue Dallas, TX 75225 214-691-7116 ckline@dallas.net
Michael Chiu '66	1995-1996	Prima Hotels & Prima Donna Dev. Corp. 373 First Street, Ste.100 Los Altos, CA 94022 650-941-4885 mwnchiu@yahoo.com
Rudolf W. Muenster '62	1996-1997	RWM Hotel Consult Ltd. Kurfuerstendamm 28 D-10719 Berlin Germany 49-30-883-2143 rwmconsult@aol.com
Richard C. Nelson '57	1997-1998	410 Cove Bluff San Antonio, TX 78216 210-494-0076 rcncornell@aol.com

Helaine A. Winer '84	1998-1999	18 S. Beechcroft Road Short Hills, NJ 07078 973-379-7527 hawiner@aol.com
Michael W. Sansbury '74	1999-2000	13072 Water Point Blvd. Windermere, FL 34786 407-876-0519 msansbury@loews.com
Keith W. Underwood '79	2000-2001	6341 East Sunnyside Dr. Scottsdale, AZ 85254 602-263-5208 kunderwood@cybertrails.com
Rocco M. Angelo '58	2001-2002	201 Galen Drive #306W Key Biscayne, FL 33149 305-361-7120 Rangelo263@aol.com
Joseph E. Lavin '75	2002-2003	10220 Chapel Road Potomac, MD 20854 301-983-1569 joe.lavin@marriott.com
Russell D. Urban '81	2003-2004	Urban Interests, Inc. 15 Church Street Vineyard Haven, MA 02568 508-627-1300 rdu2@cornell.edu

CORNELL HOTEL SOCIETY BYLAWS

PREAMBLE

The graduates and matriculates of the School of Hotel Administration at Cornell University, giving due recognition to the values represented by attending the School, the associations formed, and the benefits inherent therein, do hereby form this association to further those relationships and promote the interests of the School.

ARTICLE I: NAME

Section 1. NAME: The name of the association shall be the Cornell Hotel Society, Inc. known hereinafter as CHS or referred to as the “Society.”

Section 2. LOCATION: The registered address of the Society is the office of its Secretary at the School of Hotel Administration (known hereinafter as the “School”), Statler Hall, Cornell University, Ithaca, NY 14853.

ARTICLE II: OBJECTIVE

Section 1. OBJECTIVE: The objective of the Society is to promote the interests of Cornell University, the School, alumni, administrators, faculty, and students. The Society also promotes fellowship, *networking*, education, *recruitment*, *career management*, *development*, and financial assistance to students at the School, professionalism, and training in the hospitality industry.

ARTICLE III: MEMBERSHIP

Section 1. MEMBERSHIP CATEGORIES: There are *three* categories of membership:
a. Regular b. Affiliate c. Honorary

Section 2. MEMBERS, REGULAR: Regular Members may be:
a. persons who matriculate in the undergraduate or graduate programs of the School;
b. members of the School’s faculty, including professors, associate professors, assistant professors, senior lecturers, lecturers, and teaching support specialists; and
c. School administrators, including the dean, associate deans, assistant deans, and directors, upon their appointment. Faculty and administrators remain eligible until their retirement or departure from the School, at which time they may be considered for another class of membership

Section 3. MEMBERS, AFFILIATE: Affiliate Members may be individuals who have:
a. completed at least fifteen credit hours as a special student or in a degree program at the School of Hotel Administration at Cornell University,
b. completed six courses of the Professional Development Program (PDP) summer program, who have completed the Advanced Management Program (AMP) or the General Managers Program (GMP), or
c. obtained an equivalent degree or diploma from *a university program associated with the School*.
d. Other individuals may be offered Affiliate Membership by unanimous vote of the Executive Committee.
e. At the Society level, Affiliate Members may not vote or hold regional or executive office and they will pay full dues to the Society. At the chapter level, Affiliate Members may vote on issues, other than the by-laws, and may hold offices with the exception of president. They will have all other rights and responsibilities of Regular Society members.

The procedure for selecting Affiliate Members is as follows:

- a. The Executive Education Office of the Hotel School will supply the names of those eligible for membership from courses taken to the Secretary/Executive Secretary of the Society on a regular basis. The directors of *other university programs affiliated with the School* will supply the names of individuals eligible for membership to the Secretary/Executive Secretary on an annual basis.
- b. The Secretary/Executive Secretary will send a dues invoice and a fact sheet about Affiliate Membership to those individuals who are eligible.
- c. The applicant must send dues to the Secretary/Executive Secretary, who maintains the database of Affiliate Members.
- d. An Affiliate Member will be provided with an appropriate membership card. Life Affiliate Members will also receive an appropriate certificate
- e. At the next annual meeting of the Society, the Secretary/Executive Secretary will give a report on the membership activity of the Affiliate Membership category.

Section 4. MEMBERS, HONORARY: Honorary Members may be persons ineligible for Regular Membership, who have made a special contribution to Cornell, the School, the Society, or the hospitality industry. *Honorary Membership is a high honor.* Honorary Members shall be provided with an appropriate, permanent membership certificate. Honorary Members shall not be assessed Society dues and may not vote. The number of Honorary Members elected by the Board shall not exceed five percent (5%) of its Regular Membership.

The procedure for electing Honorary Members is as follows:

- a. A sponsor, a member in good standing of the Society or a chapter, must propose the candidate's name.
- b. The sponsor submits the nomination to the Society's Secretary/Executive Secretary, who presents the nomination to the Society's Honorary Membership Committee.
- c. The Honorary Membership Committee presents a list of recommended Honorary Members to the Society's Board of Directors for approval.
- d. *The vote on Honorary Membership must be unanimous by both the Honorary Membership Committee and the Board of Directors.*
- e. At the next annual Society meeting, the Secretary will advise the membership of the action of the Honorary Membership Committee and the Executive Board.

Upon election, an official of the Society or of the School will present the Honorary Member a certificate of membership, under appropriate circumstances.

ARTICLE IV: OFFICERS

Section 1. OFFICERS, ELECTED: Elected officers of the Society shall be:

President	First Vice President
Second Vice President	Regional Vice Presidents

Officers appointed in the Society shall be:

Secretary	Executive Secretary
Treasurer	

The Society may, at the discretion of the Executive Committee, appoint a Secretary and an Executive Secretary, or elect to combine both positions into one office, in the full discharge of duties and responsibilities of and for the Society.

