



Responsible Office:
Institutional Research & Planning
The Graduate School

Contacts:

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 Institutional Research & Planning

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 The Graduate School

ACADEMIC PROGRAM REGISTRATION

Application Title:
**Guidelines for the Approval and Registration of a
 Revision to a Registered Program**

Release / Revision Date:
 January 12, 2012

These guidelines apply to Cornell University:

- Undergraduate Colleges (submit to **Kristin Walker**)
- Graduate Fields (submit to **Jan Allen**)
- Professional Schools (submit to **Kristin Walker**)

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SUMMARY:

These guidelines describe the requirements for the official approval of a revision to a registered program by Cornell University and the official registration of a revision to a registered program by the State University of New York (SUNY) and/ or the New York State Education Department (NYSED).

All revisions to registered programs must be reviewed and approved internally by Cornell and externally by SUNY and/or NYSED.

A revision to a registered program may not be advertised on any web sites or in any other manner, or included in the Graduate School online application until they have been approved internally by Cornell and externally by SUNY and/or NYSED.

APPROVAL AND REGISTRATION PROCESS SEQUENCE:

UNDERGRADUATE AND PROFESSIONAL	GRADUATE
1. Office of Institutional Research and Planning	1. Dean of the Graduate School
2. Faculty Senate	2. General Committee of the Graduate School
3. Provost	3. Faculty Senate
4. Board of Trustees	4. Provost
5. SUNY and/or NYSED	5. Board of Trustees
6. Office of the University Registrar	6. SUNY and/or NYSED
	7. Office of the University Registrar

PROPOSAL FORMAT:

PROPOSAL SUBMISSION DATE AND APPROVALS FOR A REVISION TO AN EXISTING PROGRAM				
Date of Proposal Submission:		11/10/2020		
Signature of Undergraduate Department Chair or Director of Graduate Studies:				
Signature of College or School Dean:				
CONTACT INFORMATION FOR THE EXISTING REGISTERED PROGRAM				
	Name	Email	Phone	
Department / Field:	Rob Kwortnik (DGS)	rkwortnik@cornell.edu	607/254-6543	
College or School Dean:	Kate Walsh	kmw33@cornell.edu	607/255-5106	
DEGREE INFORMATION FOR THE EXISTING REGISTERED PROGRAM				
Degree Title:		Dual MMH-MBA Degree		
Award (BS, MS, PhD):	MMH	Total Credits:	48	
PROGRAM FORMAT OF THE EXISTING REGISTERED PROGRAM				
Format:	<input type="checkbox"/> Day <input type="checkbox"/> Evening <input type="checkbox"/> Weekend <input type="checkbox"/> Evening/Weekend <input checked="" type="checkbox"/> Not full-time			
Mode:	<input checked="" type="checkbox"/> Standard <input type="checkbox"/> Independent Study <input type="checkbox"/> Accelerated <input type="checkbox"/> Distance Education			
Other:	<input type="checkbox"/> Bilingual <input type="checkbox"/> Language Other Than English <input type="checkbox"/> Upper Division Program			
OFF CAMPUS INSTRUCTION OF THE EXISTING REGISTERED PROGRAM				
Is this program or any constituent courses currently offered off campus?			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, specify the number of courses and related credits:		Courses:	9	Credits:
				22.5
If yes, provide the address of the off campus location:		Courses to be taught in China will be offered in Peking University's Shanghai campus (TBD), US instruction will take place on the Ithaca campus and in our NYC facility on 570 Lexington Avenue (4 courses, 9 credits) and 3 courses, 7.5. credits) are taught in Ithaca.		
SPECIAL ACCREDITATION, LICENSURE, AND/OR CERTIFICATION OF THE EXISTING REGISTERED PROGRAM				
Is this program currently accredited by a specialized accrediting agency?			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, by what accrediting agency?		AACSB		
Does this program lead to certification or licensure?			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, by what field or specialty?		N/A		
JOINT REGISTRATION OF THE EXISTING REGISTERED PROGRAM				
Is this program offered jointly with another institution?			<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, specify the partner institution's name:		Guanghua School of Management, Peking University		

If yes, provide the name and title of partner institution's CEO:	Dean Qiao Liu
If yes, provide the signature of partner institution's CEO:	Dean Qiao Liu

CHANGES IN THE CONTENT OF AN EXISTING REGISTERED PROGRAM

Check all changes that apply. Provide a side-by-side comparison of the existing and newly modified programs.

ANSWER: NO CHANGES - We are not changing our program, we are offering 30 credits of our MMH program, with 18 credits from the Peking University MBA program to meet the MMH degree requirements.

