

NOLAN SCHOOL OF HOTEL ADMINISTRATION

Overview

The Nolan School of Hotel Administration offers a combination of inspired classroom teaching and innovative practical experiences. As the only Ivy League business-management program to focus on hospitality, we actively prepare students to be leaders in a dynamic global industry.

The Nolan School of Hotel Administration is one of the three collaborative schools that comprise the SC Johnson College of Business within Cornell University, giving it the ability to adjust its curriculum and services to keep pace with changes in the hospitality industry. Our students reap the benefits of this flexible, intellectually-rich, and creative environment.

Website: sha.cornell.edu (<https://sha.cornell.edu/>)

General Information Administration

- Kate Walsh, Dean and E. M. Statler Professor
- F. Asís Martínez-Jerez, Senior Director of Programs
- Christopher Anderson, Director of the EMMH Program
- Christopher Gaulke, Director of Undergraduate Studies
- Peng Liu, Director of the M² Cornell-Peking University Dual Degree Program
- Alexei Tchisty, Director of Graduate Studies-MMH
- Dina Kristof, Director of Student Services
- Victor Younger, Director of Diversity and Inclusion
- Erin Fitzgerald, Registrar
- Linda Canina, Academic Director of Center for Hospitality Research and Academic Director of the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship
- Jeanne Varney, Academic Director of Center for Real Estate Finance
- David Sherwyn, Academic Director of the Cornell Center for Innovative Hospitality Labor & Employment Relations (CIHLER)

Admissions Requirements

At the Nolan School of Hotel Administration, the undergraduate admissions procedures and requirements differ slightly by the type of student. First-year applicants should have taken the following courses in secondary school before applying: 4 units of English, 4 units of mathematics (including precalculus), 2 units of science (including chemistry), and 3 years or completion of the third level of a single foreign language for native English speakers. Additional units of higher-level math, particularly calculus, are recommended but not required. Applicants do not need to submit SAT/ACT scores with their application as the Cornell SC Johnson College of Business is score-free through 2024.

Additional information regarding the admissions process and requirements for transfers from other Cornell schools, transfers from colleges and universities outside Cornell, international students, and military veteran applicants is available on the undergraduate admissions webpage. Information regarding the admissions requirements for graduate programs can be found on the Master of Management in Hospitality (MMH) (<http://sha.cornell.edu/admissions-programs/graduate/mmh/admissions/application-requirements/>), the Executive

Master of Management in Hospitality (EMMH) (<https://sha.cornell.edu/admissions-programs/graduate/emmh/>), and the M² Cornell-Peking University Dual Degree Program (<https://sha.cornell.edu/admissions-programs/graduate/mmh-mba/>) webpages.

Course Schedule Information

For up-to-date information about course scheduling, contact the Office of Student Services, 180 Statler Hall, (607) 255-9393.

Facilities

Statler Hall. Statler Hall has been the home to the Nolan School of Hotel Administration since 1950 and is uniquely designed to meet the traditional and experiential learning needs of faculty and students. The building includes: the 700 seat Alice Statler Auditorium, state-of-the-art classrooms, 100 seat Binenkorb computer center which houses the Chartres Lodging Group Capital Markets Lab, food and beverage management labs, and our Marriott Student Learning Center which houses the Nestlé Library. Additionally, Statler Hall is home to the Baker Program in Real Estate, the Center for Real Estate Finance, the Center for Hospitality Research, and the Leland C. and Mary M. Pillsbury Institute of Hospitality Entrepreneurship.

The Nolan School of Hotel Administration's Nestlé Library. The Nestlé Library resides within the Marriott Student Learning Center, which opened in August, 2012. As one of the finest libraries in the hospitality management field, the Nestlé Library is noted for its excellent collection, knowledgeable staff and service to alumni, industry practitioners, other hospitality schools and trade associations, as well as the students and faculty of the Nolan School of Hotel Administration. The library's collection contains approximately 37,000 books and more than 500 journal, magazine, newsletter, and newspaper subscriptions. Materials on lodging, foodservice, travel and tourism, real estate, and general hospitality business topics comprise the core of the collection. Among the library's special features are numerous electronic information resources, including Business Source Complete, Hotel Horizons, Technomic, Mintel Marketing Intelligence, and Hospitality and Tourism Complete, a unique index of hospitality articles. Organized shortly after the founding of the program in hospitality management at Cornell University in 1922, the Nestlé Library contributes to the creation and dissemination of knowledge in the hospitality industry by connecting faculty members, students, and industry executives with hospitality industry information resources. The library's talented staff is dedicated to serving the educational interests of the students and the research and teaching interests of the school's faculty.