Section 2. OFFICERS, ELIGIBILITY, NOMINATION, ELECTION: To be eligible to serve as an officer, candidates must be Regular Members and have been members in good standing (dues

paid) for two years prior to their nomination, and also must be graduates or matriculates of a degree program of the School. Elected officers shall be nominated as specified in these Bylaws, elected by mail balloting closing *one week* prior to the annual meeting usually held in November each year in New York City. The Secretary/Executive Secretary reports the results to the Board of Directors' meeting prior to the Society's annual meeting.

Section 3. OFFICERS, ELECTED, SUCCESSION: It is intended that the individuals filling the positions of the Second and First Vice Presidents should progress through these positions to the Presidency, providing for continuity in Society administration. Decisions regarding succession are within the purview of Board action.

Section 4. TERM OF OFFICE: The term of office of the elected President and First and Second Vice Presidents is one year, January 1 until December 31. The term of office for Regional Vice Presidents is three years, unless otherwise modified by unanimous vote of the Executive Committee. The term of office of appointed officers is unspecified. Their names will appear on the ballot for notification only and the appointed officers serve at the pleasure of the Executive Committee. The ceremonial transfer of officers will take place at the spring meeting in Ithaca presided over by the *incumbent* President.

Section 5. VACANCIES: Vacancy of any officer position shall be filled by action of the Executive Committee. This appointment shall serve until the next Society annual fall meeting.

Section 6. OFFICER'S DUTIES:

President: The President chairs all Society *general membership* meetings, is the chief executive officer of the Society, and shall conduct and have charge of the administrative and financial affairs of the Society, including all vice-president's activities, subject to the approval of the Board.

First Vice President: The First Vice President, in the absence or disability of the President, shall preside at Society meetings, shall handle assigned chapter activities in conjunction with the School's Director of Alumni Affairs, and appropriate regional vice presidents, shall prepare an administrative plan for assumption of the Society presidency, shall coordinate activities including the annual Society budget with the Treasurer and Secretary/Executive Secretary, shall develop local and national membership plans, and shall accept special projects as assigned by the President.

Second Vice President: The Second Vice President, in the absence or disability of the President and First Vice President, shall preside at Society meetings, shall handle assigned chapter activities in conjunction with the School's director and assistant director of alumni affairs and appropriate regional vice presidents, shall assist the First Vice President and President as appropriate, shall coordinate activities with the Secretary/Executive Secretary, and shall accept special projects as assigned by the President and the First Vice President

Regional Vice Presidents: Regional Vice Presidents serve as the Society's representative coordinators in designated regions, responsible for the Chapters' activities within their assigned regions. They shall closely monitor, assist, participate and provide feedback, as appropriate, to the Society's leadership on a regular basis. Regional Vice Presidents shall participate in selecting chapters for recognition for chapter efforts meeting the goals of the Society, involving activity, membership and community service, assist in arranging regional meetings as directed.

Regional Vice Presidents will work closely with the Secretary/Executive Secretary and accept special projects as assigned by the President and the First and Second Vice Presidents. They shall promote chapter activities, review the Chapter President's Manual with each chapter president and shall visit each chapter within their region once each year, revitalizing existing chapters and promoting new ones. *At their discretion, and with the approval of the Executive Committee, they may appoint a Regional Director of Programming, a Regional Treasurer, a Regional Director of Development, a Regional Director of Recruitment, a Regional Director of Career Management, a Regional Director of Networking and/or other positions deemed useful by the Executive Committee.* Job descriptions for these positions appear in the Chapter President's Handbook.

Executive Secretary: The Executive Secretary shall be responsible for giving notice of all *Society general membership* meetings; shall serve as Secretary at all *general membership* meetings keeping, or causing to be kept, accurate minutes of all proceeding, votes, and resolutions; shall prepare, or cause to be prepared, official Society correspondence and publications; shall serve as custodian of the Society's Bylaws, keeping them current, and initiate resolution of any discrepancies between their format and actual practice; shall prepare a written report of the general membership meetings, board meetings, executive committee meetings, as appropriate for the Society Bulletin issue immediately following these meetings. He or she shall work closely with all the Society's officers to further the goals of the organization and shall be the principal contact for Society communications and day-to-day business. He or she shall supervise the duties of the Secretary and perform any other duties as assigned by the Society's leadership. Certain duties of the Executive Secretary may be assigned to the Secretary at the direction of the Executive Committee.

Secretary: The Secretary shall have charge of the administrative operations of the Society under the direction of the Executive Secretary; shall administer all notices of Society meetings; shall prepare agendas for and attend all Society *general membership* meetings; shall maintain a calendar of Society events. He or she shall conduct mail balloting for all elected offices to be filled, reporting to the Executive Committee the results of such balloting; shall invoice and collect dues; shall receive and collect monies, make a proper record of receipts, and pay promptly to the Treasurer all such monies. He or she shall maintain Society records of all types, keeping an accurate listing of the membership; shall administer office staff; shall be a co-signatory with the Treasurer to financial instruments; shall ensure proper bonding and risk management, as appropriate, for Society officers; shall conduct general correspondence; shall keep the records and papers of the Society in good order; shall assist in prompt publishing and distribution of the Bulletin and other publications as directed by the Executive Committee. Along with the Executive Secretary, shall cause an annual professional external audit to be performed on Society finances, reporting the results and corrective action to the Board/Executive Committee; shall perform such other duties that pertain to the office or as may be directed by the Board of Directors, Executive Committee or the Society's leadership.

Treasurer: The Treasurer shall be responsible for Society finances under the direction of the Executive Committee; shall keep, or cause to be kept, complete and accurate records of all receipts and disbursements, making reports thereof; shall provide quarterly written reports of the Society's finances for the Executive Committee and at the semi-annual meeting in New York City and at the semi-annual general meeting at HEC; shall be custodian of all monies, securities, and items of value; shall administer any investment program of Society funds, as approved by the Board at its meetings or at regular or special meetings of the Society; shall cooperate with the board in preparing an annual and long-term budget; shall provide and submit all financial records to the Secretary/Executive Secretary for the purpose of conducting

an external audit; shall be a co-signatory to all financial instruments; shall insure that risk management precautions are taken and that the Society is protected, at Society expense, from litigation. The treasurer shall complete all reports required by governmental agencies, forwarding copies of such reports to the Secretary.

Section 7. REMUNERATION: All elected officers serve the Society without compensation. The Society Treasurer may, however, receive compensation in the amount specified at the direction of the Executive Committee.

Section 8. EXPENSE REIMBURSEMENT: Officers may receive reimbursement within the approved Society annual budget at the direction of the executive committee for travel and related expenses in the discharging of Society business.

