

Curriculum Vitae

December 2007

Jan Adrian deRoos

HVS International Professor of Hotel Finance and Real Estate

Finance, Accounting, and Real Estate Department

School of Hotel Administration

465 Statler Hall

Cornell University

Ithaca, New York 14853

Telephone: (607) 255-8716

Fax: (607) 255-4179

E-mail: jad10@cornell.edu

Education:

- Ph.D. Cornell University, Ithaca, NY, May 1994
Major - Hotel Administration
Minors - Real Estate, Hotel Administration-Financial Management
Dissertation: The Significance of Transaction Noise in Real Estate
Prices and Smoothing in the Appraised Values of Real
Estate
- M. S. Cornell University, Ithaca, NY, January 1980
Major - Hotel Administration
Minor - Hotel Administration-Properties Management
Thesis: Energy Accounting for Hotels Using Multiple
Regression Analysis
- B. S. Cornell University, Ithaca, New York, January 1978
School of Hotel Administration

Positions Held:

- 2001-present Cornell University, Ithaca, New York
School of Hotel Administration
HVS International Professor of Hotel Finance and Real Estate
- 2000-present Cornell University, Ithaca, New York
School of Hotel Administration
Associate Professor
- 1988-2000 Cornell University, Ithaca, New York
School of Hotel Administration
Assistant Professor, Lecturer

Positions Held / Work Experience, Continued:

1981-1988	Mariner Corporation, Houston, Texas (now Ashford Hospitality Trust) Senior Project Manager, Director of Engineering
1980-1981	Sheraton Corporation, New York, New York The New York Sheraton Assistant Chief Engineer, Energy Manager
1978-1980	Graduate Research Fellow, Cornell University, Ithaca, New York School of Hotel Administration
1975-1978	Teaching Assistant, Cornell University, Ithaca, New York School of Hotel Administration
Prior to 1978	Bartender, cook, butcher, waiter, and receiving room clerk in various establishments in upstate New York

Reviewed Publications:

deRoos, J.A. (2005) "Business Enterprise Value in Hotels – The Reality vs. the Shell Game," Cornell Real Estate Journal Volume 4, No. 1.

Davis, G. and J. A. deRoos, (2004) "Structuring Hotel Deals to Achieve Strategic Goals: An Owner's Perspective." Journal of Retail and Leisure Property Volume 4 No. 1, November 2004, 9-17.

Corgel, J.B. and J. A. deRoos, (2003) "Buying High and Selling Low Revisited: The "Quiet Industry"," Cornell Hotel and Restaurant Administration Quarterly Volume 44, No. 5&6, October – December 2003, 76-80.

deRoos, J.A. and J.B. Corgel (2003) "Investment Value Depends on Investment Value," Cornell Real Estate Journal Volume 2, No. 1, June 2003, 19-28.

deRoos, J.A. (1999) "Natural Occupancy Rates and Development Gaps – A Look at the U.S. Lodging Industry," Cornell Hotel and Restaurant Administration Quarterly Volume 40, No. 2, April 1999, 14-22.

Corgel, J.B. and deRoos, J.A. (1999) "Recovery of Real Estate Returns for Portfolio Allocation," Journal of Real Estate Finance and Economics Volume 18, No. 3, 279-296.

Corgel, J.B., deRoos, J.A., and Davis, G.B. (1998) "Publicly Traded Equivalent of the Lodging Property Index," Real Estate Finance Volume 15, No. 3, Fall 1998, 57-66.

Corgel, J.B. and deRoos, J.A. (1997) "Hotel Investments in the Portfolio: Are They Part of the Core?" Real Estate Finance Volume 14, No. 2, Summer 1997, 29-37.

Corgel, J.B. and deRoos, J.A. (1997) "The Lodging Property Index," Real Estate Review Summer 1997, 35-38.

