

The Center for Hospitality Research

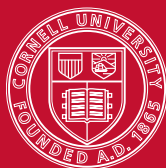
Hospitality Leadership Through Learning



Hospitality & Healthcare Roundtable

November 3-4, 2011

Cornell University



Cornell University
School of Hotel Administration

The Center for Hospitality Research

Hospitality Leadership Through Learning

The source for hospitality industry research

Shaping the global knowledge base in
hospitality by linking academics and industry

www.chr.cornell.edu

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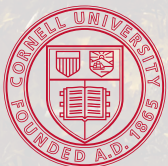
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2011 Hospitality & Healthcare Roundtable

AGENDA

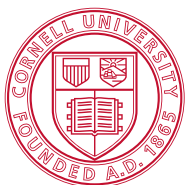
Thursday, November 3, 2011

- 5:00 – 6:00 p.m.
(Statler 196) **Keynote Address Gerard van Grinsven “Going Radical”**
- 6:00 – 8:30 p.m.
(Statler 5th Floor Tower) **Reception**
- 8:30 – 9:30 p.m.
(Regent Lounge) **Informal Meet and Greet with MMH Students**

Friday, November 4, 2011

- 7:30 – 8:30 a.m.
(ILR CC 423) **Breakfast**
- 8:30 – 9:45 a.m.
(ILR CC 423) **Learning from Each Other: What Hospitality can Learn from Healthcare?
What Healthcare can Learn from Hospitality?**
Moderators: Brooke Hollis and Rohit Verma
- 10:00 – 11:15 a.m.
(ILR CC 423) **Case Discussion: Successfully Implementing Hospitality Best Practices
in a Healthcare Organization**
Moderators: Gerard van Grinsven and Dr. Rob Mackenzie
- 11:30 a.m. – 12:30 p.m.
(ILR CC 423) **Hospitality Support Services and Customer Relationships in a
Healthcare Organization: Challenges and Opportunities**
Moderator: Randal Richardson
- 12:30 – 1:45 p.m.
(ILR CC 229) **Working Lunch - Design a New Product/Service and Associated
Process for a Senior Living or Other Health Service**
- 2:00 – 3:00 p.m.
(ILR CC 423) **Presentation of Innovative Concepts Developed
Followed by Group Discussion**
- 3:00 – 4:00 p.m.
(ILR CC 423) **Wrap up and Discussion of Next Steps**
Moderators: Brooke Hollis and Rohit Verma

In conjunction with:



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Hospitality Leadership Through Learning

PARTICIPANTS



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Stephanie Anderson

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John DeHart

Co Founder & CEO
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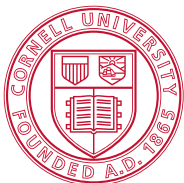
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Jan deRoos

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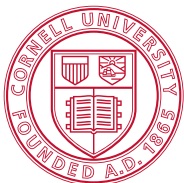
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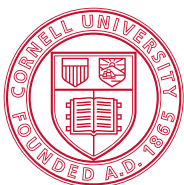
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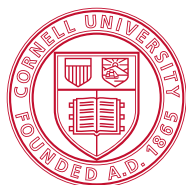
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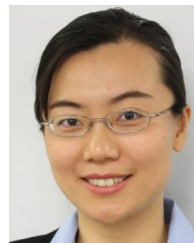
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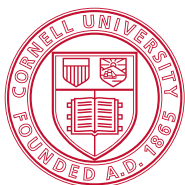
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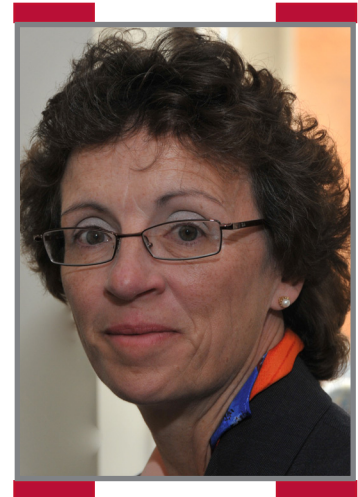
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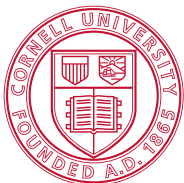
Kelly Abramson

Administrative Director, Patient Facilitated Service, Penn Global
Medicine, Penn Passport
Penn Medicine

Kelly Brennen Abramson RN,MSN has been in healthcare for over 26 years. She received her undergraduate degree from University of Pa and graduate from Wharton-University of Pa. Kelly has spent her tenure in managed care, quality and service excellence. She designed and implemented the high end inpatient accommodations called, The Pavilion and Patient Facilitated Services (PFS) program. Kelly has worked with Ritz to partner on some initiatives. In addition to the above programs, Kelly implemented Penn Global Medicine and her department manages international patients from around the Globe.



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Stephanie Anderson

Chief Acquisitions Officer, Senior Housing
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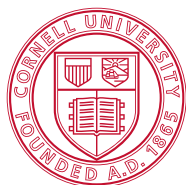
Ms. Anderson joined Health Care REIT in 2010, and implements and contributes to the achievement of the company's senior housing investment and growth objectives.

Ms. Anderson has nearly 20 years of experience in the health care real estate industry. Prior to joining the company, she was Managing Director, Real Estate for GE Capital – Health Care Financial Services, where she led acquisitions of health care properties. Ms. Anderson has served on the NIC Board of Directors and the ASHA Executive Board.

Ms. Anderson holds a BS from Auburn University and an MBA from Georgia State University.