Section 9 *NOMINATIONS: The Executive Committee serves as Nomination Committee for the Society. Nominations for all offices, elected and appointed are determined by unanimous vote of the Executive Committee. Elections are held prior to the annual meeting held in November.*

ARTICLE V: BOARD OF DIRECTORS

Section 1. BOARD OF DIRECTORS: The Board of Directors, hereinafter referred to as “the Board,” shall consist of all elected and appointed officers, the current chair of the CHS Foundation, and three most immediate past presidents of the Society. The Dean of the School will be an ex-officio member of the Board.

Section 2. BOARD POWERS: The charge and control of the Society, its affairs, funds, and property, shall, except as herein provided, be vested in the Board.

Section 3. CLASS DIRECTORS and HONORARY MEMBERSHIP DIRECTOR: Class Directors and the Honorary Membership Director are representatives of their graduating class to the Society. They serve on the Advisory Committee and prepare columns for The Bulletin. *Class Directors and the Honorary Membership Director are appointed by the School's Director of Alumni Affairs and shall serve for two years or until a successor has been appointed.* The Directors from odd-numbered classes shall be appointed in odd-numbered years and Directors from even-numbered classes shall be appointed in even-numbered years.

Section 4. CLASS OF MEMBERS: Regular Members shall take the class of the year of their graduation or, if a matriculate, take the class of the fourth year following their matriculation for undergraduate and the second year following their matriculation for graduate students. Any member may upon application to the Secretary be assigned to an appropriate class of their choice.

ARTICLE VI: COMMITTEES

Section 1. COMMITTEES, STANDING: The standing committees of the Society shall be: Executive, Honorary Membership and Advisory.

a. Executive Committee: The Executive Committee shall consist of the President, First Vice President, Second Vice President, Executive Secretary, Secretary and Treasurer (providing that the Treasurer is not an employee of Cornell University). The appointed officers (Executive Secretary, Secretary, and Treasurer) will be ex-officio members of the Committee. The President serves as a chairperson. The Executive Committee is empowered to act for the Board on interim matters affecting the Society. Three voting members constitute a quorum.

b. Honorary Membership Committee: Upon recommendation of the President, the Board shall appoint an Honorary Membership Committee of five members, one of whom will serve as a chairperson. This committee shall review and take action on each application submitted for Honorary Membership in the Society.

c. Advisory Committee: *Class Directors from graduated classes, the President of each Society Chapter, and all past presidents of the Society will constitute an advisory committee to the Board.*

Section 2. COMMITTEES, SPECIAL: The President may establish special committees to address special issues, and may appoint their members and chairpersons. Such committees shall continue to exist until concluding their original assignment or discharge by a subsequent Society President. It is recognized that Society officers and members may be requested to serve on special committees constituted by Cornell University, the School or industry organizations.

ARTICLE VII: DUES

Section 1. DUES: Annual dues shall be charged Regular Members on the basis and in the amounts recommended by the Executive Committee to and approved by the Board of Directors. A record of such dues will be published in the minutes of the Board meetings.

Section 2 *EXEMPTION: School's faculty as defined in 'Section 2, b' and School administrators defined in 'Section 2, c' are exempt from paying dues to the Society until their retirement or departure from the School.*

Section 3. LIFE MEMBERSHIP: Life Membership is available to any member whose dues are current and in an amount to be recommended by the Executive Committee to and approved by the Board of Directors; a record of such dues will be published in the minutes of Board meetings. Funds collected for Life Membership shall be accounted for separately and allocated to general operating funds. An annual Membership Card shall be issued to Life Members.

Section 4. *NONPAYMENT OF DUES*: Nonpayment of current dues is cause to deny services of the Society to such non-paying members. Dues not paid by *31 December* will be considered to be in arrears.

ARTICLE VIII: FISCAL POLICIES

Section 1. FISCAL POLICY: The Society has been incorporated in the State of New York, and shall maintain its status as a tax-exempt entity under Section 501 (c) (3) of the Internal Revenue Code of 1986.

Section 2. ANNUAL BUDGET: The fiscal year of the Society begins January 1 and ends December 31. The Treasurer will present an annual budget, completed with the assistance of the Executive Committee, to the Board at its semi-annual meeting in November. The annual budget will receive Board approval with an affirmative two-thirds (2/3) vote of those present. The Treasurer must receive written Executive Committee approval for expenditures exceeding budgeted amounts. At the discretion of the President and the Executive Committee, a three-to five-year (3-5 year) budget may be prepared for Society information and planning purposes only.

Section 3 *CORNELL HOTEL SOCIETY FOUNDATION: The CHS Foundation is a separate legal entity with its own structure, by-laws, and tax returns. All former presidents of the Society are invited to be trustees of*

the Foundation. While the Foundation is not a division or subsidiary of the Society, it is the Foundation Trustees' strong desire to work closely with the Society's Executive Committee in supporting the School.

ARTICLE IX: MEETINGS

- Section 1. MEETINGS, SOCIETY: The Society shall hold two *general membership* meetings annually, one in Ithaca during HEC in the spring and the other in New York City during the Hotel Show week *in the fall*.
- Section 2. MEETINGS, BOARD OF DIRECTORS/EXECUTIVE COMMITTEE: The Board of Directors shall hold two (2) regular meetings each year, both within three (3) days prior to the Society's annual *general membership* meetings, and other meetings at any time and place determined by the President.
- Section 3. MEETINGS, SPECIAL: Special meetings of the Society, including their time and place, may be called by a majority vote of the Board of Directors/Executive Committee.
- Section 4. MEETINGS, NOTICES: Printed notices of all regular or special *general membership* meetings shall be distributed by the Secretary/Executive Secretary at the direction of the President at least twenty (20) days in advance of a meeting date. The dates of the Secretary/Executive Secretary's mailing records shall constitute delivery of such notices.
- Section 5. ORDER OF BUSINESS: The order of business for any annual, semi-annual, or special general membership meeting shall be compiled by the Secretary/Executive Secretary for the approval of the President or other officer presiding.
- Section 6. QUORUM: A quorum at a Society meeting shall be twenty-five (25) Regular Members in good standing. A quorum at Board meetings shall be five (5) Directors, upon certification by the Secretary/Executive Secretary that due notice has been sent to all Directors.
- Section 7. VOTING: The right to vote is vested in Regular Members in good standing, each member having a single vote. A vote for Bylaw amendments must be passed, in any meeting, by a two-thirds (2/3) majority of those present. Other issues shall be resolved by simple majority. Voting may be by voice, by show of hands, by roll call, or by secret ballot of members present. Any electronic devices used for voting purposes shall have votes subsequently confirmed in writing.
- Section 8. RULES OF ORDER: the latest edition of Roberts' Rules of Order will control the parliamentary procedure of Society meetings.