Reviewed Publications, Continued:

deRoos, J.A. and Corgel, J.B. (1996) "Measuring Lodging Property Performance," Cornell Hotel and Restaurant Administration Quarterly Volume 37, No. 4, August 1996, 20-28.

deRoos, J.A. and Rushmore, S. (1996) "Lodging Property Valuation Models: Proof of Value for Selected Models," Cornell Hotel and Restaurant Administration Quarterly Volume 37, No. 1, February 1996, 89-95.

deRoos, J.A. and Rushmore, S. (1995) "Lodging Property Valuation Models: The Effects of Income Taxes and Alternative Lender Criteria," Cornell Hotel and Restaurant Administration Quarterly Volume 36, No. 6, December 1995, 62-69.

Corgel, J.B. and deRoos, J.A. (1994) "Buying High and Selling Low in the Lodging Property Market," Cornell Hotel and Restaurant Administration Quarterly Volume 35, No. 6, December 1994, 33-38.

Corgel, J.B. and deRoos, J.A. (1993) "The ADR Rule-of-Thumb as a Predictor of Lodging Property Values," International Journal of Hospitality Management Volume 12, No. 3, 353-365.

Corgel, J.B. and deRoos, J.A. (1992) "Pure Price Changes of Lodging Properties," Cornell Hotel and Restaurant Administration Quarterly Volume 33, No. 2, April 1993, 70-77.

deRoos, J.A. (1988) "Development in the '80's: The Facts of Life After Tax Reform," The Cornell Hotel and Restaurant Administration Quarterly, Volume 29, No. 2, August 1988, 10-13.

Redlin, M.H. and deRoos, J.A. (1980) "Gauging Energy Savings: Further Applications of Multiple Regression Analysis," Cornell Hotel and Restaurant Administration Quarterly Volume 20, No. 4 February 1980, 48-52.

Collaborative Work with the American Hotel and Motel Association:

deRoos, J.A. (1995 - 2000) The Lodging Property Index principal researcher with J.B. Corgel and L. Canina of the School of Hotel Administration, published quarterly by the American Hotel and Motel Association.

Redlin, M.H. and deRoos, J.A. (1990) Water Consumption in the Lodging Industry East Lansing, MI: American Hotel and Motel Association

Book Chapters, Bibliographies, and Instructional Materials:

deRoos, J.A. (2006) "Renovation and Capital Projects," Chapter in Stipanuk, D.M., Hospitality Facilities Management and Design, 3rd Edition, East Lansing, MI: Educational Institute of the American Hotel & Motel Association.

deRoos, J.A. and Salins, E. (2005) "Hotel Development Costs," Chapter 6 in Raleigh, L.E. and Roginsky, R.J, editors, Hotel Investments, 4nd Ed., East Lansing:, MI: Educational Institute of the American Hotel & Motel Association.

deRoos, J.A. (2004) "Project Finance," Chapter 5 in Ransley, J. and Ingram, H, editors, Developing Hospitality Properties and Facilities, 2nd Edition, Butterworth Heinemann.

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Book Chapters, Bibliographies, and Instructional Materials, Continued:

deRoos, J.A. and Rushmore, S. (2003) "Hotel Valuation Techniques," Chapter 4 in Raleigh, L.E. and Roginsky, R.J, editors, Hotel Investments, 3rd Ed., East Lansing:, MI: Educational Institute of the American Hotel &Motel Association.

deRoos, J.A. (2001) "Renovation and Capital Projects," Chapter 17 in Stipanuk, D.M. and Roffmann, H., Hospitality Facilities Management and Design, 2nd Edition, East Lansing, MI: Educational Institute of the American Hotel &Motel Association.

deRoos, J.A. and Rushmore, S. (1999) Hospitality Valuation Software, 2nd Ed. Mineola, NY: HVS International. Includes three Excel[®] spreadsheet templates, the "Operating and Use Guide", and a set of completed examples.

deRoos, J.A. and Rushmore, S. (1999) "Hotel Valuation Techniques," Chapter 10 in Raleigh, L.E. and Roginsky, R.J, editors, Hotel Investments, 2nd Ed., East Lansing:, MI: Educational Institute of the American Hotel &Motel Association.

deRoos, J.A. (1992) "Renovation," Chapter 17 in Stipanuk, D.M. and Roffmann, H., Hospitality Facilities Management and Design, East Lansing, MI: Educational Institute of the American Hotel &Motel Association.

deRoos, J. and Coons, B. (1991) A Selected Annotated Bibliography of Water and Water Issues Related to the Hospitality Industry, Ithaca, NY: School of Hotel Administration, Cornell University.