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David Caleca

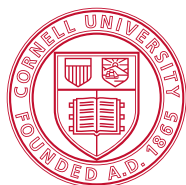
Senior Director & Partner
CS Capital Advisors, LLC

David Caleca is a Partner and Senior Director at CSCA Capital Advisors, LLC ("CSCA") and has been a founding member of the CSCA team since its inception in March 1999. CSCA offers a broad range of investment banking services, including corporate advisory and capital raising services, to REITs and other real estate intensive industries including seniors housing, healthcare and hospitality. From July 1997 to February 1999, Mr. Caleca was an Analyst with the Corporate Finance Department at Schroder & Co. Inc. From July 1996 to July 1997, he was an Analyst in the Investment Banking Department of NatWest Markets. Since 1996, he has worked on a wide range of capital market, restructuring, recapitalization and M&A transactions that represent aggregate values of over \$35 billion for domestic and international clients. Mr. Caleca is a Phi Beta Kappa graduate of the College of Arts & Sciences at Cornell University with a Bachelor of Arts degree in Economics. He also holds a General Course Economics degree from the London School of Economics.

Mr. Caleca resides in New York City. He currently serves as Treasurer and Membership Chair of the Cornell Class of 1996. While studying at Cornell, he was an official and coordinating supervisor of the Intramural Sports Program and an active participant in the Italian Studies Club. He is avid golfer and soccer player.



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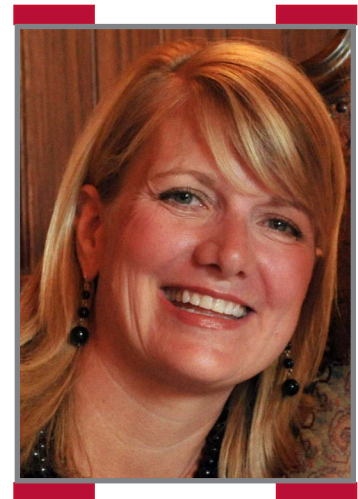
Elizabeth Classen Ambrose

Principal
Bridges Cornell Heights

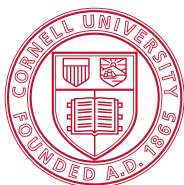
For Elizabeth Classen Ambrose, Bridges Cornell Heights, a premium enhanced assisted living residence located adjacent to Cornell's campus, represents the culmination of more than 20 years of retirement care immersion. Her journey began in 1989 when Elizabeth founded a NYS licensed home health care agency in partnership with her sister, Patricia Classen. Within two years, their agency grew from 4 to over 120 employees, becoming the largest privately owned licensed agency in upstate NY. Their partnership evolved with the opening of three high quality, assisted living homes in 1994, 1996 and 1998. Through these experiences, Elizabeth recognized a strong need for a premium retirement facility closely connected with the cultural and ongoing educational opportunities of Cornell University. In 2001, Elizabeth created Bridges Cornell Heights in the former home of Elaine and John Alexander, a Cornell trustee. The venture expanded with the construction of a distinctive partner facility on a neighboring parcel in 2005.

Bridges Cornell Heights was the first licensed Enhanced Assisted Living Residence (EALR) in New York, and as such became the prototype for the state's EALR designation. Their training and staff development methods provide a framework for the New York State Department of Health quality assurance guidelines. Additionally, Bridges was recognized with a Pride of Ownership award for sensitive property development in a historic district by Rotary and the City of Ithaca.

Elizabeth's inspiration comes from a love for people, especially older, wiser people, and she plays an active role in the lives of the residents who call Bridges home. She lives in upstate NY with her husband and two young children.



Elizabeth Classen Ambrose
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John DeHart

Co founder & CEO
Nurse Next Door Home Care Services

John is the Co founder and CEO of Nurse Next Door Home Care Services and under his leadership, has built Nurse Next Door into one of Canada's most successful healthcare brands, with over 50 locations Canada wide.

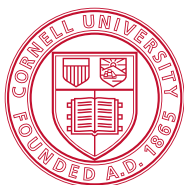
John was awarded the Ernst & Young Emerging Entrepreneur of the Year Award in 2006, he's been named to the Top 40 Under 40 list and he's lead Nurse Next Door to a lot of prestigious business awards including being named a top employer 3 years in a row, the number one employer in BC in 2009, the top culture in Western Canada as well as a top 10 franchise system in North America.

John speaks throughout the world on building culture, and lectures at prestigious Universities across North America including regular appearances at M.I.T.

John is a graduate of Cornell University and lives in Vancouver with his wife Gayla and two daughters, Aja and Daisy, and runs up mountains for a hobby. (He just ran the Inca Trail in Peru and Canadian Death Race)



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Jan deRoos

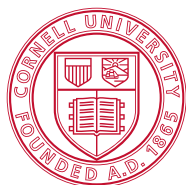
Associate Professor
Cornell University School of Hotel Administration

Jan A. deRoos is an associate professor at the School of Hotel Administration, where he has taught since 1988. He has devoted his career to hospitality real estate; with a focus on the valuation, financing, development, and operation of lodging, timeshare, and restaurant assets. He holds BS, MS, and PhD degrees from Cornell University, all with majors in Hotel Administration. His areas of teaching expertise span a range of hospitality real estate topics; property valuation, hospitality asset management, feasibility studies, hotel/resort planning and design, hotel/resort development and construction, and timeshare/vacation ownership. A frequent speaker on these topics, deRoos has contributed to lodging industry conferences in London, Los Angeles, New York, Singapore, and Stockholm.

His current research is focused on three themes; the design and implementation of hotel management contracts and hotel leases, investment returns to lodging properties and supply/demand dynamics of lodging markets. He has developed two software tools to support the feasibility analysis of hospitality property; one entitled the Hospitality Valuation Software, which was co-developed with Stephen Rushmore of HVS International, and a second proprietary tool called the Timeshare Valuation Models. Prior to his teaching career at Cornell, deRoos worked extensively in the hospitality industry including with the Sheraton Corporation in New York City, as an engineering professional; the Remington Hotel Corporation as director of engineering, responsible for the engineering operations and renovation planning of the firm's owned and managed hotel portfolio; and as senior project manager, responsible for the construction of new properties and renovation of existing hotels. During this period, deRoos was responsible for the construction of Marriott Hotels, Hilton Hotels and Hampton Inns.



