

# Cornell Institute for Food and Beverage Management

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**2019-2020  
Year In  
Review**



# Mission and Vision Statement

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Our Mission: To support and engage students, faculty, alumni, and industry leaders in unique educational activities surrounding teaching, research and industry outreach with the food and beverage industry.

Our Vision: To create synergies between students, faculty, alumni, and industry partners to build our position as thought leaders in the food and beverage industry. CIFBM is aligned with SHA's focus on the hospitality industry, yet closely tied to the Business of Food interdisciplinary theme across the Cornell SC Johnson College of Business.

The Business of Food is an initiative in the Cornell SC Johnson College of Business. Its vision is to collaborate for thought leadership and to create a hub of cutting-edge research, innovative teaching, and collaborative industry engagement.

Cornell has a rigorous food presence in many areas that makes us a leader in the business of food:

agriculture  
agribusiness  
business school  
career and job placement  
food service and hospitality  
food and science innovation  
international development  
sociology  
student activities  
sustainability

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# Leadership

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## From the Director

This has been an exciting and turbulent year for the hospitality industry. As we entered 2020 we had just experienced a year of amazing growth and development through 2019, which quickly turned into one of our most challenging years in our lifetime.

At CIFBM we started the year by adding three new founding members to our advisory board, Jorrie Bruffet, '97, Skip Sack, '61 and Barry Moullet, P '10, to join Susan Guerin, '83, our first founding member. Starting July 1, 2020 we also added another founding member, Taylor Hardy, '19. I am so pleased to have this amazing group of leaders to be at the helm of CIFBM with me. With the generous support of our board, we were able to offer several programs in the 2019-2020 academic year and we will continue to offer programming in our new virtual world through 2020-2021.

Our program year launched in June 2019, with us hosting the Global Hospitality Alliance Conference in New York City. This annual event, attended by 40 members from five international partner universities, provided the platform for our Alliance members to present their cutting-edge research that addressed the economic impact of wine, technology, and service process management within the global hospitality and tourism industries. Our next event took us to Philadelphia in mid-October, where we hosted our second community-based organizations (CBO) roundtable in partnership with the Pennsylvania Restaurant and Lodging Association with John Longstreet '77 and Barbara Lang '79. Continuing on with the work we started in New York City last year, this roundtable connected hospitality operators with CBOs to help match their labor needs with labor supply emerging from the CBO training programs. At the end of the month we then moved on to Denver to host our Restaurant CEO Leadership Symposium with James Park and Jeff Chandler P '23.

We kicked off 2020 in February with a Business of Food "Farm to Table" Symposium in NYC that was moderated by Andrew Karolyi, the SC Johnson College of Business Deputy Dean and Dean of Faculty. During the symposium we talked about the long and important journey that food takes to get our consumers. This was the last in-person event we were able to host as a result of COVID-19. Since March we have been hosting webinars to help our industry work through the challenges created by COVID-19.

I remain enthusiastic about what is to come in the year ahead and look forward to working with our CIFBM partners, faculty, and students as we continue to work with our industry to recover from the damage caused by COVID-19.



[Alex Susskind](#)

**Associate Dean**  
Academic Affairs,  
School of Hotel  
Administration  
**Director**

Food and Beverage Institute



# Our Board

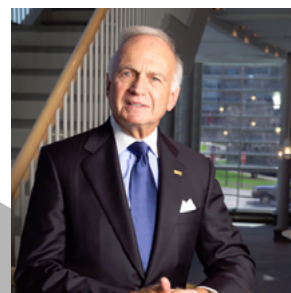
As of June 2020



Susan Guerin '83  
President and CEO  
World Finer Foods



Barry Moullet  
President  
BBM Executive Insights, LLC



Burton "Skip" Sack '61  
Partner and Chairman  
Classic Restaurant Concepts



# Research and Insights

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## CIFBM In the News

Our faculty and board members are frequently called on to provide their expertise and insights in their respective fields within the hospitality industry. This was particularly true over the Spring of 2020 as the restaurant industry was hit by COVID-19. We have collected several articles featuring CIFBM faculty, and a full list of insights in the news can be found in the [School of Hotel Administration Business Feed](#).