- Cumulative change from the department's last approval of the registered program that impacts one-third or more of the minimum credits required for the award
- Changes in a program's focus or design
- Adding or eliminating an option
- Eliminating a requirement for program completion
- Altering the liberal arts and science content in a way that changes the degree classification, as defined in Section 3.47(c)(1-4) of [Regents Rules](#)

If new courses are being added as part of the noted change(s), provide a syllabus for each new course and list the name, qualifications, and relevant experience of faculty teaching the course(s). Syllabi should include a course description and identify course credit, objectives, topics, student outcomes, texts/resources, and the basis for determining grades.

OTHER CHANGES TO AN EXISTING REGISTERED PROGRAM

Check all changes that apply.

- Change in the **program title** (e.g., from Computer Science to Computer and Information Science)

Current:	N/A	Proposed:	N/A
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- Change in the **program award** (e.g., from BA to BS, from MS to MPS)

Current:	N/A	Proposed:	N/A
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- Change in the **mode of delivery** (e.g., from standard to accelerated, from standard to distance education, from standard to independent study)

Current:	Fulltime residential	Proposed:	Part-time residential
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Note: If the change involves adding a **distance education format** to a registered program, please complete the distance education application.

- Change in the **program format** (e.g., from full-time to part-time, from day to evening)

- a) Indicate proposed format: **Over a two-year period students will take coursework in China, NYC, and Ithaca. A 3-credit course is delivered in a four-day block. There is a mix of 3- and 1.5-credit courses. Please the program map (attached)**
- b) Describe availability of courses and any change in faculty, resources, or support services: **We will need to hire three new faculty members in order to have the capacity to teach the courses and we will need to hire a program director, both of which have been approved by Dean Hallock and Dean Walsh (see attached letters).**
- c) Show the sequencing and scheduling of courses in the program. (Use Table 1: Sample Program Schedule at the end of this document.)

See Table 1

ESTABLISHING NEW PROGRAMS BASED ON EXISTING REGISTERED PROGRAMS

CREATING A DUAL DEGREE PROGRAM FROM EXISTING REGISTERED PROGRAMS:

a) Complete the following table to identify the existing programs:

	Program Title	Degree Award
Program 1	Masters in Management in Hospitality	MMH
Program 2	Masters in Management in Hospitality	MMH

a) Proposed dual-degree program (title and award):

	Masters in Management in Hospitality (Dual Degree)	MMH
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b) Courses that will be counted toward both awards: **30 credits will be directly from our existing MMH/EMMH core and elective set, 18 credits will come directly from PKU's core and elective set**

c) Length of time for candidates to complete the proposed program:

Two years

d) Show the sequencing and scheduling of courses in the dual-degree program. (Use Table 1: Sample Program Schedule at the end of this document.) **See Table 1**

CREATING A NEW PROGRAM FROM A CONCENTRATION / TRACK IN AN EXISTING PROGRAM:

Note: This abbreviated option applies only if there are no new courses or changes to program admissions and evaluation elements. If these conditions are not met, submit a new registration application for the proposed program.

If the new program is based *entirely* on existing courses in a registered program, provide the following information:

Current Program Name:	MMH	Current Program Code:	
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- a) Table 1: Sample Program Schedule form and faculty information charts (Table 2: Full-Time Faculty, Table 3: Part-Time Faculty, and Table 4: Faculty to be Hired) at the end of this document.

See Attached

- b) Brief description of the proposed program and rationale for converting the existing coursework to a separately registered program:

This program is designed to offer high level hospitality instruction to Chinese nationals in concert with and in addition to the MBA degree they will earn. The students come from a pool of students approved by the government for MBA degrees in China. We will get a set of students each year from that pool. They will not intermix with other Cornell students while in the program; the program is set up exclusively for their cohort. The set up is the same as the Johnson School program with Tsinghua University in China.

- c) Expected impact on existing program:

The students who matriculate in this program would not be candidates for our “regular” MMH degree.

- d) Adjustments the institution will make to its current resource allocations to support the program:

We need to hire 3 new faculty members to meet the teaching needs and a program director to assist with program administration, marketing, and admissions.

- e) Statement confirming that the admission standards and process and evaluation methods are the same as those in the existing registered program:

We will only admit the highest quality applicants. We will jointly make decisions with PKU on admissions and applicant quality. Students need to be accepted into our MMH program and the MBA program at PKU on their merits.

Note: If the change involves establishing an existing registered program **at a new location**, complete a **new registration application** for the proposed program.