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Lynne Eddy

Professor

The Culinary Institute of America

Lynne Eddy is an assistant professor in business management at The Culinary Institute of America (CIA) where she currently teaches senior-level courses Human Resource Management and Foodservice Management in Health Care. Her human resources class analyzes the legal and operational considerations in recruiting, hiring, training, compensating, disciplining, evaluating, and terminating employees.

Foodservice Management in Health Care provides an overview of this segment of the hospitality industry, and covers topics ranging from nutrition principles, and menu planning to patient confidentiality, and the effect of new health care reform laws.

Before joining the CIA faculty in 2008, Lynne Eddy was district manager for Brock and Company in Malvern, PA, and with Wood Dining Serves in Allentown, PA and Sodexo in Orlando, FL. In addition she was the director of nutrition and food service at the University of Massachusetts Medical Center in Worcester and Choate-Symmes Health Services in Woburn, MA. She also served as assistant director of the department of dietetics and nutrition at The Brigham & Women's Hospital in Boston.

Ms. Eddy is a Registered Dietitian (RD), Fellow of the American Dietetic Association (FADA) and Certified Hospitality Educator (CHE). Prior to the CIA, she was a faculty member at Simmons College in Boston. Ms. Eddy holds a Master of Science in Nutrition from Case Western Reserve University in Cleveland, OH and a Bachelor of Science from the University of Cincinnati in Cincinnati, OH, where she was a member of the Kappa Delta Pi Honorary Society of Education.

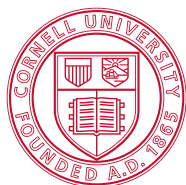
During her career, Lynne Eddy has been honored as Young



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Dietitian of the Year by the American Dietetic Association. She has received recognition as an Accomplished Health Care Foodservice Administrator and Distinguished Health Care Foodservice Administrator by the American Society for Hospital Food Service Administrators (ASHFSA).

Ms. Eddy served on the national board of directors of ASHFSA. She is also a member of the New York Dietetic Association and American Dietetic Association and a past president and treasurer of the Massachusetts Healthcare Foodservice Administrators.



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David Eilers

Vice President, Business Development
Blue Highway, Inc.

For 30 years, Dave Eilers has been an enterprise leader in both the consumer and healthcare industry. A graduate Syracuse University, Dave began his career in advertising at PepsiCo Food Service (now Yum! Brands). Shortly after, Dave turned his focus to marketing management; leading key accounts at Paul J. Cowley Associates, Eric Mower & Associate, TenaZ Import/Export Corporation and Syracuse China Corporation. While at Syracuse China Corp., Dave served as the Director of Marketing, presenting a guest lecture entitled "Secrets of Table Top Architecture" at hospitality programs throughout the country.

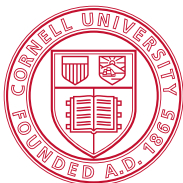
In 1998, Dave entered the healthcare industry as the Vice President of Sales & Marketing at B.G. Sulzle, Inc., a member of the Marmon Group of companies. Over the course of 15 years, Dave pioneered new products, opened new international markets and developed new business models for the healthcare industry through his work with InterV Medical Group/Roundtable Healthcare Partners and NextTech Consulting. In 2008, Dave applied his interest in the open innovation business model to the co-founding of Blue Highway, Inc. With over 40 master research agreements worldwide, Blue Highway is dedicated to creating innovative, intellectual capital regarding early detection and diagnosis of adverse health conditions in order to enhance clinical outcomes. Now at Blue Highway, Dave is interested in applying the company's remote patient monitoring technique to senior care facilities that wish to promote "Aging in Place" alternatives to supplement traditional care.

Throughout his product development career, Dave has observed a variety of clinical procedures at teaching institutions in over 50 different countries.



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Out side the office, Dave serves on the MedTech Board of Directors, is active in the Licensing Executives Society and often speaks to groups interested in early stage technology development and commercialization.



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Rosie Feinberg

Principal
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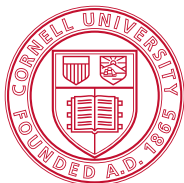
In 25 years of international interior design experience, Rosie Feinberg has acted as Principal/Senior Designer for some of the world's leading hotel brands, senior living communities and elite luxury estate homes around the globe. With an interested and innovative eye, Rosie has captured the imagination and vision of hundreds of clients, helping them to realize their distinct artistic vision in every project she's embarked on. Since the first days of her career, Rosie has worked alongside Sue Firestone, who quickly recognized her as one of the most talented and inspired designers to arrive on the West Coast. Beginning her career under Sue's direction at Design 1, the sixth largest firm in the United States, Rosie has since established herself as a principal creative force in the world of interior design.

Joining sfa design at its inception in 1996, Rosie has built an impressive portfolio featuring such brands as The Waldorf Astoria Collection, Starwood Luxury Collection and GE Investments as well as a diverse mix of clientele on an extraordinary list of luxury residential projects. Rosie has acted as senior designer on all of sfa's senior living community projects including Classic Residence by Hyatt in Highlands Ranch, in Highlands Ranch Colorado, Classic Residence by Hyatt at Silverstone in Scottsdale Arizona, Visiting Nurse & Hospice Care of Santa Barbara Serenity House in Montecito-California and Casa Dorinda in Montecito California to name a select few. Her impeccable knowledge of design, seamless client communication and unmatched creativity have earned Rosie many accolades and media attention for her broad range of celebrated residential work. In the hospitality field, Rosie has established systems and captured significant information relevant to working with luxury brands to cleverly introduce cutting-edge design, while adhering to a standard of excellence in meeting individual requirements, schedules and



Rosie Feinberg
SFA Design
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budgets. Thriving on the collaborative experience of working closely with the client and architect, Rosie maintains a passion for researching each project's history and intent to infuse her designs with an authentic theme and compelling story. This unique dedication has awarded her the opportunity to work within famous modern and historic architecture to create unparalleled interior spaces.