ARTICLE X: CHAPTERS & REGIONS

- Section 1. CHAPTER DEFINITION: A chapter is defined as any locally or regionally organized group of ten (10) or more members in good standing of the Society. Members of any category of the Society may organize into chapters.
- Section 2. FORMATION: Any group defined in Section 1 of this article may, upon application to the Board of Directors/Executive Committee and with their approval, be granted permission to set itself up as a part of the Society, and use the name “(name) “ chapter of the Cornell Hotel Society,” whose name will be assigned by the Executive Committee.

Section 3. ORGANIZATION: Chapters may establish bylaws patterned after the Society's bylaws, collect chapter dues, conduct business, and develop social activities fulfilling the Society's objectives. None of its activities may contravene the Society Bylaws, and the Society is in no way financially responsible for any chapter's financial obligations. Should the conduct of the chapter not be in accordance with Society objectives, it will be stricken from the Society's chapter roster and will surrender its charter upon request by the Society's Board of Directors/Executive Committee.

Section 4. *REGION DEFINITION: The Society is divided into geographical regions to monitor, assist, participate and provide feedback, as appropriate, to the Society's leadership and to promote regional and chapter activities, revitalize existing chapters and promote new ones. A current list of regions and chapters can be found on the Society's web site.*

ARTICLE XI: AMENDMENTS

Section 1. AMENDMENTS: Society Bylaws may be altered, amended, or repealed by a two-thirds (2/3) vote of Regular Members present at a semi-annual meeting, unless five (5) members in attendance request a written ballot of the membership. At such an occurrence, a simple majority vote will prevail, provided due notice was given of contemplated changes, the meeting date, its place and must have been accompanied by a recommendation of the Board's Executive Committee and must have been sent to all Regular Mmembers. Amendments are effective immediately following their approval unless otherwise specified.

ARTICLE XII: DISSOLUTION

Section 1. DISSOLUTION: Should dissolution of the Society occur, the total assets of the Society shall be transferred to Cornell University for their administration and exclusive use by the School of Hotel Administration.

Ratified November 10, 2003

**CORNELL HOTEL SOCIETY
DESK REFERENCE**

<http://www.hotelschool.cornell.edu/alumni/chs/deskref.html>

SCHOOL INFORMATION

SCHOOL INFORMATION

BASIC INFORMATION

Founded in 1922

56 full-time faculty members

14 visiting faculty members

Approximately 10,000 living alumni

Tuition: (2002-2003) \$27,394

Room and board \$8,980

Books and supplies \$620 (estimated)

Personal \$1,260 (estimated)

Over 180 firms recruit on campus

STUDENT ORGANIZATIONS

American Resort Development Association (ARDA) (Cornell student chapter)

Club Managers Association of America (CMAA) (Cornell student chapter)

Cornell Hotel Society, Collegiate Chapter (CHS, CC)

Dinner Club at Cornell

Entrepreneurs in Hospitality at Cornell

Hospitality Students International

Hotel Ezra Cornell (HEC)

Hotel Graduate Student Organization (HGSO)

National Society of Minorities in Hospitality (NSMH) (Cornell student chapter)

SHA Ambassadors

SHA Yearbook

Student Committee for Continuous Improvement (SCCI)

Hospitality Sales and Marketing Association International (HSMAI) (Cornell student chapter)

Ye Hosts Honorary Society

CAREER SERVICES

The mean salary for the class of 2002 graduates was \$38,380 for the B.S. program and \$53,978 for the M.M.H. program. The hospitality industry segments entered by B.S. graduates included Hotels & Resorts-property level & corporate level, Managed Services and Restaurant Operations, Banking & Financial Services, Consulting, Real Estate, Sports/Entertainment/Leisure, Travel/Tourism, Property Management, and also graduate school. Graduates from the M.M.H. program chose to enter the following hospitality industry segments: Hotels & Resorts-property, regional & corporate levels, Travel & Tourism, Hospitality Consulting, Restaurants-property & corporate levels, Consumer Products, and Academic Institutions.

CHAIRS - ENDOWED

Sherri Kimes – Richard and Monene P. Bradley Director of Graduate Studies

Jan de Roos – Hospitality Valuation Services International Professor of Finance and Real Estate

David A. Dittman – Hubert E. Westfall Professor of Accounting

A. Neal Geller – Robert A. Beck Professor of Hospitality Financial Management

Stephen Mutkoski – The Banfi Vintners Professor of Wine Education and Management

Cathy Enz – Lewis G. Schaeneman, Jr. Professor of Innovation and Dynamic Management

Craig Lundberg – Kenneth and Marjorie Blanchard Professor of Human Resource Management

Jeffrey Harrison – Fred G. Peelen Professor of Global Hospitality Strategy

STATLER HOTEL AND J. WILLARD MARRIOTT EXECUTIVE EDUCATION CENTER

150-room hotel

Executive Education Center consisting of:

-7 meeting rooms

-amphitheater, seating for 90

-reception area

-3 banquet facilities

5 private dining rooms

900-seat full-stage auditorium

Banfi's Restaurant

On-site fitness center

ACADEMIC AREAS

Finance and Real Estate (FARE)

Hospitality Facilities and Operations (HFO)

Marketing, Information Systems, Strategy and Tourism (MISST)

Organizational Management, Communication and Law (OMCL)

ACADEMIC AND EDUCATIONAL PROGRAMS

Executive Education Programs:

Professional Development Program (PDP)

General Managers Program (GMP)

Advanced Management Program (AMP)

Management Intern Program

Mentorship Program

Center for Hospitality Research

STUDENT ENROLLMENT

Total number of undergraduates for 2003-2004 is 806

101 MMH students

9 Ph.D. students

10% of undergraduates, and about 50% of graduate students are international students

32% of domestic graduate students are minority

SAT/ACT: 1300 median SAT / 28 median ACT

Verbal SAT average: 637 and Math SAT average: 670

GMAT average score: 613

TOEFL average score (graduate students): 266 (250 minimum requirement)