REUTERS





# Research and Insights



## [“New restaurants are mad crazy to be opening right now -- or are they?”](#)

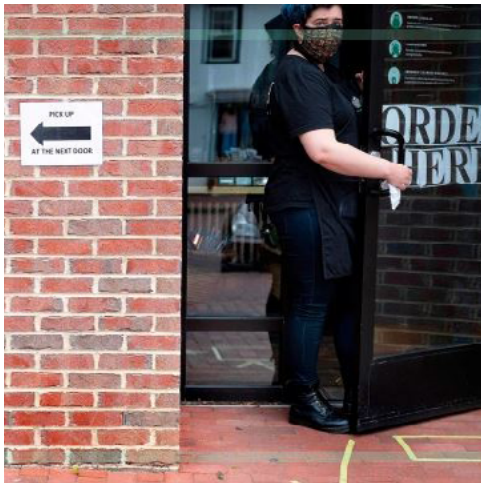
Author: Stacey Lastoe

June 9, 2020

CNN

“Modified menus, a bare-bones staff and the seemingly gargantuan task of attracting business in a time of such grave uncertainty are all factors in a new food and beverage operation.

“It may not be ideal,” says Lilly W. Jan, a lecturer in food and beverage management at Cornell’s School of Hotel Administration, but she wouldn’t call it “crazy.”



## [“Starbucks is closing stores and shifting operations amid COVID-19”](#)

Author: Andy Uhler

Jun 10, 2020

Heard on: Marketplace

There’s a sense of urgency because Starbucks said it’s lost \$3.2 billion in revenue since the onset of the pandemic.

“Starbucks wants to get people back into the daily routine of having Starbucks,” said Alex Susskind, associate dean for academic affairs in the School of Hotel Administration at Cornell University. “Emphasizing the to-go element will make it easier for them to reach everybody consistently.”



## [“What Restaurants Will Survive Coronavirus?”](#)

Author: Norm Elrod

June 3, 2020

CBS Local

Some sit-down restaurants can survive with these limitations and increased costs for a short time. Most cannot for an extended period. Forced to jury-rig their business model, many owners will find the effort not worth it anymore. “The reality is not all of these restaurants are going to come back,” says Christopher Gaulke, a lecturer in the food and beverage area at Cornell University’s School of Hotel Administration. “Expectations are that as many as 30 to 40% may not come back, of the independent restaurants, your mom-and-pop-style sit-down [restaurants].”

# Internships and Student Engagement

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Sponsored by the Centers & Institutes in the School of Hotel Administration, the [C&I Internship Program](#) provides students opportunities to gain practical experience in innovation, entrepreneurship, healthcare, food & beverage management, research, real estate finance, labor and employment relations, and other hospitality focus areas.

If you are a current student or a participating C&I advisory board member company, visit the [Centers & Institutes](#) home page to apply for or submit available internship opportunities.



Internship Duration  
2 weeks to 12 weeks



Intern Compensation  
Competative Salary



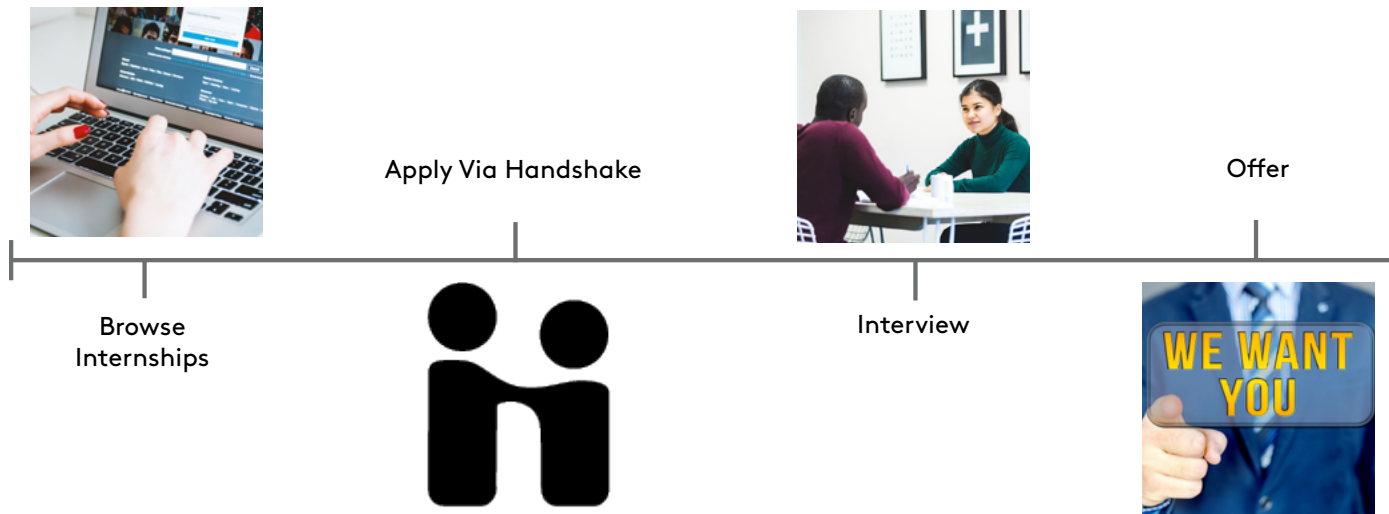
Intern Reporting  
Entrepreneur or Senior Executive