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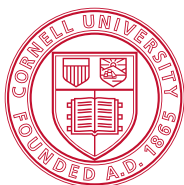
Kristina Gestuvo

Assistant Professor
Brookdale Department of Geriatrics and Palliative Medicine,
Mount Sinai School of Medicine

Kristina is an Assistant Professor in the Brookdale Department of Geriatrics and Palliative Medicine in Mount Sinai Medical Center in New York City. She finished her Geriatrics fellowship in Mount Sinai in 2011 where she also served as Chief Fellow; and later joined the faculty. She completed a Masters in Health Administration at Cornell University before completing her residency in Internal Medicine at the New York Medical College-Metropolitan Hospital Center. Her clinical work focuses on taking care of hospitalized older adults with an interdisciplinary team. Her research includes evaluating patient utilization of provider time outside the office visit as well as understanding provider payment mechanisms with provider activities and care coordination. She is a member of the Utilization Review Committee at Mount Sinai Medical Center and the NY County Elder Fatality Review Team.



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Rita Ghatak

Director, Aging Adult Services
Stanford University Medical Center

Rita Ghatak, PhD, is the founder and Director of Aging Adult Services (AAS) at Stanford Hospital & Clinics. AAS was created in 2005 to provide care coordination, education, and transitional care for aging adults and offers a “continuum of care” model in outpatient, home, and inpatient settings. Rita directs the programs of Geriatric Health, Lifeline, Checking-In, Caregiver Support, Dementia Support, Chronic Disease Self-Management and Vial of Life to name a few. Rita manages the Geriatric and the Executive Medicine Clinics at Stanford and runs the Delirium and Dementia Support initiatives.

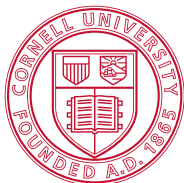
Her strength is in balancing the medical and community approaches to any healthcare problem. Her keen interest in partnerships has motivated her to be involved in Stanford’s International Services. She is a published psychologist/gerontologist and holds significant positions in different eldercare coalitions. She teaches programs on “long distance caregiving”, “the aging patient” and “dementia management” and has developed training programs for caregivers as well as patient centered programs for cognitive vitality. She has presented in many national and international forums.

She was the Chief Executive Officer of Older Adults Care Management - a Healthcare Agency specializing in Case Management, Rehabilitation and Home Care, hospice and Medicare services and serving thousands in the Bay area from 1988 to 1999. From 1999 to 2001 Dr. Ghatak worked with Dr. Robert Butler (the founding director of the National Institute on Aging) at the International Longevity Center (ILC) in New York. The ILC is a world renowned state of the art model for studies on longevity.



Rita Ghatak
Stanford University
Medical Center
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Rita studied in India and did her post-doctoral work at Stanford. Her primary interests continue to be in the field of geriatrics with special focus on patient care, research, direct services and policy planning.



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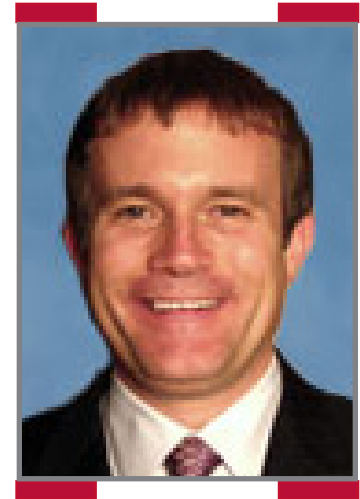
Brian Grubb

Senior Corporate Director & Senior Corporate Advisor
The Ritz-Carlton Leadership Center

Brian Grubb is currently Senior Corporate Director & Senior Corporate Advisor, and a certified speaker for The Ritz-Carlton Leadership Center – a Corporate University ranked #1 out of the Top 125 global training companies for 2007 by Training Magazine. He travels extensively to share The Ritz-Carlton's best practices, philosophy and culture with various companies across diverse industries. Brian's travels include making presentations and extended corporate consultation providing opportunities to leadership and learning professionals who are interested in benchmarking our human resources, leadership, quality and training processes that led to winning the prestigious Malcolm Baldrige National Quality Improvement Award in 1992 and 1999. Additionally, Brian facilitates sessions at our corporate headquarters in Chevy Chase, Maryland.

Prior to his current assignment, Brian was the Director of Training & Organizational Effectiveness for The Ritz-Carlton, Laguna Niguel. Brian was directly responsible for all training and organizational effectiveness of over 900 ladies and gentlemen through the study and implementation of Total Quality Management processes in a world-class hotel. Brian's duties and responsibilities included service and delivery of all designated training programs.

By training on the concepts of Total Quality Management, Brian enhanced organizational effectiveness as related to the development of problem solving, root cause analysis, strategic planning, measurement and tracking tools, and basic statistical analysis. He facilitated various quality implementation teams that conducted on-going studies to ensure appropriate levels of communication and to evaluate relevance of programs, and understanding the study and practice of the quality sciences to

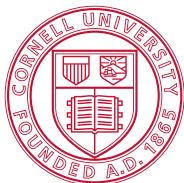


Brian Grubb
The Ritz-Carlton
Leadership Center
4445 Willard Avenue
Chevy Chase, MD 20815

develop new and specific training based on guest and employee survey analysis. Brian's constant focus is on employee and guest engagement, delivery of service, increasing loyalty, retention, financial accountability and profitability.

Brian joined the Ritz-Carlton, Laguna Niguel in 2001 as a Lobby Concierge while holding the titles of Quality Leader and Department Trainer. He was promoted to Quality and Training Manager and then to the Director of Training and Organizational Effectiveness prior to his current position.

Brian "lives for service excellence" and is very passionate about reaching higher levels of service and performance through motivation, strength management, employee and guest engagement and quality process management.