I. Proposal Narrative

Prepare a one- to two- page summary of the proposal which *briefly* sets forth: the title of the proposed program and the degree to which it leads; the purpose and goals of the program and its relationship to the mission of the institution and to existing offerings of the institution; the curriculum; any unique characteristics of the program; requirements for admission to the program; the nature of the prospective student body (geographic origin, age, racial/ethnic characteristics, any other pertinent information); projected (full- and part-time) enrollment in the program's first and fifth year of operation; faculty, facilities including library, equipment, and other academic resources available, and planned to be acquired, to support the proposed program; prospects for employment/further education for the program's graduates; and, any additional basis of need for the program. Indicate the preferred beginning date of the program (i.e., enrollment date).^[1]

This proposed dual degree program will give Cornell and the School of Hotel Administration, within the SC Johnson College of Business, entry into the quickly growing Asian Hospitality and Tourism Market. Up to this point we have not found a partner of equal quality and prestige to work with in Asia, China specifically; the Peking Guanghua School is a leading program in Asia that will help us enter and dominate graduate education in the hospitality and tourism education sector. It is a two-way street. For the Peking Guanghua School, this program will add a new important focus central to the talent demand in the fast-growing service industry in China.

This proposed program brings together two top business schools in the US and China. For this reason, students will have access to (1) the best faculty in the general management and hospitality specialty domains, (2) two powerful alumni networks, and (3) two top degrees with world-wide recognition. Additional unique characteristics include bilingual language requirements: courses taught by Cornell faculty will be conducted in English while courses taught by Peking faculty will be carried out in Chinese.

For admission into the program Chinese national applicants will need to take China's National MBA exam and score above the cutoff point for Peking Guanghua. Non-Chinese national applicants will need to submit GRE or GMAT scores. All applicants will need to submit either TOEFL or IELTS score and will need to pass both a Chinese interview (conducted by Peking) and an English interview (conducted by Cornell).

Students will be mid-senior executives in their institutions/companies, with an average age of 31 and an average of 7-years of work experience. We anticipate that close to 100% of the students will be Chinese, despite their nationalities.

This program is a part time program. Projected enrollment for the first year and the fifth year is 60 and 100, respectively.

Peking University is ranked # 1 in China, equipped with all the top-notch resources one can think of for a top university; Cornell's School of Hotel Administration is equally ranked as #1 and well-equipped to educate and support these students during their two 17-day residency periods in the Ithaca and New York City.

China's service industry is fast growing. It currently takes up 50% of China's GDP and is projected to grow to 80%. So, the need for top talent to lead and grow the hospitality industry in China is immense. However, since

^[1] Please consult the current version of the [Code of Legislation of the Graduate Faculty](#) as needed when preparing your proposal. And please also note that the Graduate School cannot make additional fellowship support or stipends available as a result of this change, and does not permit pro-rated tuition.

students are part time professionals with jobs already, the joint program will not provide employment services.

We plan to admit the first class to be September, 2022, if we have received all relevant Cornell and NY State approvals.

II. Rationale and Need

Provide the rationale and need for the change, keeping in mind that the most compelling rationale is grounded academically, often arising from the results of ongoing assessment, changes in quality standards, or comparative market information.

- **Partner: Guanhua School of Management (GSM) at Peking University (PKU)**
 - Considered #1 in China
 - Main campus in Beijing, but we propose to utilize their Shanghai campus (we still need to verify exact location)
- **Double degree program:**
 - Two years, two degrees (MMH from SHA + MBA from GSM)
 - Face-to-face (no online component)
- **Potential students: Part-time, mid-to-senior executives/professionals from China/Asia**
- **Proposed class size: 60 in year 1**
 - GSM plans to allocate at least 60 each year from the total MBA quota – from roughly 400 each year from the government allocations.
- **Program management: equal representation from both schools**
 - 50-50 in admissions, marketing, we control our curriculum
 - No career development management: all done by PKU
- **Business still increasingly global in the current economic/political climate.**
 - According to a report by AACSB (Rahul Choudaha Sep. 2017), the globalization of business has escalated not only in strength but in necessity.
 - Educate graduates that show the capability to build a globally connected and locally relevant society
- **China's service sector in general and hospitality industry in particular is ripe for SHA to enter.**
- **China's service sector - USD 7 trillion, or 52% of GDP (2018)**
 - Continues to grow up to 70% contribution to GDP, matching the average for advanced economies
 - Travel and Tourism sector in China: 11% GDP (2017)
 - Hotel industry in China has been growing 8.4% to an estimated \$70 billion
 - The Chinese government is supporting this program to meet their needs
- **Coronavirus concerns. China will still remain a viable economic force in the global economy, particularly in hospitality and tourism.**
- **China is recovering now from the pandemic, they are far ahead of us.**
- **Tuition: students pay Cornell one year tuition of USD \$51,700, we NET ≈ .5 million \$ first year, and it will go up after that.**
- **Language: English (when our faculty teach) + Chinese (when GSM faculty teach)**

This proposed program is not a “change” to the program we provide for our current students. We have been looking for a partner in Asia to enable us to have a larger impact on the global hospitality economy. The growth and demand for graduate level hospitality education is growing as the hospitality economy in China is rapidly growing. PKU is a top MBA program and we are the leading Hospitality program in the world, the time is right for this collaboration to enter the Asian market in China.