88% have had work experience in the hospitality industry

ADMINISTRATION AND FACULTY BY DEPARTMENT

Administration 2003

David W. Butler	Dean
Steven Carvell	Assistant Dean
Gary Thompson	Executive Director for the Center for Hospitality Research
Marge Ferguson	Associate Dean for Business Administration
Sherril Kimes	Richard and Monene P. Bradley Director of Graduate Studies
Thomas Kline	Director of Executive Education
Philippus Miller III	Director of Alumni Affairs
Millie Reed	Director of Career Services
Leo M. Renaghan	Associate Dean for Academic Affairs
Lisa M. Shaffer	Director of Graduate Programs
Bill Summers	Director of Communications
Brad Walp	Director of Enrollment Management
Walter Williams	Director of Alumni Affairs and Development
Richard Adie	Statler Hotel General Manager

Finance and Real Estate (FARE)

Academic Area Director is Jan deRoos

Canina, Linda	Associate Professor
Carvell, Steven	Associate Professor
Chang, Charles	Assistant Professor
Cici, Gjergji	Visiting Senior Lecturer
Corgel, John	Professor
deRoos, Jan	Hospitality Valuation Services International Professor of Finance and Real Estate (Associate Professor)
Dittman, David A.	Hubert E. Westfall Professorship of Accounting
Eyster, James	HVS Professor Emeritus
Geller, A. Neal	Robert A. Beck Professor of Hospitality Financial Management
Gibson, G. Scott	Assistant Professor
Hensley, Laurie	Visiting Lecturer
Potter, Gordon	Associate Professor
Quan, Daniel	Associate Professor

Sciarabba, Andrew	Adjunct Visiting Professor
Strebel, Paul	Visiting Lecturer

Hospitality Facilities and Operations

Academic Area Director is Greg Norkus

Curtis, Steven	Lecturer
Kimes, Sherri	Professor
Lang, Barbara	Lecturer
McCarthy, Reneta	Lecturer
Mutkoski, Stephen	The Banfi Vintners Professor of Wine Education and Management
Nash, Abby	Lecturer
Norkus, Gregory	Senior Lecturer
O'Connor, Therese	Senior Lecturer
Penner, Richard	Professor
Pezzotti, Giuseppe	Senior Lecturer
Pullman, Mellie	Associate Professor
Redlin, Michael	Professor
Reynolds, Dennis	Assistant Professor
Robson, Stephani	Lecturer
Spies, Rupert	Senior Lecturer
Stipanuk, David	Associate Professor
Susskind, Alex	Assistant Professor
Tabacchi, Mary	Associate Professor
Thompson, Gary	Professor
White, Robert	Teaching Support Specialist

Marketing, Information Systems, Strategy and Tourism (MISST)

Academic Area Director is Jeff Harrison

Alvarez, Roy	Senior Lecturer
Bergh, Donald	Associate Professor
Carroll, Bill	Visiting Assistant Professor
Clark, Preston	Lecturer
Dev, Chekitan	Associate Professor

Enz, Cathy	Lewis G. Schaeneman Professor of Innovation and Dynamic Management
Harris, Kendra	Statler Foundation Visiting Assistant Professor
Harrison, Jeffrey	Fred G. Peelen Professor of Global Hospitality Strategy
Kwortnik, Rob	Assistant Professor
Lynn, William	Associate Professor
McCarthy, Mark	Teaching Support Specialist
Noden, Malcolm	Visiting Senior Lecturer
Piccoli, Gabriele	Assistant Professor
Renaghan, Leo M.	Associate Professor
Siguaw, Judy	Professor
Talbert, Mark	Lecturer
Wagner, Erica	Assistant Professor

Organizational Management, Communication and Law (OMCL)

Academic Area Director is Bruce Tracey

Arliss, Laurie	Visiting Assistant Professor
Berger, Florence	Professor
Blanchard, Kenneth	Visiting Professor
Brownell, Judi	Professor
Dahl, Nicholas	Lecturer
Gabriel, Jerry	Visiting Lecturer
Hinkin, Timothy	Professor
James, Robert	Visiting Lecturer
Jameson, Daphne	Associate Professor
Klausner, Adam	Visiting Lecturer
Lennox, David	Lecturer
Lundberg, Craig	Kenneth and Marjorie Blanchard Professor of Human Resource Management
Snow, Craig	Senior Lecturer
Steinacher, Richard	Visiting Senior Lecturer
Simons, Tony	Associate Professor
Sherwyn, David	Associate Professor
Sturman, Michael C.	Associate Professor
Tracey, J. Bruce	Associate Professor

Wagner, Paul

Walsh, Kate

Visiting Lecturer

Assistant Professor

Librarians

Schnedeker, Donald

Hosoi, Mihoko

Dickinson, Thad

UNDERGRADUATE PROGRAM

Regularly enrolled undergraduates must satisfy the following requirements to receive a Bachelor of Science (BS) degree: (1) completion of eight terms in residence; (2) completion of the prescribed curriculum, with a minimum cumulative average of 2.0; (3) a grade point average of at least 2.0 in a full-time schedule in the final semester; (4) receive a final grade in any courses in which a grade of “incomplete” was issued; (5) “Qualify” in one language other than English; (6) completion of two units of practice credit; (7) completion of the university's physical education requirement.

REQUIRED COURSES	CREDIT HOURS
Management Operations	6
Human Resources Management	6
Financial Management	12
Food and Beverage Management	12
Marketing and Tourism	6
Property Asset Management	6
Communication	6
Operations Management & Information Technology	9
Law	3
Other	6
	72
 SPECIFICALLY REQUIRED CREDITS	
Concentration	12
Distributive Electives	18
Free Electives	18
Credits Required for Graduation	120

MASTER OF MANAGEMENT IN HOSPITALITY (M.M.H.) PROGRAM

Studies of graduate management education indicate that graduate management programs need to have a specific focus, and must prepare students for a particular industry. The Cornell Hotel School's Master of Management program accomplishes exactly that. While the majority of MBA programs concentrate on manufacturing, we focus on the service industry that occupies an increasingly large share of the world economy. Experiential components such as a real-world team consulting project, communication and leadership mini-courses, and the mentorship with hospitality executives make us a benchmark for other graduate management programs.

There is a continuing need in the hospitality industry for persons with a wide variety of professional and graduate management skills at both the corporate and operational levels. Through the MMH program, the School of Hotel Administration seeks to prepare students with diverse undergraduate backgrounds to meet this need. The MMH program provides extensive professional training in disciplines pertinent to the hospitality and service industries. The curriculum includes courses in administration and management information systems, marketing, real estate, communications, finance and properties management. Students work with a faculty member to develop an individualized program of study. Applicants to the MMH program must already have at least two years of full-time hospitality-related work experience. The program is a two-year, four-semester program.

Mission:

The mission of the MMH program is to develop the leaders of the global hospitality industry for the twenty-first century. MMH graduates leave the program demonstrating strategic orientation, implementation skills, an area of specialization and a global perspective.