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Jill Guindon-Nasir

Vice President, Global Business Development
The Ritz-Carlton Leadership Center

Jill Guindon-Nasir is the Vice President of Global Business Development for The Ritz-Carlton Leadership Center. She is responsible for the Leadership Center's Business Development, Financial Requirements and Public Relations. She works with over 100 certified speakers internally, and has worked with Fortune 500 companies to make significant improvements in processes directly contributing to customer satisfaction, culture and thus profitability.

Prior to joining the Leadership Center, Ms. Guindon-Nasir opened The Ritz-Carlton Washington D.C. and The Ritz-Carlton Georgetown, where she held the roles of Area Director of Entertainment Travel and Area Director of Business Travel. She worked with VIP Celebrities, Dignitaries, and CEO's. She had constant contact with the press and media, as well as the international press. She oversaw four major world movie premiers and numerous, high end events. She was on the pre-opening team for both the D.C. and Georgetown hotels.

Before joining The Ritz-Carlton Hotel Company in 2000, she was The National Sales Manager for Meristar Hotels and Resorts. She oversaw the Business Travel Needs of 11 of their hotels in The Washington Metropolitan area. She worked in the catering, group sales, diplomatic sales and transient sales, throughout her years with Meristar.

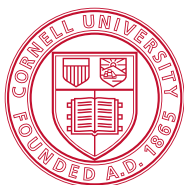
Ms. Guindon-Nasir attended Johnson and Wales University, where she graduated with a Bachelors of Science Degree in Hospitality Sales and Meeting Management. She received her Masters of Business Administration from Marymount University and her Masters of Education from The University of Pennsylvania. Ms. Guindon-Nasir received her Doctorate



Jill Guindon-Nasir
The Ritz-Carlton
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of Education degree from The University of Pennsylvania, The Wharton School of Business-Executive Program in Work-Based Learning Leadership.

Ms. Guindon-Nasir has over 20 years of experience in Business, and has a passion for teaching and sharing her knowledge with others. She has taught Marketing and Human Resources as an adjunct faculty member for NVCC and George Washington University. Ms Guindon-Nasir has also served as guest lecturer at University of Pennsylvania and Georgetown University. She is currently an adjunct faculty member for The University of Virginia, BIS program, where she teaches Marketing.



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Brooke Hollis

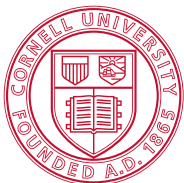
Executive Director, Sloan Program in Health Administration
Cornell University

Brooke Hollis serves on the leadership team of the Sloan Program in Health Administration and works on program alumni/industry external relations. In addition to his work with alumni and industry, he mentors students, and serves as a faculty member. Beyond his appointment at Sloan, his ongoing professional consulting activities straddle the area of mergers & acquisitions and management consulting primarily for health and professional services firms. In addition to leadership roles in a number of regional, national and international professional organizations, Brooke is a past-president of the Sloan Alumni Association, and has been on the advisory boards of the College of Human Ecology and the Cornell Club of Greater Hartford.

Mr. Hollis' background includes over three decades working in both the public and private sector, serving in senior management positions in a number of organizations in the health and financial services fields. While serving as president of a national professional association, he was involved in advocacy work with the federal government on policy and financial issues. For almost a decade he was a partner and president of a private firm that developed and managed specialty outpatient clinics, ran a Durable Medical Equipment (DME) company and provided contract staffing programs for hospitals in three states. His work as a partner in mergers & acquisitions advisory firms has involved consulting and transaction advisory work in 20 states and Canada with private equity funds, and both public or privately held domestic and international companies.



Brooke Hollis
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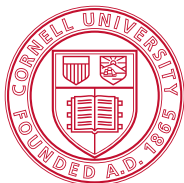
Meredith Johnson

Vice President Operations
Cleveland Clinic Canada

Meredith Johnson is the Vice President Operations for Cleveland Clinic Canada, a health and wellness clinic in downtown Toronto and part of the Cleveland Clinic in Cleveland, Ohio. After graduating from the Hotel School in 1992, Meredith became an investment banker for Goldman Sachs in NY and then Scotia Capital in Toronto. With her husband, Andy Shay (Hotel '90), she owned and ran a gourmet food store for five years. Shay Gourmet was one of the first gourmet food stores in Toronto to specialize in organic and prepared foods. In 2006, Meredith made the transition into healthcare as the VP Operations at the Medcan Clinic, a private healthcare clinic that specializes in executive physicals. Meredith is passionate about customer service and her goal is to make the patient experience as enjoyable as possible. Meredith lives in Toronto with Andy and their two sons, Max and Simon.



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Judy Kaufman

Director of Special Patient Services
Stanford Hospital and Clinics

Judy Kaufman, RN, MPH, is Director of Special Patient Services at Stanford Hospital & Clinics, Stanford, California.

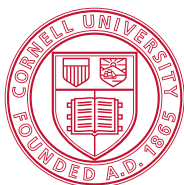
Special Patients Services (SPS) is a high touch, personalized service that assists patients in coordinating, managing and navigating their health care needs in a complex tertiary health care environment. Judy is responsible for strategic planning, implementation and management of the SPS program for in- and out- patients and their families.

Judy has been at Stanford since 1982. Previously a critical care nurse at Yale-New-Haven Hospital, she received her RN Degree from Lasell College, her BS in Anthropology at the University of California, Santa Cruz and her MPH at San Jose State University. Judy worked as an RN in Ecuador, Peru and Mexico while volunteering with an NGO. Currently, she is a Steering Committee member of the Academic Medical Center Consortium comprised of 25 centers.

Judy's daughter, Rebecca is currently a Senior at the Cornell School of Hotel Administration.