Statler Hotel and J. Willard Marriott Executive Education Center. The Statler Hotel is a 153 room Four Diamond Hotel connected to Statler Hall. The hotel was designed to provide a distinctive lodging and executive education experience in the center of the Cornell campus, while simultaneously providing students of the School of Hotel Administration with real world industry and management experiences. During the academic year over 200 students work in front line and supervisory positions under the guidance of seasoned hospitality professionals.

Special Academic Opportunities Study Abroad

All students planning to study abroad must apply through the Office of Global Learning; please see the description in the introductory section of this catalog or view their website (<https://abroad.globallearning.cornell.edu/>).

The Nolan School of Hotel Administration represents the international aspects of the hospitality industry in many ways—from the large number of international students in its program to career opportunities throughout the world. To prepare for the global nature of the industry, students are encouraged to consider studying abroad in either the fall or spring semesters of their junior year (or, in some cases, both). While abroad, students have the opportunity to learn about other cultures, to become more proficient in a second (or perhaps third) language and, in those programs where internships are offered, to work in an international environment.

Students should start the investigation process early, including a consultation with the Nolan School study abroad advisor, 180 Statler Hall, as well as with the Education Abroad advisors in the Office of Global Learning, B50 Caldwell Hall. Requirements for college approval include completion of all 1000-level and 2000-level HADM core courses, completion of the University swim test and Physical Education requirements, a GPA of 3.0 or higher, good academic standing, registered full-time student status, and not being in one's final semester. Credits earned abroad are considered transfer credits, and, as such, they count toward the maximum of 60 transfer credits allowed. A maximum of 15 credits may be transferred from study abroad programs, and students should plan on taking no less than 15 credits while abroad. Courses typically transfer toward Distribution Elective or Free Elective degree requirements. Credit for study abroad programs will be awarded only after successful completion (marks equivalent to a Cornell grade of C or higher) of the semester abroad and receipt of the official transcript by the college.

Nolan School of Hotel Administration Graduation Requirements Undergraduate Curriculum

The Nolan School of Hotel Administration offers education in the numerous disciplines required for modern management in the global hospitality industry. Included in the core curriculum are courses in operations, management and organizational behavior, human resource management, finance/accounting, real estate development, food and beverage management, marketing, tourism, strategy, facilities management planning and design, communication, business computing, and law. Students also are encouraged to pursue a broad range of elective courses among the humanities, social sciences, and natural sciences as preparation for assuming leadership positions in the business and local community. For more complete information about undergraduate program requirements, see the school's Student Handbook (<https://sha.cornell.edu/current-students/handbook/>).

Requirements for Graduation

Regularly enrolled undergraduate students in the Nolan School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements for that degree are:

1. completion of eight semesters in residence for those who entered as first-year students; semesters of residence for transfer students are determined by the amount of transfer credit awarded and the number of credits outstanding;
2. completion, with a minimum cumulative grade point average (GPA) of 2.0, of 120 required and elective credits (note: 120 credits does not include PE courses);
3. qualification in one language other than English. This requirement is met prior to admission;

4. completion of two units of practice credit (800 hours); and
5. completion of the university requirement in physical education (including the swim test).

Additional degree requirements and suggested course programs appear on the Nolan School degree programs (p. 2) page.

Students in the Nolan School of Hotel Administration who plan to attend summer or winter school at Cornell or any other accredited college or university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain pre-approval from the Nolan School in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval science courses may be counted toward Free Elective degree requirements.

Graduate Curriculum

The school's programs for advanced degrees include those of Master of Management in Hospitality, Master of Professional Studies/Real Estate, Master of Science, and Doctor of Philosophy. For requirements, see the Nolan School degree programs (p. 2) page. For further information on graduate programs, contact the Office of Graduate Student Services, 180 Statler Hall, (607) 255-9393.

Degree Programs

- Hotel Administration (BS) (<https://catalog.cornell.edu/programs/hotel-management-bs/>)
- Hospitality Management (MMH) (<https://catalog.cornell.edu/programs/hospitality-management-mmh/>)
- Executive Hospitality Management (MMH) (<https://catalog.cornell.edu/programs/emmh/>)

Administered by the Graduate School

- Hotel Administration (MS) (<https://catalog.cornell.edu/programs/hotel-administration-ms/>)
- Hotel Administration (PhD) (<https://catalog.cornell.edu/programs/hotel-administration-phd/>)

Policies and Procedures

Transfer Credit Policy

1. Transfer students are required to complete all degree requirements with a minimum of 60 credits from Cornell University. Thus, a maximum of 60 hours in transfer credit for courses with a grade of 'C' or above, may be allowed from other accredited colleges or universities (including credits from advanced placement/AP):
 - Transfer credit is not awarded toward HADM Electives.
 - A maximum of 18 credits may transfer toward HADM Core required courses.
 - A maximum of 15 credits may transfer toward Non-JCB Distribution Electives.
 - A maximum of 21 credits may transfer toward Distribution Electives, and up to 3 credits may transfer toward First-Year Writing (FWS).
 - A maximum of 3 credits may transfer toward the Ethics Course requirement.