II. Effective Date

What is the effective beginning date of the proposed curricular change (i.e., the preferred date of first enrollment under the proposed changes?) What is the termination date (or review/ renewal date) of this program, if applicable? How long will currently registered students have to complete a degree under the current structure? (Please consider the needs of students on leave.)

We hope to launch our first class in Fall 2022, pending all relevant Cornell and New York State approvals, with the first graduating class of Spring 2024. It is our understanding that we will sign a renewable five-year agreement.

III. Curricular Information

Provide a curriculum outline of the current program and of the proposed revised curriculum, with changes in program (e.g., courses added, deleted) clearly noted. Course outlines for new courses. Indicate prerequisites, the frequency with which the course is offered, and the name, faculty rank, and status of the instructor(s). If none, please state.

Attached below

V. Program Format

Change in Format or Delivery Mode:

If your proposal requires a change in format or delivery mode (e.g., distance learning), describe the availability of relevant courses, faculty, resources, and support services (including technical support) and address all questions related to registration, tuition and funding, and graduation. If your proposal is based, even in part, on distance learning technologies, please describe those and indicate the percentage of instruction that will be delivered through those technologies.

This program will be offered all in person. The only change is that some MMH instruction will take place in China, some in NYC, and some in Ithaca. All 30 MMH credits will be taught by Cornell faculty. The 18 credits of coursework the PKU students will take at PKU in place of the electives normally required will be taught in China by PKU faculty (those 18 credits we count toward our degree also count toward the MBA degree they will earn from PKU).

Change of Instruction Location:

If your proposal involves a change of (instruction) location, specify that location and describe the availability of relevant courses, faculty, resources, and administrative and student support services and address how all questions related to registration, tuition and funding, and graduation will be handled at the alternate location.

Once accepted into the program, enrollment and tuition management will take place as a collaboration between Cornell and PKU.

Revised Academic Calendar:

If your proposal involves a change in the program calendar (e.g., from two academic years to one calendar year), please describe that change in detail (including availability of relevant courses, faculty, resources, support

services, and explain how all questions related to registration, tuition and funding, and graduation will be handled).

This is a part time program delivered over two years.

In the context of a revised academic calendar, address the special needs of international students (e.g., obtaining visas and compliance with all immigration regulations). Address the resolution of grievances that might arise if, for example, an international student cannot meet the degree requirements in the allotted time because of program design.

There are no revisions or modifications to the academic calendar.

Program Content and Structure:

Demonstrate that the program remains sound in terms of content as well as structure (i.e., minimum number of contact hours; required number of credits, courses, and registration units; availability of faculty, staff, and support services).

Students will receive the same level and quality of instruction delivered by our faculty experts as the students currently in our program. A typical three credit course will be delivered in 4 full days of instruction, with sufficient pre- and post-course work to meet NYSED educational standards.

IV. Student Enrollment and Funding

Student Enrollment:

What is the projected enrollment when the program begins? What is the projected enrollment after five years? How were these projections determined? What planning has been made for the possibility that anticipated enrollment estimates are not achievable? Since the expected enrollment may affect the future campus enrollment composition and totals, estimate the impact of the program on total campus enrollment.

We plan to start with 60 students and grow the program to 100 students within 4 years. These projections are based on the data from the previously approved Johnson-Tsinghua program that we modeled this program after.

Student Funding:

Indicate the sources and amounts of funding for students for the duration of the degree program. Please address all costs associated with student enrollment (internal and external fellowships, assistantships, stipends, and financial aid) for both domestic and international students. Indicate the proportion of the student body in each category of support including those receiving no support.

Students enrolled in the program will be self-funded. None of the students will received institutional support.

For Graduate Proposals Only:

How many committee members is a student required to have? How many registration units are required for your degree program(s)?

This is a professional degree program, so students will be advised by a program director. Students will be registered in the Cornell portion of their MMH degree program for two semesters.