Judy Kaufman
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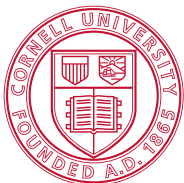
Rob Mackenzie

CEO & President
Cayuga Medical Center

Dr. Rob Mackenzie is President and CEO of Cayuga Medical Center, a position he has held since 2003. Prior positions have included: CMC vice president medical affairs, medical director of CAP, the local physician/hospital organization, and president of FLMA, the local physician organization. Dr. Mackenzie has served on the boards of directors of both regional and statewide healthcare provider associations and a large regional not-for-profit insurer. In 2009 he served as chair of VHA Empire-Metro's CEO Safety Network, a group of fifteen New York State hospital leaders dedicated to improving patient safety. Dr. Mackenzie graduated from Harvard College in 1975, from Albany Medical College in 1979, and from residency training in general and vascular surgery at the University of Toronto in 1984. He has been board certified in surgery in both the United States and Canada and is a Fellow of the American College of Healthcare Executives.



Rob Mackenzie
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Kunle Modupe

Director

New York Presbyterian Hospital-Weill Cornell Medical Center

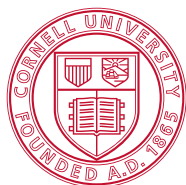
Kunle Modupe is a Director in the Support Services Division of New York Presbyterian Hospital/ Weill Cornell Medical Center. Prior to joining NYP in January this year, he worked for the Ritz-Carlton Hotel Company (RCHC) for almost 10 years and his last position was the Hotel Manager at The Ritz-Carlton, Sarasota, Florida. Prior to RCHC, Kunle spent 12 years with Omni Hotels in different capacities in different locations across US i.e. Providence, Indianapolis, Jacksonville and New Haven. He left New Haven as the Director of Rooms.

With a Master of Science degree in Hospitality Administration from Johnson & Wales University, Providence, Rhode Island, Kunle has over 20 years' experience in the hotel industry before joining healthcare earlier this year.



Kunle Modupe

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Randal Richardson

President
Vi

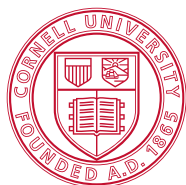
Randy Richardson is President of Vi, a national owner, developer and operator of quality senior living communities. He leads the company's strategic growth initiatives, which are designed to enhance the economic value of the company and further position the company as an industry leader. Under his leadership, the company has completed over \$1.5 billion of new development. Randy's operations experience has enabled the company to establish itself as a first class operator of senior living communities.

Randy has an extensive background in property development, management, and marketing. Before joining Vi, he served as Senior Vice President of Asset Management for General Growth Properties, Inc.

Randy is the Chairman of the National Investment Center and is a Fellow of the Culinary Institute of America. He also serves on the Dean's Advisory Council for the Iowa State University College of Business. Randy earned his Bachelor of Science degree from Iowa State University in Ames, Iowa, majoring in marketing/economics.



Randal Richardson
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Stephani Robson

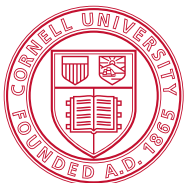
Senior Lecturer

Cornell University School of Hotel Administration

Dr. Stephani K. A. Robson worked for several years in restaurants and retail food operations in her native Canada before attending the Cornell University School of Hotel Administration, graduating with a B.Sc. in 1988. As a professional foodservice designer, she has designed kitchen and dining facilities for restaurants, food courts, hotels, airports, hospitals, universities, and catering halls. Returning to academia, Dr. Robson earned M.S. and PhD degrees from Cornell University with research focusing on how environments affect preferences and behavior in hospitality settings. She is a specialist in restaurant design psychology, and has presented and published her research in a wide range of industry and academic forums around the world.



Stephani Robson
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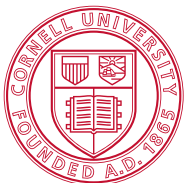
John Rudd

CFO & Senior Vice President
Cayuga Medical Center

John is the Senior Vice President and CFO at Cayuga Medical center at Ithaca. Cayuga Medical Center is a 204 bed community hospital located in Ithaca, New York. The hospital has experienced over 30 years of profitable operations assisted in the last 15 years by its active PHO structure. John has been a member of the senior leadership team at the Medical Center for over fifteen years. In addition to his traditional finance role, John has responsibility for a number of operating departments, strategic planning and business development functions, as well as administrative responsibility for the system's PHO. His career history includes serving as a Vice President of Finance at Sisters Hospital in Buffalo and as a senior manager for Coopers & Lybrand in their Upstate New York Health Care Consulting Practice, where his primary focus was on financial analysis and planning. John has been active on numerous VHA, HANYS and Iroquois Health committees over the past 15 years and is currently a member of the HANYS Health Finance Committee. John received his MBA in Health Care Administration from Union College in Schenectady, NY, graduating in 1984, and his Bachelors of Science in biology, with a business minor, from St. Bonaventure graduating in 1980.



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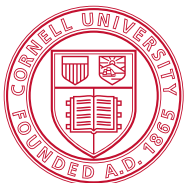
Hospitality Leadership Through Learning

Betsy Schermerhorn

Director, Marketing & Admissions
Kendal at Ithaca

Following careers as a research scientist in genetics and as a facilitator for high performance computing and networking projects and facilities, Betsy has settled into her third career in aging services and long-term care. Betsy received a PhD from Cornell University in 1980, and became a Certified Gerontologist in 2002. She has worked in a variety of venues including Cornell University, Syracuse University, Fermi National Accelerator Laboratory, Lifelong and now Kendal at Ithaca, New York's first continuing care retirement community. Current interests are developing better processes and systems for the delivery of long-term care, and creating settings that foster enjoyment and delight for those receiving the care.

Betsy Schermerhorn
Kendal at Ithaca
2230 North Triphammer Road
Ithaca, NY 14850



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Jennifer Schwartz

Partner
Fox Rothschild LLP

Jennifer has extensive experience in health law matters. As former general counsel to a New Jersey health system, she blends a business perspective with legal acumen to provide key insight into the regulatory and other legal issues that impact clients offering health care services.