- A maximum of 3 credits may transfer toward the Diversity & Inclusion course requirement.
 - A maximum of 8 credits may transfer toward Free Electives.
2. Cornell University does not accept credit for courses sponsored by colleges but taught in the physical high school to high school students, even if the college provides a transcript of such work.
 3. Test credit (i.e. AP/IB) is generally accepted toward Distribution Elective requirements, maximum 15 total credits.
 4. Students who are currently accepted and enrolled at the Nolan School may only transfer in credit from accredited colleges or universities toward Distribution or Free Elective requirements. Once matriculated, students must complete all core and HADM elective requirements at the Nolan School. College pre-approval is required.
 5. Transfer credit will not be awarded for courses taken during a fall or spring semester in which a student is enrolled at Cornell in a degree granting program. Students will not be approved to take more than 4 credits during a winter term and 9 credits during a summer term.
 6. See Cornell University Transfer Credit Policy for Undergraduate Students (https://registrar.cornell.edu/credit_evaluation/) for additional information.

Transfer Credit Process

The registrar of the school manages the transfer credit process in coordination with the faculty.

1. For 1000- and 2000-level core and elective courses:
 - Syllabus must cover, at minimum, 80 percent of the material covered in the Cornell/HADM course.
 - Syllabus uses a standard textbook equivalent to that used in the Cornell/HADM course.
 - Syllabus includes examinations, writing, projects, or other submitted work, produced individually or collectively, that is roughly as extensive as that required in the equivalent Cornell/HADM course.
 - Syllabus indicates roughly equivalent meeting hours as are required in the equivalent Cornell/HADM course.
2. The First-Year Writing Seminar (FWS) is waived for transfer students with two or more prior semesters at another school or university. For those transfer students with one prior semester, previous writing coursework must be reviewed by the Knight Institute.
3. 3000 and 4000 (upper) level HADM courses are not typically accepted.

Special Studies and Research

Students may arrange a special studies project or research project in any academic area of the school under the direction of a resident Nolan School faculty member. Credit is arranged on an individual basis. To enroll in a special studies project, students must obtain written permission from the school before the semester add deadline. See HADM 4980, HADM 4990, HADM 6980, or HADM 6990 for more details.

Practice Credit Requirement

As part of the degree requirements, undergraduates enrolled in the Nolan School of Hotel Administration must fulfill the practice credit requirement and submit verification thereof. The purpose of practice credit is to expose students to a variety of practical work experiences in industries they have a career interest in. This experience enhances the overall business education students receive at the Cornell Peter and Stephanie Nolan School of Hotel Administration. Students are urged

to seek a variety of practical experiences during their time at Cornell. The objective of the practice credit requirement is to ensure that each student's education has the essential balance between theory and practice.

Fulfilling the Practice Credit Requirement

To graduate from the Nolan School Bachelor of Science program, students must work a minimum of 800 hours (two units), paid or unpaid, in one or more industries that interest them.

- Students must work a minimum of two separate employment periods, holding a minimum of two significantly different positions. No single position may qualify for more than 400 hours (one unit).
- Students must be a matriculated student in college at the time they work for the position to qualify for practice credit.
- To receive two units of practice credit from the same organization, the nature of each job must be significantly different.
- Entering freshmen may not receive practice credit for positions held prior to matriculation in the Nolan School. Work experience while in high school or the summer(s) between a student's high school senior year and first year at Cornell, will not be considered for practice credit.

Our expectation is that students will fulfill the practice credit requirement and submit verification *prior to the start of their final semester*. Students will not be allowed to graduate unless they:

- submit Employment Verification forms for appropriate work experiences to the Office of Student Services;
- receive an e-mail notification that the Practice Credit Employment Verification form has been processed.

Calculating Practice Credit

- The smallest fraction of a practice credit unit that students may earn is one-tenth (0.1) for a period of 40 hours worked.
- Units are rounded down to the tenth unit (e.g. 387 hours = 0.967 unit; this is rounded down to 0.9 unit of practice credit).
- Working in a position for more than 400 hours earns only one unit of practice credit (e.g. 492 hours = 1 unit).