Program Description:

The MMH is a graduate business management program. The MMH program is, in many ways, comparable to an MBA. In both, students get a grasp of general business principles from courses in subjects like finance, economics, organizational behavior, strategy, management, marketing, and information technology. MMH students also practice defining and analyzing problems, articulating ideas and learning the fundamentals of business administration. But there is one crucial distinction: the MMH focuses on management for the service sector - the fastest growing segment of the economy - rather than on manufacturing.

The MMH program is fully accredited by the AACSB the world's most respected business school accrediting agency. AACSB accreditation demonstrates that the MMH ranks among the best MBA programs, and confirms the trend toward more specialized graduate business management education - something that we take pride in for the fields of hospitality and service.

Profile of Students:

Each MMH class is limited to between 50 and 60 students. Students selected for the program pass a rigorous admission process, which evaluates their academic background, their leadership potential, as well as the depth of their professional experience. Students entering the program average roughly four years of full-time hospitality experience, including managerial experience. The average age at matriculation is 28 to 30 years old.

The composition of the MMH student body is diverse and international, reflecting the diversity and global scope of the hospitality industry itself. Just under half of the students come from countries outside the US, with as many as 17-18 various countries represented in each class. Such diversity lends an additional dimension to the learning process. Moreover, within the framework of extensive group work, students develop leadership skills to value and manage a diverse team.

Program Content and Features:

During the first-year M.M.H. core-foundation courses, students further develop their analytical and decision making skills while gaining a deeper understanding of the issues facing leaders across the breadth of the industry. During the second year, students customize their curriculum toward specific career objectives, whether in chain restaurant management, real estate development and finance, revenue management, etc.

Unique features of the M.M.H. program such as the real-world team consulting project, the summer industry mentorship and the communication assessment center further develop the students and challenge them to excel. The team project integrates five courses around an actual consulting project in the industry. The mentorship program places students in the work environment with senior-level executives. The communication assessment center emphasizes the importance of strong communication by challenging students to develop their business writing, presentational speaking, and group process skills; all of which are needed to succeed as leaders in today's work environment.

Profile of Graduates:

Graduates of the MMH program leave with a strategic focus, strong analytical and implementation skills, an area of specialization and a global perspective. Combined with their prior work experience, they are highly sought for management positions throughout the industry. They manage four-star restaurants and world-class hotels, develop real estate, expand tourism, direct investment, conduct market research, design information systems, manage airline operations, and consult.

As the growth in tourism and hospitality accelerates - and it shows no sign of slowing down - the demand for MMH graduates continues to increase. In the past five years, MMH graduates have accepted jobs with salaries averaging 40 percent more than salaries they were earning prior to enrolling in the MMH program. Industry leaders recognize that MMH graduates are distinctive: Not only have they gone through an intensive screening process, but they have also earned a world-class business management education. Furthermore, with experience and specific knowledge of the hospitality and service industries, they are prepared to successfully lead organizations and manage the challenges facing the industry today and in the future.

For Further Information:

For information about the Master of Management in Hospitality Program, its students or its graduates, do not hesitate to contact the Office of Graduate Studies at the Hotel School.

Brad Walp

Director of Enrollment Management

Graduate Studies Office, Statler 172

607-255-7245 or 800-257-2228

<http://www.hotelmmh.cornell.edu>

master_mgmt_hosp@cornell.edu

OFFICE OF ALUMNI AFFAIRS AND DEVELOPMENT

The Office of Alumni Affairs and Development is the bridge that unites alumni and the general public with the academic activities of the School. These two areas work together to meet the needs of our various constituencies. For example, Alumni Affairs produces the *CHS Bulletin* for alumni, works with students to engage them with alumni in a mentor program and helps organize the various CHS Chapters world-wide. Development works toward providing the financial resources necessary to carry out the School's mission. Many of you already communicate class information and chapter activity directly to the Alumni Office, but you may not know how you can assist with the School's fund raising efforts.

Development raises money for both restricted and unrestricted uses to support various Hotel School programs and activities. Examples of restricted dollars include establishing endowed scholarships for Hotel School students, endowed professorships, and any gift directed toward a specific purpose. Unrestricted gifts are typically referred to as the Annual Fund or the Cornell Fund. These important gifts provide budget relief as they enable the School to direct the funds to needs such as general student financial assistance, hardware and software for the computer learning labs, and classroom equipment. Unrestricted funds also allow the School to take advantage of unanticipated opportunities that arise throughout the year. While 60% of our alumni pay CHS dues, only 18% make a gift to the School. As a Chapter President you can play an important role in increasing this giving percentage by emphasizing the importance gifts make to the ongoing success of the School. Dues paid to the Society support the organization of CHS, and gifts from alumni will only support the Hotel School if they are designated as such. Annual fund gifts can be made via annual dues mailings, through the Cornell Fund pledge cards received periodically throughout the year, in conjunction with a Reunion effort, or online at <http://www.hotelschool.cornell.edu/alumni/giving>. Development also promotes planned giving opportunities (life income agreements, bequest arrangements, charitable trusts, etc.) and is available to assist Chapters with non-event fund raising efforts for the School.

For further questions on the School's development activities or to find out how your Chapter can help with fund raising, please call 607-255-9938.

OFFICE OF EXECUTIVE EDUCATION

Serving the hospitality industry with executive and professional education is an integral part of the mission of Cornell's School of Hotel Administration. The Office of Executive Education's diverse programs serve more than 1,800 hospitality professionals annually on the Cornell University campus and at sites around the world. The following summary provides an overview of our programs.

The ADVANCED MANAGEMENT PROGRAM (AMP) an intensive program that focuses on managing the future. Exploring key questions about the hospitality industry five-to-ten years out, participants will strive to create a vision of the future and develop strategies to keep their businesses on target with that vision. This program is for corporate level executives and qualified senior general managers as well as graduates of the General Managers Program (GMP).

The Anheuser-Busch PROFESSIONAL DEVELOPMENT PROGRAM (PDP) offers over fifty courses to hospitality managers in eight "real world" fields of study. PDP offers eighteen Certifications. Whether PDP is experienced in person on the Cornell University campus or at other sites in the U.S., Europe, or online, the Professional Development Program delivers the most sophisticated executive-education courses to the hospitality industry. No matter what professional level, PDP is certain to provide lifelong learning opportunities necessary to advance business success and advance careers.