Non-reviewed Publications:

Davis, Geoff and deRoos, J.A. (2006) ""Deal or No Deal: the next three years in Hotel Investment", Hotel Yearbook 2007, Volume 1, pp 46-47.

deRoos, J.A. (2002) "Alternative Means of Control: A Critical Look at Leases vs. Management Contracts in Hotels", The Hospitality Financial Management Review, Summer 2002, Volume 15, Number 3.

deRoos, J.A. (1999) "Lodging Real Estate Industry Statistics" The Hospitality Financial Management Review Volume 11, No. 4, Winter 1999, 4-5.

deRoos, J.A. (1998) "Natural Occupancy Rates in Hotels" The Hospitality Financial Management Review Volume 11, No. 1, Spring 1998, 4-6.

deRoos, J.A. (1997). "Real Estate in the Hospitality Curriculum" The Hospitality Financial Management Review Volume 9, No. 4, Winter 1997.

deRoos, J.A. (1996). "The Prospects for New Lodging Property Investment: A Bright Future" The Hospitality Financial Management Review Volume 9, No 1 & 2, Spring/Summer 1996.

Corgel, J.B. and deRoos, J.A. (1991). "The Lodging Property Index" Innside Issues Volume 8, No. 4.

deRoos, J.A. (1989). "A Specifiers Guide To Hotel Construction" The Construction Specifier Volume 42, No. 4.

deRoos, J.A. and James E. Eyster The Negotiation and Administration of Hotel and Restaurant Management Contracts, 4th edition. Forthcoming February 2008.

deRoos, J.A. “Contemporary Hotel Management Contracts”, chapter in preparation for Hotel Asset Management, 2nd Edition, Denton & Singh, eds.

deRoos, J.A. “Break-Even Occupancy in Lodging Properties,” working paper in preparation for the Center for Hospitality Research

deRoos, J.A. “Alternative Means of Control: A Critical Look at Single Tenant Leases vs. Management Contracts in Hotels” working paper in preparation for the Research Committee of the School of Hotel Administration.

deRoos, J.A. “Price Elasticity and the Speed of ‘Rate’ Adjustments in Lodging Markets,” working paper in preparation for the Research Committee of the School of Hotel Administration.

deRoos, J. A. “Real Options in the Hospitality Industry: Valuing Management Agility,” working paper in preparation for the Journal of Hospitality Financial Management.

deRoos, J.A. and Corgel, J.B. “Evidence of Transaction Noise in Commercial Real Estate Prices,” working paper presented at the January 1996 American Real Estate and Urban Economics Association meetings, in preparation for the Review of Economics and Statistics.

Academic Papers Presented, Discussed, and Reviewed:

Allied Social Science Association, American Real Estate and Urban Economics Association, January 2000, January 1998, January 1997, January 1996, January 1995, June 1994, January 1993, December 1992.

Association of Hospitality Financial Management Educators, November 1996, November 1998.

School of Hotel Administration Research Seminar Series, October 1998, February 1997, April 1995, April 1992.

Annual Meeting of the American Society for Testing of Materials, August 1990.

Annual Meeting of the Executive Engineers Committee of the American Hotel and Motel Association, May 1990.