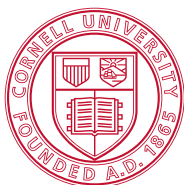
Jennifer advises management, boards of trustees, medical staff and others engaged in the health care industry on such issues as physician-alignment strategies including employment, co-management, joint venture and other contractual arrangements; new models of care under health care reform; fraud and abuse compliance; third-party reimbursement (including Medicare and Medicaid); general contractual matters; tax-exempt issues; state licensure matters; federal and state regulatory compliance; certificate of need; strategic hospital affiliations including joint operating arrangements; hospital closures and redevelopments; risk management; whistle-blower claims; clinical research; and other health-related administrative matters.

Jennifer has successfully represented health care providers before various administrative bodies, including the Provider Reimbursement Review Board, Department of Health and Human Services, Medicare Fraud Units, New Jersey Department of Health and Senior Services, New Jersey Office of Administrative Law, New Jersey Office of Insurance Fraud, New Jersey Board of Medical Examiners and the New Jersey Pharmacy Board. She is also well-versed in the regulatory developments implemented by the New Jersey Department of Health and Senior Services, New Jersey Department of Human Services and New Jersey Department of Banking and Insurance.

Jennifer co-chairs the firm's Women Initiative.



Jennifer Schwartz
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William Sims

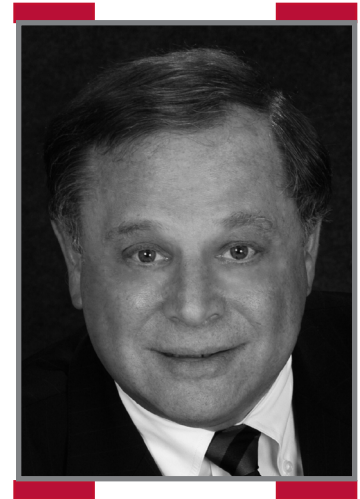
Managing Principal
Herbert J. Sims & Co.

Mr. Sims is nationally known for his expertise in the senior living industry, where he has overseen the financing of hundreds of projects since he joined the firm in 1973. His expertise also includes mergers and acquisitions as well as the restructuring and refinancing of distressed properties. In addition to working with investment banking clients, Mr. Sims oversees the firm's retail and institutional distribution of securities. He has been a guest speaker at dozens of investment seminars and is the author of numerous articles.

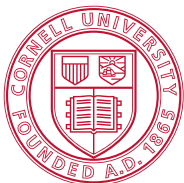
Over the past 30 years he has lived through the ups and downs of various segments of the industry and has valuable insight into the planning for future success of senior living providers. He serves on the Board of Directors and is Treasurer of a non-profit senior living company. Mr. Sims was honored by Aging in America Inc. in 2005 for his contributions to senior housing.

Prior to joining Herbert J. Sims & Co., Inc., Mr. Sims worked in the bond department of Merrill Lynch where he served as a liaison between the branch offices nationwide and the underwriting and trading departments in New York City.

Mr. Sims graduated from the Hotchkiss School and received his Bachelor of Arts degree from Yale University. He attended the Stanford University Graduate School of Business and earned his Masters of Business Administration degree from New York University.



William Sims
Herbert J. Sims & Co.
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Christy Stone

Vice President - Corporate Development
Health Care REIT, Inc.

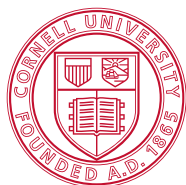
Ms. Stone joined Health Care REIT in 2010 and oversees talent management, strategic planning, process improvement, leadership development and community affairs.

Prior to joining the company, Ms. Stone was Managing Director, Strategic Partnerships, at Root Learning, Inc., a privately-owned consulting firm focused on deploying strategy in large organizations. She also worked at Baxter Healthcare Corporation in Chicago.

Ms. Stone serves on the Board of the Northwest Ohio Affiliate of Susan G. Komen for the Cure. She earned her undergraduate degree in Marketing from Miami University in Oxford, Ohio.



Christy Stone
Health Care REIT, Inc.
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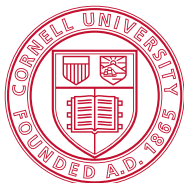
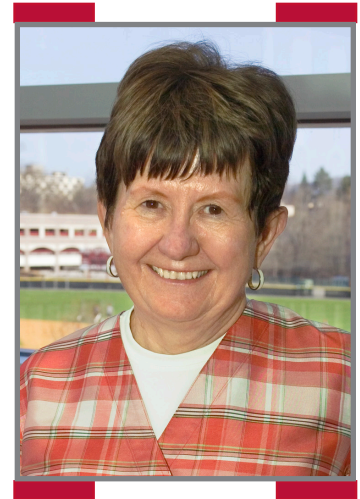
Hospitality Leadership Through Learning

Mary Tabacchi

Associate Professor
Cornell University School of Hotel Administration

Mary Tabacchi began teaching at the Hotel School in 1972. She has a PhD in biochemical nutrition, biostatistics and is a well-respected author and researcher. She has published numerous papers and books on nutrition, spa and other related subjects and travels around the world speaking about the spa industry.

Mary Tabacchi
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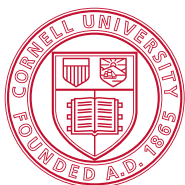
John Turner

Vice President Public Relations
Cayuga Medical Center

John Turner has held various positions in health care senior leadership for 15 years. Currently, Turner is vice president of public relations at Cayuga Medical Center, a position that he has held since 2008. In his current role, he oversees all of the internal and external communication and marketing. In addition, he also oversees patient relations for all inpatient and outpatient services at CMC. Turner has served on the faculty as an adjunct professor of communication/journalism at St. John Fisher College in Rochester from 2000-2008. In addition, he spent the first 11 years of his career working in management positions in television news.