ONLINE PROGRAMS offers a selection of PDP courses. Provides year-round access to education and unsurpassed convenience. These courses were created by Cornell Hotel School professors, and offered by the School of Hotel Administration and eCornell, a division of Cornell University. The courses are delivered entirely via the Internet. Online courses are self-paced — an online mentor will be available to answer questions and to stimulate discussions among course participants. Participants may elect to earn a Certification.

The GENERAL MANAGERS PROGRAM (GMP) tackles strategic property-level issues with depth and precision, while challenging participants to learn from a new network of colleagues who bring a worldwide perspective to the table. This program is designed to transform decision-makers into strategic thinkers. Focused on the specific issues of the full-service hotel, participant's will work together to expand their knowledge base, alter their viewpoints, and create new solutions to the challenges they face.

CUSTOM PROGRAMS offers extensive, cutting edge programs in hospitality management related topics designed for individual clients. Courses can be tailored to the specific dynamics of the individual organization as well as the management level of the targeted audience. In addition, the classes can be held on the Cornell campus in Ithaca, New York, U.S.A., or at a site chosen by the client almost anywhere in the world.

For further information contact:

The Office of Executive Education, School of Hotel Administration, Cornell University, 149 Statler Hall, Ithaca, NY 14853-6902 • Phone: 607 255-4919 • Fax: 607 255-8749 • E-mail: exec_ed_hotel@cornell.edu • Web: <http://www.hotelschool.cornell.edu/execed/>

CAREER SERVICES

We sincerely appreciate the continuing support of our alumni network. It is with great pleasure that I provide you with an overview of the services provided by the Hotel School's Career Services Office.

Our goal in Career Services is to partner students in both the Bachelor of Science and Master of Management in Hospitality programs with their career planning and job search. Students are encouraged to explore all of the services and resources available through our office. The Career Contact Network is a great opportunity for alumni to provide assistance to students exploring their career options. To become involved visit www.hotelschool.cornell.edu/alumni/ccan.html.

We also provide assistance to employers in identifying our students for internships, summer and permanent positions within their organizations. Toward this end we offer the following special services to employers:

- On campus interviewing – Companies can interview on-campus in the fall and spring semesters to fill permanent or summer positions via InterviewTRAK, a web-based, on-campus interview-management and registration system.
- Permanent and summer job listing services – Companies interested in hiring current or graduating Hotel School B.S. or M.M.H. students but are not planning to visit campus are encouraged to post the opportunity online. Prospective employers seeking to attract Hotel School alumni may also use this job listing service.
- Management Intern Program (HA 492 & 493) – A six month work/study program for undergraduates.
- Atrium Company Showcase – The opportunity for a company to market and meet with students informally to discuss summer and permanent job opportunities throughout the academic year in the Hotel School Atrium.
- Annual Career Day – An annual fall event that provides an excellent opportunity for hospitality and service company representatives to share their company's philosophy and goals while marketing their company to students.

If you have any questions about the services listed or want to discuss ways in which we can be of help to you, please contact us. We look forward to assisting our SHA alumni in promoting the services of the CSO at the Hotel School.

For further information contact:

The Career Services Office

School of Hotel Administration, Cornell University

255 Statler Hall, Ithaca, NY 14853-6902

Phone: 607-255-9794 • Fax: 607-255-9540

E-mail: sha_cso@cornell.edu

Web site: <http://www.hotelschool.cornell.edu/corporations/recruit/>

Career Services Office

Your career development and job search partner...

Millie Reed

Director, Career Services & Employer Relations

Molly Brown

Assistant Director

Tanja West-Edwards

Career Development Coordinator

What can we do for you?

The CSO offers a variety of services and resources available to assist you in mapping out a career development strategy, and planning a successful job search.



255 Statler Hall • (607) 255-9794
www.hotelschool.cornell.edu/cso

Career Services Resources

Individual Assistance

- **Our Staff is available** to meet with you to discuss *your personal career goals and objectives*.

Career Development

- **Develop a Timetable** that includes self-assessment, informational interviewing, networking opportunities, and *finding the right summer or permanent job*.
- **Career Development Sessions** are presented by guest speakers on many topics, including *job search strategies, interviewing skills, and career field choices*.
- **Career Handouts** include information on career planning, networking, job searches, résumé and cover letter writing, interviewing skills, and hospitality resources.

Job Search Resources

- **The Career Connection weekly newsletter** includes information on upcoming events, resources in the CSO, workshops, companies recruiting, and recent job listings.
- **Permanent and Summer Job Listings job opportunities are posted regularly online.** Students respond directly to employers.
- **Atrium Company Showcases** are great opportunities to meet informally with representatives to *discuss career options and learn more about the company*.
- **Career Day** hosts over 40 companies from all industry segments. *An excellent opportunity to learn about the industry, company cultures, and potential opportunities.*
- **On-Campus Recruiting via InterviewTRAK online** companies from various industry segments come to campus to *interview students for both permanent and summer positions*.
- **Company Presentations** give you the opportunity to meet with employers to *learn about the company and available positions*.
- **Cornell Career Services** office provides services to all Cornell University students. CCS offers *on-campus interviewing for non-hospitality related industry segments*. www.career.cornell.edu
- **Alumni Directories** contain listings of hotel school alumni by name, geographical area, industry segments, and company online.
- **Career Contact & Alumni Network** is a great source to gain *career insight and advice* from Hotel School alumni.
- **Our Web Site** includes links to the weekly newsletter, *The Career Connection*, InterviewTRAK, resources for your independent job search as well as CSO-sponsored workshops, job listing services, other career-related web sites, and more!

Cornell Hotel School • Career Services Office

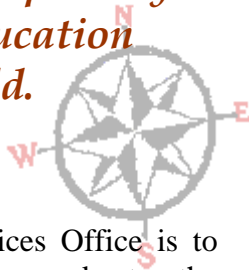
255 Statler Hall • 255-9794

www.hotelschool.cornell.edu/cso



**THE HOTEL SCHOOL
CAREER SERVICES OFFICE**

*The Cornell Hotel School
offers the finest hospitality
management education
in the world.*



The goal of the Career Services Office is to help match your recruiting needs to the employment needs of our students. Candidates for the Bachelor of Science, and Master of Management in Hospitality degrees are available for both permanent and summer jobs.

www.hotelschool.cornell.edu/corporations/recruit/

Marketing Opportunities...

The Atrium Company Showcase is an excellent opportunity to market your company and meet with students informally to discuss summer and permanent job opportunities.

www.hotelschool.cornell.edu/corporations/recruit/acs.html

Career Day is an annual fall event that provides an excellent opportunity for hospitality and service company representatives to share their company's philosophy and goals while marketing their company to students.

www.hotelschool.cornell.edu/corporations/recruit/career-day.html

255 Statler Hall
Ithaca, New York 14853
(607) 255-8345
Fax: (607) 255-9540
www.hotelschool.cornell.edu

Meeting Your Employment Needs...