VI. Staffing and Operations:

Department or Field Membership:

Does your department or field have endowed appointments only, contract appointments only, or both? Will the department or field membership change as a result of this proposal? If so, describe. Will any faculty need to make changes to their concentrations and areas of research?¹ (If this proposal involves a new department/field, or new/renamed subjects or concentrations, changes will be necessary; list which faculty will be members of which department, field, subject, concentration.)

Our field membership is all from the endowed colleges; no changes will occur as a result of adding this program.

Fiscal, Physical, and Human Resources:

Provide evidence that the institution has sufficient fiscal, physical, and human resources to support the changes proposed and to do so without diminishing the quality of existing programs. Elements to address will normally include the following: research and laboratory facilities and equipment; computer facilities and services; technical and secretarial services for students and faculty; and office, classroom, and study space. If there will be changes made to existing programs to support the proposed program, describe them and provide the rationale and plan. Specify a budget commitment that ensures that students will have the opportunity to complete the program. Describe special support facilities and unique resources.

We anticipate no strains on or changes to our operating structure. We will need to hire a program manager to assist with admissions, marketing, and program management (see the endorsement letter from Dean Hallock and Dean Walsh, attached).

New Faculty:

For new faculty teaching new courses, provide brief résumé(s). If no new faculty are required, please state.

We will need to hire three new tenure track faculty members, which have been authorized by our College and School Dean when the program is approved management (see the endorsement letter from Dean Hallock and Dean Walsh, attached).

VII. INSTITUTIONAL CONTEXT

Explain the relationship of the proposed program to the stated mission of the institution. Describe the relationship between the new program and the ongoing programs. State anticipated effects on existing programs. Explain how negative effects, if any, will be mitigated. In the event the proposal does not receive University and/or State approval, how else might you accomplish the goals it represents? Describe the extent to which the institution will redirect resources to support the program, as well as the area(s) of the institution from which resources will be withdrawn.

As the world's leading hospitality management program, further extending our reach to China, one of the fastest growing economies in the hospitality and tourism domain, is a step we need to take to maintain our leadership position in global hospitality management education. Over the years we have been very cautious about forming relationships with other universities to ensure that we can maintain program quality and tightly control the outcomes from our programs. The Peking Guanghai School offers us the right partner to move forward to achieve those goals in Asia.

This program is self-contained. Each year we will receive a set of students from the pool of eligible students in China identified as qualified to pursue an MBA degree. These students will be vetted and admitted as a cohort and will not interact with other students in our residential MMH program or our EMMH program; our two

¹ If yes, graduate faculty should be prepared to update their faculty cards on file with the Graduate School.

existing professional Masters programs attract different students who would not be a part of applicant pool we gain access to in partnership with the Peking Guanghai School.

If we do not receive approval for this program, we will need to redirect marketing efforts if we wish to tap into this pool of mid-level managers/executives (7 + years of experience). As detailed above we will need to hire additional faculty members to replace the faculty that we will assign to launch and teach in this program; we also need a program director who will also work in concert with the Peking Guanghai School to identify, vet, and admit our students each year. The cost of these additional/redirected resources is covered by projected tuition revenue and will not impact any of the existing programs we offer (undergraduate or graduate) as the program is projected to earn a profit of roughly \$500,000 each year after all expenses are accounted for.

ATTACHMENTS:

1. Attach results of a faculty vote (all field faculty with voting eligibility should be polled; address the thinking behind negative votes or abstentions).

ATTACHED BELOW

2. Attach support letters from your college/school dean and other relevant academic and administrative staff, including related programs at Cornell that might be affected (positively or negatively) by this program change.

ATTACHED BELOW

3. Attach copy text for eventual publication on your college/school website and on-line application.

Our dual MMH-MBA degree program with the Peking Guanghai School is an important step for the School of Hotel Administration to expand our reach in graduate education to support the global hospitality industry. Our dual MMH-MBA degree program fills a noticeable void by training and developing mid-level executive management talent to take the role as new industry leaders in the advancement of the hospitality and tourism industry in China and Asia, broadly defined.

Our program brings together two top business schools in the US and China giving students access to (1) the best faculty in the general management and hospitality specialty domains, (2) two powerful global alumni networks, and (3) two top degrees with world-wide recognition.

CONTACTS:

To revise a registered undergraduate or professional degree program, please contact [Kristin Walker](#), Manager of Academic Support, Institutional Research and Planning.

To revise a graduate degree program, please contact [Kat Empson](#), Assistant to the Dean, Graduate School.