Invited Lectures, Presentations, Conference Activities:

“Value Creation through Management, Risk Sharing and Securitization” Panel Session with Ko Wang, moderator, The Chinese University of Hong Kong, Robert Edelstein, University of California-Berkeley, Timothy Riddiough, E. J. Plesko Chair, University of Wisconsin, and, “Management and Control of Assets” Panel Session Chairman, with Paul Foskey, Executive VP-Marriott Corporation, Kevin Murphy, Senior VP-Latham Hotels International, Andrew Coggins, Chinese University of Hong Kong. *Hotel Investment 2005*, *K. Wah Hotel and Tourism Forum*, hosted by the Chinese University of Hong Kong, Conrad Hotel, Hong Kong, July 2005

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Invited Lectures, Presentations, Conference Activity, Continued:

“Economic Outlook and Performance” Panel Session Co-Moderator with Mike Malley, Hotel-Motel Management Magazine; panelists Mark Lomonno, President – Smith Travel Research, Bjorn Hanson, Global Hospitality Industry Leader – PricewaterhouseCoopers, R. Mark Woodworth, Principal – PKF Hospitality Research, *Americas Lodging Investment Summit*, Los Angeles, CA, January 2005.

“Preservation of Tourism Facilities” Panel Session Chairman with John Stuart, Assoc. Professor – Florida International University, Arva Moore Parks, Preservationist and Journalist, and Median Lansansky, Asst. Professor – Cornell University, *Modern Havana And Miami: The Politics Of Design, Representation, Preservation And Tourism*, Cornell University, October 2004.

“Hotel Architecture and Design in 2003” Presentation to the Cornell Club of Paris, May 2003

“Leaders in Innovation” Panel Session Chairman with with Ajay Bakaya, partner in Sarovar Park Hotel, Grace Leo-Andrieu of GLA International, Phillippe Bloch of Columbus Café, and Dominique-Charles Janssens of the Maison de Van Gogh, *IMHI 20th Anniversary*, ESSEC/IMHI, Cergy-Pontoise, France, June 2003.

“La Titisation des Marchés Immobiliers” or “Trends in Real Estate Securitization” *Séminaire de Chaire Immobilier ESSEC FNAIM*, École Supérieure des Sciences Économiques et Commerciales, Cergy-Pontoise, France, May 2004, May 2003, April 2002.

“Real Assets, Real Strategy, Real Value” Panel Session Moderator with Tim Haskin - Tishman Hotel Corp, Greg Hartmann - HVS International, Lawrence Wolfe - Eastdil, Thomas Fisher - Jones Lang LaSalle, *Cornell University Conference on Hospitality Industry Strategy*, Washington, DC, March 2001.

“Consolidation Across Europe: The Outlook for 2000 and Beyond,” Panel Session with Gabriele Burgio - NH Hotels, Patrick McCann - Jurys Doyle Hotels, David Michels - Hilton International, Roland Vos - Starwood Hotels, Cornell University European Hotel Industry Strategy Conference, London, May 2000.

“The Art of the Deal” Panel Session Moderator with Mark Gordon - Sonnenblick-Goldman Company, Kevin Mallory-Hyatt Corporation, Andrew Strasser-Lend Lease, Bruce Wiles-Meristar Hospitality, Steven Goldman - Starwood, Steve Keslica - Strategic Hotel Capital, *Cornell University Conference on Hospitality Industry Strategy*, Ft. Lauderdale, Florida, March 2000.

“Financing Innovations Workshop,” Panel Session with Richard Johnson-Jones Lang LaSalle Corporate Finance and Simon Turner-Hotel Capital Advisors, *Cornell University European Hotel Industry Strategy Conference*, London, May 1999.

“Revisiting Public vs. Private Financial Structures,” Panel Session Moderator with Scott Grey-Goldman Sachs, Robert Parsons-Host Marriott, Simon Turner-Hotel Capital Advisors, Michael Medzegian-Olympus Real Estate, and Steve Goldman-Starwood Hotels and Resorts, *Cornell University Conference on Hospitality Industry Strategy*, Ft. Lauderdale, Florida, March 1999.

“Lodging Industry Statistics,” Invited academic presentation at the *11th Annual Hilton Lecture Series*, Michigan State University-School of Hospitality Business, October 1998.

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Invited Lectures, Presentations, Conference Activity, Continued:

Curriculum Vitae

“How do REITs Value Hotels,” Panel Session with Russell Kett-HVS International and Robert Breare-Patriot/Wyndyam Europe, *Access International Executive Forum on the Impact of REITs*, London, December 1998.