# Internships and Student Engagement



## Student Application Process



## Company Participation Process



# Events

FY 2019-2020

## [Opportunities and Challenges in Community-Based Organizations Roundtable](#)

October 15, 2019

Philadelphia, PA

Hosted by the Cornell Institute for Food and Beverage Management. The roundtable focused on how CBOs and the hospitality private sector can better train, support and employ an existing community of people eager to work but for a variety of reasons, face barriers to success. This event was by invitation only.

## Restaurant CEO Leadership Symposium

October 28-29, 2019

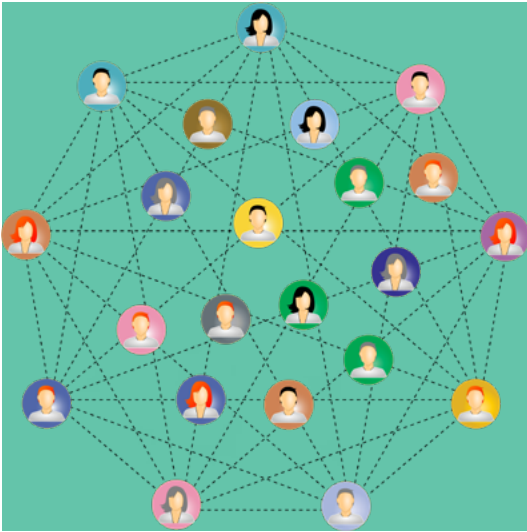
Denver, CO

Hosted by the Cornell Institute for Food and Beverage Management. During the symposium multi-unit restaurant leaders discussed the hot button issues that they are dealing with ranging from third party delivery, supply chain management, and adapting business models to better serve the Millennial and Gen Z consumer groups. This event was by invitation only.

CIFBM Events have historically occurred in both the Fall and Spring Semesters. In Spring 2020, with the disruption of COVID-19, we switched our focus to producing webinars in order to continue our ongoing conversations between industry experts/alumni and SHA faculty. The following section contains highlights from those webinars.



# C&I Webinars



Total Webinars

**14**



Total Speakers

**50+**



Total Views

**68K+**



# CIFBM Highlights

## [The Business of Food: From Farm to Table](#)

February 18, 2020

Ever wonder where your food comes from? Viewers were able to learn the journey that food makes along the supply chain from farm to table. Food production. Packaging. Marketing. Distribution. Marketplace. What impact has technology and sustainability had on the sector?

Viewers were also able to learn about the college's Business of Food initiative which fosters relationships and research in the food ecosystem.



## [THE RESTAURANT BUSINESS IN CRISIS: Coping with Restaurant Slow-downs, Expense Management, and the Road Ahead](#)

April 3, 2020

The restaurant business is facing a shake-up unlike anything we have seen in our lifetimes. Restaurants have traditionally been viewed as the "third place" where people not only eat and drink, but socialize with one another to give and receive hospitality. The COVID-19 crisis and social distancing have changed much of that valued interaction we all get from being a part of the restaurant business, whether as a guest, employer, employee, or supplier.

On April 3rd, Cornell University School of Hotel Administration and the Cornell Institute for Food and Beverage Management (CIFBM) brought together restaurant executives and faculty experts to offer solutions to the challenges that operators, employees, and guests are experiencing in our new normal.



## [The Boutique Hotel's Crisis Guide to Food & Beverage](#)

April 10, 2020

Viewers were invited to join BLLA and key leaders in the Boutique Hospitality Food & Beverage space to discuss what was happening with current projects and what they see behind the scenes for the recovery process. This was a limited series digital forum and complimentary for the community.





# CIFBM Highlights



## [WHAT'S NEXT FOR NYC RESTAURANTS: Navigating the COVID-19 Crisis](#)

April 16, 2020

COVID-19 and social distancing have completely changed the way restaurants and bars can do business. Because foodservice is considered an essential service, operators can choose to remain open if they limit their sales to takeout and delivery only. While this “new normal” will work for some operators, others will be forced to shut down. Neither choice is ideal in this new, ever-changing, and volatile business environment, and owners, operators, and their suppliers are being forced to make difficult decisions every day to protect their businesses, assets, employees, and guests.