AUTHORITY:

- [NYSICHE](#), Title 8, Chapter II: [Regulations of the Commissioner](#)
- SUNY, [Office of Academic Affairs](#)

- NYSED, [Office of College and University Evaluation](#)
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DRAFT

CORNELL UNIVERSITY

SCHOOL OF HOTEL ADMINISTRATION

HOSPITALITY MANAGEMENT, MMH

(Side-by-Side Comparison of Existing and Proposed Dual Degree Programs)

Hospitality Management, MMH
Current Curriculum 2020

Hospitality Management, MMH for the Dual Degree

Course	Credit	Comments	Course	Credit
HADM 6100 Dean's Distinguished Lecture Series	1.5		HADM XXXX Industry Immersion 1 (course used in our EMMH program)	1.5
Internship	0	Part-time program, no internship required	Internship	0
HADM 7030 Operations Management	3	From existing MMH program	HADM 7030 Operations Management (analytics and ops. For service)	3
HADM 7820 Human Resources Management	3	From existing MMH program	HADM 7820 Human Resources Management	3
HADM 7144 Competitive Strategies for the Hospitality Industry	3	From existing MMH program	HADM 7144 Competitive Strategies for the Hospitality Industry	3
HADM 7230 Corporate Finance	3		PKU Corporate Finance 1 (2 credits) and PKU Corporate Finance (2 credits) 2 offered through Peking University	4
HADM 7240 Managerial Accounting	3	7240 will be replaced with accounting and econ at PKU	PKU Financial Accounting (2 credits) PKU Managerial Econ (2 credits)	4
HADM 7271 Leadership and Ethics	1.5	PKU Organizational behavior (2 credits) and PKU Critical thinking and business ethics (1 credit) will substitute for the 2 leadership and ethics courses (1.5 credits each)	PKU Organizational behavior	2
HADM 7272 Leadership and Ethics	1.5	See above	PKU Critical thinking and business ethics	1
HADM 7430 Marketing Management for Services	3	From existing MMH program	HADM 7430 Marketing Management for Services	3
HADM 7510 Properties Development and Planning	3	From existing MMH program	HADM 7510 Properties Development and Planning	3
HADM 7610 Management Communication	3		PKU Business English/Business Chinese	3
HADM 7950 Master Class	1.5		HADM XXXX Industry Immersion 2 course used from our EMMH program)	1.5
		These courses will serve as the PRE-PROGRAMMED "elective" component of the program that students will take from Cornell faculty	HADM 6390 Decision making for foodservice (3 credits), HADM XXXX Introduction to hospitality (New course, 1.5 credits), HADM 6050 Revenue Management/Distribution (1.5 credits), HADM 6200 Real Estate Principles (3 credits), and HADM 6115 Managing Professional Relationships (3 credits)	12
Elective courses	18	These courses will serve as the PRE-PROGRAMMED elective component of the program that students will take at PKU, taught by PKU faculty	PKU Data analysis and statistical decisions (2 credits), Venture strategy simulation (2 credits)	4
TOTAL PROGRAM CREDITS	48		TOTAL PROGRAM CREDITS	48
			SUMMARY AND KEY	
			Total MMH courses in current format delivered (same course in current program)	15
			Total PKU courses delivered by PKU in place of MMH core and electives for which we will award equivalent credit (taught by PKU faculty)	18
			Existing courses delivered to this program from our EMMH program)	3
			MMH elective courses from our existing course base	12

**CORNELL UNIVERSITY
REQUEST TO CHANGE OR ADAPT A REGISTERED PROGRAM**

College or School:	School of Hotel Administration and Peking University	Date:	11/10/2020
Program Title:	Cornell-Peking MMH-MBA dual degree program	Degree:	MMH

Table 1: Sample Student Schedule

- Indicate **academic calendar** type: Semester Quarter Trimester Other (describe)
- Label each term in sequence, consistent with the institution's academic calendar (e.g., Fall 1, Spring 1, Fall 2)
- Use the table to show **how a typical student may progress through the program**; copy/expand the table as needed.