Allied Social Science Association, American Real Estate and Urban Economics Association, Session Moderator:

“Determinants of House Prices”, June 1998, Maastricht, The Netherlands

“Predictability in the Real Estate Market”, January 1998, Chicago, IL

“Real Estate in the Capital Markets”, January 1997, New Orleans, LA

“Industry Wide Consolidation,” Plenary Session Moderator with Robert Breare-Arcadian International, James Fisher-Marriott International, Gabriele Burgio-NH Hotels, Ian Burke-Bass Hospitality, and Roland Nilsson-Scandic Hotels, *Cornell University Conference on European Hospitality Industry Strategy*, London, May 1998

“Exploring the U.S. REIT Phenomenon and It’s Impact on the European Hotel Industry,” Breakout Session with Dennis Twining-Lazard Brothers, *Cornell University Conference on European Hospitality Industry Strategy*, London, May 1998.

“Market Driven Industry Forecasts,” Panel Session Moderator with Mark Lomanno-Smith Travel Research, Steve Rushmore-HVS International, and Bjorn Hanson-Coopers & Lybrand, *Cornell University Conference on Hospitality Industry Strategy*, Dallas, TX, March 1998.

“Operating Strategies in a Changing Market: A Tale of One City Two Properties,” Working Case Study, with Mark Woodworth-PKF Consulting, *Cornell University Conference on Hospitality Industry Strategy*, Dallas, TX, March 1998.

“The AH&MA’s Lodging Property Index,” Presentation to *Smith Travel Research State of the Industry Conference*, Nashville, TN, September 1997.

“Sell or Refinance?: What to do When Asset Values Increase,” Working Case Study, with Monty Bennett-Remington Hotel Corporation, *Cornell University Conference on Hospitality Industry Strategy*, Ft. Lauderdale, FL, March 1997.

“Hotel Asset Management: A Portfolio Managers Perspective,” Presentation at the 9th *Annual Symposium of the American Hospitality Financial Management Educators Association*, New York, New York, November 1996.

“The Lodging Property Index,” *Pan Asian Summit on Financing and Developing Hotels and Resorts in Asia*, Conference Chair and Presenter, Singapore, October 1996.

“The Impact of Environmental Issues on the Hotel Industry,” Presentation at the European Chapter of the Cornell Society of Hotelmen, Stockholm, Sweden, March 1996.

“The New Lodging Property Index,” Developed by the AH&MA in cooperation with Cornell University – “The Initial Results and What They Mean,” *NYU Hospitality Industry Investment Conference*, June 1996.

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Invited Lectures, Presentations, Conference Activity, Continued:

Curriculum Vitae

“Faculty, TA, and Student Interactions from an International Perspective,” Faculty Discussion Session, *Seminar on Diversity and Equity in the Classroom*, Cornell University, April 1995.

“The Creation of a Reliable Index of Lodging Property Returns,” Committee Presentation with Prof. Jack Corgel to the Industry Real Estate Finance Advisory Committee of the American Hotel & Motel Association, November 1994.

Professional Activities:

Member, American Real Estate and Urban Economics Association (AREUEA)

Member, American Real Estate Society (ARES)

Member, Cornell Hotel Society (CHS)

Member, Urban Land Institute (ULI)

Member, Council on Hotel, Restaurant and Institutional Education (CHRIE)

Member and Treasurer, Association of Hospitality Financial Management Educators (AHFME)

Editorial Board, The Cornell Hotel and Restaurant Administration Quarterly, 1994 – 2003

Editorial Board, The Journal of Retail and Leisure Property, 1999 - present

Reviewer, The Cornell Hotel and Restaurant Administration Quarterly

Reviewer, The International Journal of Hospitality Management

Reviewer, The Journal of Hospitality Financial Management

Reviewer, Hospitality Financial Management Review

Reviewer, Hotel Renovations, proposed text for Prentice-Hall.