Our Job Listing Services

If you are interested in hiring our graduates or current students, but are not planning to visit the campus we encourage you to post your summer or permanent positions through the CSO. Prospective employers seeking to attract Hotel School alumni may also use our job listing service.

Job Listing

www.hotelschool.cornell.edu/corporations/recruit/jobs.html

On-Campus Recruiting

During the fall and spring semesters, companies can interview on campus to fill permanent or summer positions. The Cornell Hotel School uses InterviewTRAK, a web-based, on-campus interview-management and registration system.

Company Presentations

Presentations allow you the opportunity to meet with students before on-campus interviews and to share information about your company.

www.hotelschool.cornell.edu/corporations/recruit/presentations-oc.html

Contact the Career Services Office to discuss how we can assist you with your hiring needs.



(607) 255-8345

Fax: (607) 255-9540

Email: jp287@cornell.edu

www.hotelschool.cornell.edu/corporations

NESTLÉ LIBRARY

The Nestlé Library, located on the ground floor of Statler Hall, has one of the largest single collections of hospitality related materials in the world. Subjects covered include travel/tourism, lodging, restaurants, meetings and conventions, special events, cooking, and core business topics such as human resources, accounting, management, and communications. The library contains approximately 26,000 volumes, 1000 videotapes, numerous ephemera and memorabilia (such as photographs and menus), and over 1000 subscriptions to magazines, journals, newsletters, and other serials.

In addition to its extensive collection, the Nestlé Library provides students with access to the three million volumes contained in the Cornell University Library online catalog. The Hotel School library also produces and houses Hospitality Database. Hundreds of other databases are available via Cornell's Library Gateway.

The library's professional staff are first and foremost dedicated to providing exceptional service to the members of the Hotel School and Cornell community. The library capabilities extend beyond Cornell to the hospitality industry through the fee-based service, HOSTLINE. For information on HOSTLINE, contact Mihoko Hosoi at (607) 254-4503 or email sha_hostline@cornell.edu.

The Hotel School Library offers its students amenities other than literary resources. Students can study in one of three group study rooms, or the larger quiet study room. There are three public access copiers, one microfiche/film copier, numerous computer workstations, and a public access fax machine.

If you would like more information about the Nestlé Library or any of the services mentioned above, please contact Donald Schnedeker, Director, at 607-255-9242.

STATLER INFORMATION & INSTRUCTIONAL TECHNOLOGIES

The mission of Statler Information & Instructional Technologies (SIT) is to enable the advancement and effective use of technology throughout the Hotel School. SIT accomplishes this mission by delivering and supporting the latest technologies in desktop and laptop computers. These computers are replaced on a regularly scheduled basis. We also have established a network infrastructure that provides reliable, secure, high-speed access to computers across the hall or around the world. Our team of programmers develops and supports mission critical applications to both the School and the Hotel. The Statler prides itself on maintaining the most current classroom technologies available. Finally, SIT works with a host of technology vendors to test and research cutting edge systems for the hospitality industry as well as higher education.

SIT is comprised of six teams of professionals that support the teaching and research mission of the School and the day to day operations of the Statler Hotel. The **Network Operations Team** ensures the consistent operation of over 30 servers as well as the Statler's own building-wide 100 MB Ethernet wiring plant. The **Client Support Team** provides help desk service to over 300 members of the Statler. This includes deploying new computers and day-to-day trouble shooting and training. The **Public Computing Team** maintains the consistent operation of over 150 public use computers located in the Binenkorb Computer Center, Nestle Library and the Statler Hotel. The **Classroom Technologies Team** installs and supports instructional technologies in all the Hotel School classrooms and the Statler Hotel Conference Center. The **Web/Database Programming Team** maintains all the Hotel School's primary web sites as well as development and support for many of the Hotel School's key database operations. The **Hotel Applications Team** provides 24/7 support for more than a dozen applications upon which the Statler Hotel depends. Purchasing/Licensing and Inventory Management of all the hardware and software in the building is provided by SIT's **Office Manager**. Leadership of all these technology professionals is provided by the Director of Information & Instructional Technologies.

CENTER FOR HOSPITALITY RESEARCH

“Almost every aspect of our day-to-day existence is touched by some research activity on campus.”

—Frank H.T. Rhodes, president emeritus, Cornell University

The CHR Mission:

To foster and disseminate research for the hospitality industry

The purpose of The Center for Hospitality Research at Cornell University is to enable, conduct, and disseminate research of significance to the hospitality industry while building important links between the academic and industry communities.

The CHR focuses its mission on four main goals:

- ***Conducting research***—to conduct research on topics of importance to the hospitality industry.
- ***Supporting research***—to support academic work to produce useful research for the industry.
- ***Sharing results***—to share research results to enhance management practice.
- ***Building relationships***—to build relationships for industry and academe by creating and building a knowledge community.

Realizing the Vision

For over 70 years the School of Hotel Administration at Cornell University has served the hospitality industry through its commitment to timely research. In 1992 the Hotel School embarked on a new chapter of this tradition by creating the Center for Hospitality Research. The CHR is a meeting place for forward-thinking practitioners and hospitality researchers.

www.chr.cornell.edu

USEFUL WEBSITES:

You can access most updated information about the Hotel School at:

Hotel School	http://www.hotelschool.cornell.edu/
Alumni Affairs	http://www.hotelschool.cornell.edu/alumni/
Update Address	http://www.hotelschool.cornell.edu/alumni/update/
Calendar of Events	http://www.hotelschool.cornell.edu/alumni/chs/events.html
Membership Directory	http://www.hotelschool.cornell.edu/alumni/directory/
Undergraduate and Graduate Application	http://www.hotelschool.cornell.edu/apply/
Development	http://www.hotelschool.cornell.edu/alumni/giving/
Publications	http://www.hotelschool.cornell.edu/publications/
Executive Education	http://www.hotelschool.cornell.edu/execed/
Career Services	http://www.hotelschool.cornell.edu/corporations/recruit/
Center for Hospitality Research	http://www.hotelschool.cornell.edu/chr/
Request Information	http://www.hotelschool.cornell.edu/requestinfo/
Hospitality Reference Books catalog	http://www.store.cornell.edu/book/gbooks_pdfs/Hotelcat_6_02.pdf
Nestle Library	http://www.nestlelib.cornell.edu/