John Turner
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Gerard van Grinsven

President and Chief Executive Officer
Henry Ford West Bloomfield Hospital

Gerard van Grinsven joined Henry Ford in June 2006 to lead the construction and development of the new 300 bed Henry Ford West Bloomfield Hospital. He has more than 24 years of global experience in the luxury hospitality industry with experience in operational, corporate and general management positions. Before coming to Henry Ford, he served as vice president and area general manager for The Ritz-Carlton Hotel Company in Dearborn and as vice president and area general manager of The Ritz-Carlton hotels in Cleveland, St. Louis and Philadelphia.

During his career he has opened 20 Ritz-Carlton properties worldwide. He was a key member of the team responsible for the company winning the prestigious Malcolm Baldrige National Quality Award in 1999. He also executed The Ritz-Carlton Re-Born project, which resulted in The Ritz-Carlton in Dearborn being the #1 hotel in the company for improved guest and employee satisfaction scores. Van Grinsven also has served on the HFHS Western Wayne/Downriver Board of Trustees.

Van Grinsven's vision includes a passion for service, a total commitment to creating an environment of excellence and building successful relationships - with the community, patients, and employees.

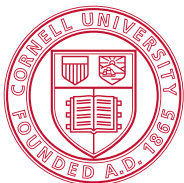
His vision is for Henry Ford West Bloomfield Hospital, which opened in March 2009, to be embraced as both a community center for wellbeing and a hospital. In addition to state-of-the-art equipment and the best clinical practices, the hospital features a wellness center, a healthy restaurant and other unique features including a pond and landscaped courtyards that contribute to a healing environment. The hospital will break ground in 2011 on a greenhouse and education center that will teach



Gerard van Grinsven
Henry Ford West
Bloomfield Hospital
6777 West Maple Road
West Bloomfield, MI 48322

the community sustainable and organic farming techniques and promote healthy eating habits. It will provide therapy to patients, partner with area schools and be incorporated into Henry's and inpatient room service.

Van Grinsven holds a bachelor of arts degree in Hotel Management from The Hotel Management School, Maastricht, The Netherlands. He is a former board member of the Detroit Regional Chamber and the Michigan Kidney Foundation. In 2003, he was named as one of the "100 Emerging Business Leaders" by the Detroit Regional Chamber.



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Rohit Verma

Professor, Executive Director for The Center for Hospitality Research
Cornell University School of Hotel Administration

Rohit Verma is a Professor of Service Operations Management at the School of Hotel Administration, and also serves as the Executive Director for the Center for Hospitality Research (CHR). Prior to joining Cornell faculty, he was the George Eccles Professor of Management, David Eccles School of Business at the University of Utah. He has also taught MBA and executive development classes at several universities around the world including DePaul University, Chicago, IL, University of Sydney, Australia, Norwegian School of Logistics, Norway, Helsinki School of Economics, Finland, and Indian School of Business, India.

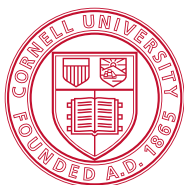
His research interests include new product/service design, quality management and process improvement, and operations/marketing interrelated issues. He has published over 50 articles in prestigious business journals such as California Management Review, the Cornell Hospitality Quarterly, Decision Sciences, Journal of Operations Management, Journal of Product Innovation Management, Journal of Service Research, MIT Sloan Management Review, Production and Operations Management, and other journals. His research has been supported by numerous well-respected organizations around the world, such as Fairmont, Raffles, and Swissôtel (Singapore); Hammerson and NCR Knowledge Lab (UK); Citycon (Finland); Siemens and Fraport (Germany); Wiener Konzerthaus (Austria); and, in the United States, American Express, Calvin Klein, CSFB, eBay, First Chicago, General Growth Properties, HSMAI, Neiman Marcus, and the U.S. Forest Service.

Verma has received several teaching and research awards including the “Skinner Award For Early Career Research Accomplishments” from the Production and Operations



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Management Society; “Spirit of Inquiry Award” the highest honor for scholarly activities within DePaul University; “Teaching Innovation Award” DePaul University; and “Doctoral faculty Teaching Award” University of Utah. He serves as the academic editor of the CHR’s managerial report series; associate editor of Journal of Operations Management, and Decision Sciences; senior editor of Production and Operations Management; and editorial board member of Journal of Service Research, and the Cornell Hospitality Quarterly.



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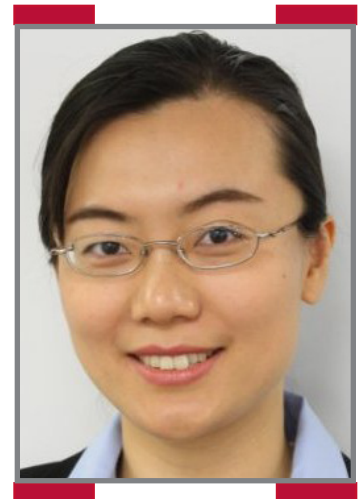
Hospitality Leadership Through Learning

Beth Xie

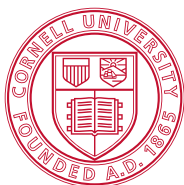
Director of Marketing Strategy and Sales Enablement
eCornell

Beth Yihui Xie is eCornell's Director of Marketing Strategy and Sales Enablement. In her current role, she develops the market strategy for all new product offerings and drives strategy implementation across multiple company functions. She is also in charge of formulating eCornell's expansion plan in international and emerging markets, and serving as a consultant in this area for various colleges and schools of Cornell University. Prior to working for eCornell, Beth worked in various consulting roles at Microsoft Licensing and University of Washington.

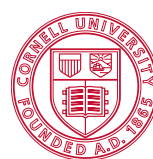
As a native of Beijing, China and an alumna of the Johnson Graduate School of Management, Beth currently serves as a mentor to international MBA students at Cornell, advising on cross-cultural business communication and international career development.



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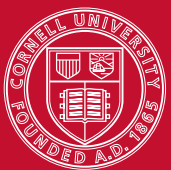
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