Further details are set forth in the *Student Handbook for Undergraduates in the Nolan School of Hotel Administration* and on the Practice Credit Requirements and Guidelines (<https://sha.cornell.edu/current-students/undergraduate/requirements/practice/practice-credit-requirements-and-guidelines/>) web page.

Part-Time Study

Generally, part-time study is not allowed. Exceptions may be made for employee degree candidates, students enrolled in a part-time professional degree program, students who have medical reasons for a reduced schedule, or in other very extenuating circumstances. In no event shall a student be allowed to enroll on a part-time basis during the last semester of study. Further details on part-time study may be found in the school's student handbook (<https://sha.cornell.edu/current-students/handbook/>).

Incomplete Grade Policy

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

1. The student has substantial equity at a passing level in the course with respect to work complete; and

2. The student has been prevented by circumstances beyond the student's control, such as illness or family emergency, from completing all the course requirements.

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

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

If the work is completed within the designated time period agreed upon by the instructor and student, the incomplete will be changed to the earned grade on the student's official transcript. If the work is not completed within the designated time period, the grade of incomplete will automatically be converted to an F or U/X depending on the grade structure of the course. The maximum time period allowed is one year from when the course was attempted (i.e., if course was attempted in Fall 2024, the student has at maximum until the last day of exams Fall 2025). If a deadline is not entered, this will serve as the default deadline.

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

Academic Standing

Undergraduate Students

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

- fulfill University registration requirements
- are enrolled in and complete 12 or more credit hours (not including Phys Ed)
- achieve a semester GPA of at least 2.0
- maintain a cumulative GPA of at least 2.0

Academic Review and Actions

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

- **Warning:** issued when a student's semester and/or cumulative GPA fall below 2.0 or did not complete 12 credits. The student is warned that a 2.0 must be attained in the following and subsequent semesters or he/she faces further action, such as a required leave or withdrawal.
- **Required Leave:** generally issued after a student has been warned but may be issued at any time a student's semester and/or cumulative GPA fall below 2.0. The student is advised that he/she must leave the university for a period of one or two semesters.
- **Required Withdrawal:** issued when a student's academic record is such that the faculty deems that the student should leave the university on a permanent basis.

Professional Students (MMH, EMMH, M² Programs)

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

- fulfill University registration requirements
- achieve a semester GPA of at least 2.67
- maintain a cumulative GPA of at least 3.0

Academic Review and Actions

At the conclusion of each semester, the Nolan School Graduate Academic Review Committee reviews records of all students and takes appropriate action for students who do not meet the above Good Standing criteria. If a student has a cumulative GPA below 3.0 or a semester GPA below 2.67, the student will be dismissed from the program. This dismissal is subject to appeal to the Graduate Committee as delegated by the graduate faculty.

Faculty

A

Adalja, Aaron, Ph.D., U. of Maryland, Asst. Prof.

Anderson, Chris, Ph.D., U. of Western Ontario (Canada), Prof.

B

Belavina, Elena, Ph.D., INSEAD, Assoc. Prof.

C

Canina, Linda, Ph.D., New York U., Prof., Georges C. and Marian St. Laurent Professor in Applied Business Management

Carvell, Steven A., Ph.D., SUNY Binghamton, Prof.

Chen, Yaxuan, Ph.D., Harvard U., Asst. Prof.

Chervinsky, Lisa, M.A., U. of Illinois, Lec.

Chestnut, Jacob, Ph.D., U. of Michigan, Sr. Lec.

Chun, Hae-Eun (Helen), Ph.D., U. of Southern California, Assoc. Prof.

Cvijanovic, Dragana, Ph.D., London School of Econ & Political Science, Assoc. Prof.

D

De Mestre, Chris, M.A., Cornell U., Prof. of Practice

Dev, Chekitan S., Ph.D., Virginia Polytechnic Inst. and State U., Prof., Singapore Tourism Distinguished Professor

E

Estad, Tom, M.A., Iowa State U., Lec.

F

Flynn, Sean, Ph.D., Arizona State U., Asst. Prof.

Fulmer, Alexander, Ph.D., Yale U., Asst. Prof.

G

Gaulke, Christopher C., M.B.A., Eastern Michigan U., Sr. Lec.

Greenberg, Jason, Ph.D., Massachusetts Inst. of Technology, Assoc. Prof.

H

Hoftzyer, Melanie, Ph.D., U. of Wisconsin-Madison, Sr. Lec.