Discussant, AREUEA Meetings, January 1995, January 1996, January 1997, January 1998

Areas of Teaching Experience:

<u>Course Title</u>	<u>Brief Description</u>
Hospitality Real Estate Finance	An elective course about lodging and restaurant debt and equity finance, valuation, and unit level investment decision making. Industry practitioners develop cases for classroom use. Taught both at the undergraduate and graduate level.
Real Estate Management	A survey course in the management of office, retail, and multi-family real estate properties. Extensive use of cases to facilitate learning.
Real Estate Project Workshop	A graduate level capstone course for the Program in Real Estate. Students integrate the diverse elements of the required curriculum into a unified whole, using a pending urban development as a framework.
Hotel Development and Planning	A required survey course in the planning and development of hospitality facilities; taught at both the undergraduate and graduate levels.
Principles of Real Estate	An undergraduate survey course in the legal, economic, business and financial perspectives of real estate, with an emphasis on investment, financing and valuation. Taught both at the undergraduate and graduate level.
Hospitality Asset Management	An advanced course about managing lodging assets to meet the specific needs of owners; both at the unit level and at the portfolio level.
Advanced Development and Construction	An undergraduate course that integrates the process of creation of improved real estate facilities, from the perspective of a multi-unit developer.
Hospitality Facility Construction and Operations	A required undergraduate survey course in the creation and management of the human environment, engineering systems, and building technology in hospitality facilities.
Hospitality Facilities Management	An elective undergraduate course in managing physical assets, through an understanding of engineering systems.
Hotel Planning and Interior Design	An elective studio course that develops aesthetic and functional design skills and applies them to hotel interior spaces.
Principles of Timeshare Property	A survey course in vacation ownership and timeshare property, with a focus on marketing, project feasibility, and project finance.
Hotel Investment Decisions Hotel Market Studies and Valuations Hotel Asset Management Environmental Management Advanced Hotel Investments	Adult education courses in certificate and non-degree programs at the School of Hotel Administration through the office of Executive Education.

Jan A. deRoos**Curriculum Vitae****Teaching Recognition:**

- 1999, Graduate Hospitality Teacher of the Year Award – School of Hotel Administration, Cornell University
1998, Graduate Hospitality Teacher of the Year Award – School of Hotel Administration, Cornell University
1996, Cornell University - Recognized by Cornell University Interfraternity Council and Panhellenic Association during Faculty Appreciation Week
1995, Cornell University – “An Apple for the Teacher” award from Alpha Omicron Pi
1995, Hospitality Teacher of the Year Award, presented by the freshman and sophomore classes, School of Hotel Administration, Cornell University
1994, 1996 Cornell University - Nominated by the Greek System for the “Paramount Professor” Award"
1992, Cornell University - Outstanding Educator to a Merrill Presidential Scholar
1989, Cornell University – Nominated “Best Teacher” by the Student/Faculty Committee

International Teaching Experience:

Degree Program Work:

- 2002, ESSEC/Institute de Management Hotelier International, 6 months in residence, 4 courses
2003, ESSEC/Institute de Management Hotelier International, 2 months in residence, 2.25 courses
2004, ESSEC/Institute de Management Hotelier International, 2 months in residence, 2.25 courses

Executive Education/Conference Work:

- 1996 - Pan Asian Summit on Financing and Developing Hotels and Resorts in Asia – Singapore, conference co-chair and presenter.
1998 - 2000 - Cornell University International Hospitality Conference – London, moderator
1999 - Access International Executive Forum on the Impact of REITs – London, moderator
2002 - Windsor Hotel School, Toya, Japan – Seminar on “The Fundamentals of Hotel Investment”
2005 – “Fundamentals of the Hotel Investment Decision”, Brussels, Belgium, Cornell Hotel School Professional Development Program; K. Wah Real Estate and Hotel Investment Forum, sponsored by the Chinese University of Hong Kong
2006 – “Fundamentals of the Hotel Investment Decision”, Singapore Cornell/Nanyang Institute Professional Development Program; “Hotel Asset Management” Hong Kong SAR, Sponsored by the Chinese University of Hong Kong; “Hotel Asset Management”, Brussels, Belgium, Cornell Hotel School Professional Development Program
2007– “Fundamentals of the Hotel Investment Decision” and “Hotel Asset Management”, Singapore, Cornell/Nanyang Institute Professional Development Program; “Fundamentals of the Hotel Investment Decision”, Brussels, Belgium, Cornell Hotel School Professional Development Program; “Asset Management for Hotel Managers”, Custom Program for Accor North America