Term: Year 1 Fall (Sept. – Oct.)						Check course classification(s)						Term: Year Two (Sept.- Oct.) Residential Session in NYC						Check course classification(s)						
Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	
HADM XXXX Introduction to Hospitality	1.5		X	X	N/A	HADM 7144 Competitive Strategy for the Hospitality Industry	3		X		N/A	HADM 6115 Hospitality Leadership	3		X		N/A	HADM XXXX Industry Immersion 1	1.5	X	X	X	N/A	
PKU Corporate Finance 1	2		X		N/A	HADM XXXX Industry Immersion 2	1.5		X	X	N/A													
PKU Corporate Finance 2	2		X		N/A																			
PKU Business English/Business Chinese	3																							
Term credit total: 8.5						Term credit total: 9																		
Term: Year 1 (Oct. – March)						Check course classification(s)						Term: Year Two (Oct. – Jan)						Check course classification(s)						
Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	
HADM 7030 Analytics and Operations for Services	3		X		N/A	HADM 6200 Real Estate Principles	3		X		N/A	PKU Data Analysis and Statistical Decisions	2		X		N/A							
PKU Financial Accounting	2		X		N/A																			
PKU Managerial Economics	2		X		N/A																			
Term credit total: 7						Term credit total: 5																		
Term: Year 1 (April – May) Residential Session in Ithaca						Check course classification(s)						Term: Year Two (Feb. – April)						Check course classification(s)						
Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	
HADM 6050 Revenue Management/ Distribution	1.5		X		HADM 7030	HADM 6390 Decision Making for Foodservice Management	3		X			PKU Venture Strategy Simulation	2		X		N/A							
HADM 7510 Property Dev. and Planning	3		X		N/A																			
HADM 7430 Marketing Management for Services	3		X		N/A																			
Term credit total: 7.5						Term credit total: 5																		
Term: Year 1 (June)						Check course classification(s)						Term:						Check course classification(s)						
Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	Course Number & Title	Cr	LAS	Maj	New	Prerequisite(s)	
HADM 7820 Human Resources Mgmt.	3		X		N/A																			
PKU Organizational Behavior	2		X		N/A																			

PKU Critical Thinking and Ethics	1													
Term credit total:	6							Term credit total:						
Program Totals:		Credits: 48			Liberal Arts & Sciences: N/A			Major: 48			Elective & Other: N/A			

Cr: credits **LAS:** [liberal arts & sciences](#) **Maj:** major requirement **New:** new course **Prerequisite(s):** list prerequisite(s) for the noted courses

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**CORNELL UNIVERSITY
REQUEST TO CHANGE OR ADAPT A REGISTERED PROGRAM**

College or School:	School of Hotel Administration and Peking University	Date:	11/10/2020
Program Title:	Cornell-Peking MMH-MBA dual degree program	Degree:	MMH

Table 2: Full-Time Faculty

Faculty teaching at the graduate level must have an earned doctorate/terminal degree or demonstrate special competence in the field. Provide information on faculty members who are **full-time at the institution** and who will be teaching each course in the major field or graduate program. The application addendum for professional licensure, teacher certification, or educational leadership certification programs may provide additional directions for those types of proposals.

Faculty Member Name and Title (include and identify Program Director)		Percent Time to Program	Highest and Other Applicable Earned Degrees & Disciplines (include College/University)	Additional Qualifications: list related certifications/licenses; occupational experience; scholarly contributions, etc.
Alex Susskind (founding program director)	HADM 6390 Decision making for foodservice;	.33	Ph.D. Organizational Communication, Michigan State University	A.O.S. In Culinary Arts, Culinary Institute of America
	HADM 69XX Industry Immersion 1			
	HADM 69XX Industry Immersion 2			
Peng Lui	HADM 63XX Introduction to hospitality	.25	Ph.D. Finance and Real Estate, Haas School of Business, University of California, Berkeley	
	HADM 6200 Principles of Real Estate			
Chris Anderson	HADM 7030 Operations Management (analytics and ops. For service)	.25	Ph.D. Ivey School of Business, University of Western Ontario	
	HADM 6050 Revenue Management/Distribution			
Bruce Tracey	HADM 7820 Human Resources Management	.167	Ph.D. Organizational Studies, SUNY Albany	
Rob Kwortnik	HADM 7430 Marketing Management for Services	.167	Ph.D. Business administration (Marketing) Temple University	
Heeyon Kim	HADM 7144 Competitive Strategies for the Hospitality Industry	.167	Ph.D. Ross School of Business, University of Michigan	

Faculty teaching at the graduate level must have an earned doctorate/terminal degree or demonstrate special competence in the field. Provide information on faculty members who are **full-time at the institution** and who will be teaching each course in the major field or graduate program. The application addendum for professional licensure, teacher certification, or educational leadership certification programs may provide additional directions for those types of proposals.