Homringhouse, Christina, M.I.L.R., Cornell U., Sr. Lec.

J

Jan, Lilly, Ph.D., Iowa State U., Lec.

K

Kim, Heeyon, Ph.D., U. of Michigan, Asst. Prof.

Kingra, Ravinder, M.A., Cornell U., Lec.

Klausner, Adam, J.D., Cornell U., Sr. Lec.

Kolakowski, Heather, M.B.A., SUNY Empire State, Sr. Lec.

Kwortnik, Robert, Ph.D., Temple U., Assoc. Prof.

Kytomaa, Lauri, Ph.D., U. of Texas, Asst. Prof.

L

Lakhani, Tashlin, Ph.D., Cornell U., Asst. Prof.

Lebret, Daniel, Ph.D., Cornell U., Sr. Lec.

Lee, Soojin, Ph.D., U of Missouri-Columbia, Lec.

Lee, Wyatt, Ph.D., U. of Toronto, Asst. Prof.

Liu, Peng, Ph.D., U. of California at Berkeley, Prof., Singapore Tourism Board Distinguished Professor in Asian Hospitality Management

Lynn, Wm. Michael, Ph.D., Ohio State U., Prof., Michael D. Johnson and Family Professor of Services Marketing

M

MacAusland, Mary, Ph.D., Pennsylvania State U., Prof. of Practice

Maffie, Michael, Ph.D., Cornell U., Asst. Prof.

Mao, Yifei, Ph.D., Indiana U., Asst. Prof.

Martinez-Jerez, Francisco de Asis, Ph.D., Harvard U., Prof.

McDowell, Christina, Ph.D., Duquesne U., Sr. Lec.

Miller, Douglass, M.A., U. Nevada, Las Vegas, Sr. Lec.

Moulton, Pamela C., Ph.D., Columbia U., Assoc. Prof.

O

Odom-Reed, Peggy, Ph.D., Cornell U., Sr. Lec.

Ozanne, Marie, Ph.D., Pennsylvania State U., Asst. Prof.

Q

Qi, Meng, Ph.D., U. of California at Berkley, Asst. Prof.

Quagliata, Andrew, Ph.D., U. of Buffalo, Sr. Lec.

Quan, Daniel W. C., Ph.D., U. of California at Berkeley, Prof., Robert C. Baker Professor in Real Estate

R

Roberts, Dave, M.B.A., Northwestern U., Lec.

S

Schreyer, Markus, Ph.D., U. of Dresden, M.B.A. FOM U. of Applied Sciences, Germany

Sezer, Ovul, Ph.D., Harvard Business School, Asst. Prof.

Sherwyn, David, J.D., Cornell U., Prof.

Shi, Yuan, Ph.D., U of Maryland, College Park, Asst Prof.

Simons, Tony L., Ph.D., Northwestern U., Prof., Lewis G. Schaeneman Jr. Professor of Innovation and Dynamic Management

Slaugh, Vince, Ph.D., Carnegie Mellon U., Asst. Prof.

Snyder, Deirdre, Ph.D., U of N. Carolina, Chapel Hill, Lec.

Stanley, Cheryl, M.S., Texas Tech U., Sr. Lec.

Susskind, Alex, Ph.D., Michigan State U., Prof.

T

Tang, Simone, Ph.D., Duke U., Asst. Prof.

Tarallo, Neil, M.B.A., Syracuse U., Sr. Lec.

Tarantino, Kasey, M.S., Texas Tech U., Lec.

Tchistyi, Alexei, Ph.D., Stanford U., Assoc Prof.

Thompson, Gary M., Ph.D., Florida State U. Prof., Burton S. Sack '61 Professor in Food and Beverage Management

Tracey, J. Bruce, Ph.D., SUNY Albany., Prof.

V

Varney, Jeanne M., M.B.A., George Washington U., Sr. Lec.

W

Wagner, Paul, J.D., Cornell U., Asst. Prof.

Walden, Adam, M.B.A., Westminster Coll., Lect.

Walsh, Kate, Ph.D., Boston Coll., Dimond Family Dean and E. M. Statler Prof.

Wellstead, Brad, M.S., Cornell U., Sr. Lec.

Whitmore, Andrew, Ph.D., SUNY Albany, Sr. Lec.

Wolfe, Maria L., Ph.D., Iowa State U., Sr. Lec.

Workman, Kristina, Ph.D., U of Michigan, Sr. Lec.

Z

Zhu, Ruihao, Ph.D., Massachusetts Inst. of Tech., Asst. Prof.