University Governance, Committees, and Service:School of Hotel Administration

- Undergraduate Admissions Committee, 1989-1991, 2006 - present
Advising Committee, 1998 – 2001, co-chair; 2006 - present
Director of Graduate Studies, 2005 – 2006
MMH Admissions Committee, 2005 – 2006
Ad Hoc Food and Beverage Concentrations Committee – Fall 2005
Graduate Committee, 2003 - present

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University Governance, Committees, and Service, Continued:

Center for Hospitality Research, Member of the Advisory Board – 2004 - present
Research Committee, 2004 – 2005, chair
Academic Area Director, 2003 – 2005
Faculty Policy Committee, 1994-1996, 2000 - 2003
Faculty Advisor to Ye Hosts, 1999 – 2004
Faculty Advisor to the Student ARDA chapter, 1999 - present
Academic Integrity Hearing Board, 1998 - 2003
Ad Hoc Strategic Review, Augmented Faculty Policy Committee, 1998-1999
Undergraduate Admissions Interview Team, 1987-1992, 1994-present
MMH Admissions Interview Team, 1998-present
Ph.D. Admissions Interview Team, 1997-present
Ad Hoc Curriculum Review Committee, 1995-1998
Ad Hoc Advisory Committee to the Director of Graduate Affairs, 1995-1996
Ad Hoc Committee on Space Needs Analysis, 1995-1996
Ad Hoc Committee to Review the Cornell Hotel and Restaurant Administration Quarterly, 1995
Ad Hoc Faculty Selection Committee work – 8 committees, 4 as chairperson
Ad Hoc Committee to Select Attendees to the International Hotel Student Conference, 1994
Drowne Award Selection Committee, 1992, 1993
Advisor to HEC 68, 1992-1993
Ad Hoc Committee on Ph.D. Research Competence, 1992
Practice Credit Committee, Chair, 1989 - 1990
Ad Hoc Building Committee, Alice Statler Auditorium 1989 - 1990
Ad Hoc Wrap Up Committee, Statler Hotel & School Construction Project - 1989

Cornell University

Campus Store Advisory Board, 2003 - 2005
University Faculty Senate, 2000 - 2001
Member - Graduate Faculty
Member - Real Estate Field
Accreditation Committee for Advising, 1999-2001
Admissions Committee - Program in Real Estate, 1997-present
Ad Hoc Curriculum Committee - Program in Real Estate - 1999 - 2000
Academic Advisor - Program in Real Estate, 1996-present
Campus Planning Committee, Chair - Organizational Review Subcommittee, 1989 - 1991
Dean Search Committee - School of Hotel Administration, 1988 - 1990

Major Consulting Clients:

Acron India – Mumbai, India – Assist Management Contract Negotiations
Baker Botts – London, UK – Expert Witness, Lodging Management Contract
Slosburg Real Property – Omaha, Nebraska – Lodging Investment Analysis, Omaha Market
Dar al Watan – Pearl of the Gulf, Bahrain – Site Optimization Study, Recommend Mix of Uses – 200 ha.
Nikko Hotel Mexico – Management Audit, Capital Structure Analysis
U. S. Army - Engineering Corps, New York Office – Base Facility Condition Report
Maritz Wolff- Los Angeles, California – Management Audit
The Lodge of Four Seasons - Lake Ozark, Missouri – Management Audit
Cracker Barrel Old Country Store - Lebanon, Tennessee – Lodging Concept Feasibility Analysis
Loews Corporation - New York, New York – Construction Arbitrator
HVS International - Miami, Florida – Create Timeshare/Vacation Ownership Models