Faculty Member Name and Title (include and identify Program Director)		Percent Time to Program	Highest and Other Applicable Earned Degrees & Disciplines (include College/University)	Additional Qualifications: list related certifications/licenses; occupational experience; scholarly contributions, etc.
Brad Wellstead	HADM 7510 Properties Development and Planning	.167	BArch, MMH, Cornell University	He is an architect; this course requires that skill set.
Dean Kate Walsh	HADM 6115 Managing Professional Relationships (Hospitality Leadership)	.167	Ph.D. Carroll School of Management, Boston College	

**CORNELL UNIVERSITY
REQUEST TO CHANGE OR ADAPT A REGISTERED PROGRAM**

College or School:	School of Hotel Administration and Peking University	Date:	11/10/2020
Program Title:	Cornell-Peking MMH-MBA dual degree program	Degree:	MMH

Table 3: Part-Time Faculty

Faculty teaching at the graduate level must have an earned doctorate/terminal degree or demonstrate special competence in the field. Provide information on part-time faculty members who will be teaching each course in the major field or graduate program. The application addendum for professional licensure, teacher certification, or educational leadership certification programs may provide additional directions for those types of proposals.

Faculty Member Name and Title	Program Courses to be Taught	Highest and Other Applicable Earned Degrees & Disciplines (include College/University)	Additional Qualifications: list related certifications/licenses; occupational experience; scholarly contributions, etc.
N/A we do not plan on using any part-time faculty.			

Faculty teaching at the graduate level must have an earned doctorate/terminal degree or demonstrate special competence in the field. Provide information on part-time faculty members who will be teaching each course in the major field or graduate program. The application addendum for professional licensure, teacher certification, or educational leadership certification programs may provide additional directions for those types of proposals.

Faculty Member Name and Title	Program Courses to be Taught	Highest and Other Applicable Earned Degrees & Disciplines (include College/University)	Additional Qualifications: list related certifications/licenses; occupational experience; scholarly contributions, etc.

CORNELL UNIVERSITY REQUEST TO CHANGE OR ADAPT A REGISTERED PROGRAM			
College or School:	School of Hotel Administration and Peking University	Date:	11/10/2020
Program Title:	Cornell-Peking MMH-MBA dual degree program	Degree:	MMH

Table 4: Faculty to be Hired

If faculty must be hired, specify the number and title of new positions to be established and minimum qualifications.

Title/Rank of Position	No. of New Positions	Minimum Qualifications (including degree and discipline area)	F/T or P/T	Percent Time to Program	Expected Course Assignments	Expected Hiring Date
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Assistant Professor of Marketing	1	Ph.D. in Marketing or Related	F/T	16.77	HADM 7430, plus SHA courses	7/01/22
Assistant Professor of Real Estate	1	Ph.D. in Real Estate, Finance, or Economics	F/T	16.77	HADM 6200, plus SHA and Baker courses	7/01/22
Professor of Practice Management/HR/OB	1	MBA/MS in Management/HR	F/T	16.77	HADM 7820, plus SHA core	7/01/22

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**CORNELL UNIVERSITY
REQUEST TO CHANGE OR ADAPT A REGISTERED PROGRAM**

College or School:	School of Hotel Administration, SC Johnson College of Business	Date:	11/10/2020
Program Title:	Cornell-Peking MMH-MBA dual degree program	Degree:	MMH

Table 5: Additional Costs

List **new** resources that will be engaged specifically as a result of the new program (e.g., a new faculty position or additional library resources). New resources for a given year should be carried over to the following year(s), with adjustments for inflation, if they represent a continuing cost.

New Expenditures	Year 1	Year 2	Year 3
Personnel	\$1,250,000 to hire two new tenure-track faculty, one new Professor of Practice, and assign a Program Director (from existing faculty)	N/A	N/A
Library	N/A	N/A	N/A
Equipment	N/A	N/A	N/A
Laboratories	N/A	N/A	N/A
Supplies & Expenses (Other Than Personal Service)	N/A	N/A	N/A
Capital Expenditures	N/A	N/A	N/A
Other	There are fees and expenses related to marketing, admissions, travel which have all been budgeted.		
Total all			

Note: If no additional costs are required, please explain:

SHA faculty teaching schedule – Year 1



- Residential session 1 (Ithaca, Spring):
 - Revenue management / distribution (1.5 credits)
 - Property development and planning (3 credits)
 - Marketing management for services (3 credits)

NOTE: WE CAN SWAP THE LOCATION OF THE SPRING AND FALL RESIDENTIAL SESSIONS and HAVE FALL IN ITH and SPRING IN CHINA.

SHA faculty teaching schedule – Year 2



- Residential session 2 (New York City, Fall):
 - Competitive strategy for the hospitality industry (3 credits)
 - Leadership in the hospitality industry (3 credits)
 - Industry Immersion I and II (3 credits)

NOTE: WE CAN SWAP THE LOCATION OF THE SPRING AND FALL RESIDENTIAL SESSIONS and HAVE FALL IN ITH and SPRING IN CHINA.