## [BACK ON TAP: Strategizing the Reopening of Your Taproom or Brewpub](#)

May 6, 2020

The craft beer industry has had unprecedented growth over the past several years, as consumers flocked to taprooms, brewpubs, restaurants, and breweries to sample new beers, enjoy great food, and socialize with family and friends. The boom in beer-focused operations has also helped local communities by supplying jobs and spurring local spending. But after a year with 4% volume growth, the beer industry is now being devastated by the impact of COVID-19 and faces its toughest time since Prohibition in 1920. As states begin discussing the best and safest strategies for lifting lockdown restrictions, beer establishments will finally be able to open their doors – and their taps – to welcome back eager customers.



## [MANAGING RESTAURANTS IN THE TIME OF CORONAVIRUS: A Look at Emerging Best Practices](#)

May 12, 2020

Social distancing may be good for keeping the population healthy, but it's terrible for an industry meant to bring people together. No event in recent memory has had such a profoundly negative impact on the restaurant industry as the coronavirus pandemic. Even though governments around the world have begun to slowly lift some of the restrictions that were put onto restaurants, it is very clear that the effects of the coronavirus are far from over. With extensive safety protocols, concerns about new outbreaks, and customers reeling from economic uncertainty, there are still plenty of unanswered questions about what it really means to “reopen” in this new environment.

# CIFBM Highlights

## THE NEW NORM FOR BREWERIES: Safety, Quality, and Fresh Opportunities May 28, 2020

Like the rest of society, the brewing industry is in the midst of a difficult time of change. As we move into summer and the easing of lockdown measures, many of us would like nothing better than to return to our favorite watering holes to enjoy a beer or two in good company. But reopening breweries will require taking into consideration varied social restrictions, evolving consumer preferences, and the challenges of restarting after a prolonged shutdown. After all, beer is a delicate beverage with specific needs regarding storage and freshness.

For brewers, it's never been more important to remain calm, commit to the basics of beer quality, and keep an open mind about the new opportunities that will emerge from this crisis. The challenge will be in finding ways to maintain and elevate a high standard of quality and service in a climate where demand is unpredictable and purchasing habits have shifted from inside the taproom to mail order, curbside pickup, and grocery store shelves.





# Academic Engagement

## Faculty



[Alex Susskind](#)  
Professor  
Associate Dean for  
Academic Affairs, School of  
Hotel Administration



[Aaron Adalja](#)  
Assistant Professor



[Christopher Gaulke](#)  
Lecturer



[Cheryl Stanley](#)  
Lecturer



[Douglass Miller](#)  
Lecturer



[Michael Ravinder Kingra](#)  
Lecturer



[Lilly Jan](#)  
Lecturer



[Marie Ozanne](#)  
Assistant Professor



[Heather Kolakowski](#)  
Lecturer

# Academic Engagement

## 2019-2020 Class Offerings

### Fall 2019

- [HADM 1360](#) Introduction to Foodservice Management
- [HADM 2360](#) Food Service Management, Theory and Practice
- [HADM 3310](#) Case Studies in Restaurant Management and Sustainability
- [HADM 3350](#) Restaurant Management
- [HADM 4340](#) Catering and Special Events Management
- [HADM 4360](#) Beverage Management



### Spring 2020

- [HADM 1360](#) Introduction to Foodservice Management
- [HADM 2360](#) Food Service Management, Theory and Practice
- [HADM 3350](#) Restaurant Management
- [HADM 3365](#) Foodservice Management Essentials
- [HADM 4310](#) Wine and Food Pairing Principles and Promotion
- [HADM 4320](#) Contemporary Healthy Foods
- [HADM 4530](#) Foodservice Facilities Design



# Membership Benefits

All of our Centers and Institutes at the Cornell School of Hotel Management are privately funded by our generous board member companies. These memberships allow us to continue to provide the very best in academic courses, industry research, and student development opportunities.

A primary focus of the Cornell Institute for Food and Beverage Management is to bring food and beverage industry alumni and executives into our learning environment. We rely on these leaders to provide the institute with intellectual and financial capital to enhance its programming and elevate its industry contributions.

You and your company can take advantage of CIFBM's industry outreach and development opportunities. Our Advisory Board members become part of the institute's thought leadership hub for managing the ever-evolving food and beverage industry, influencing public policy, and changing the management practice within the business of food.

[Become a Cornell Institute for Food and Beverage Management Member](#)





# Membership Benefits

## Corporate Membership Benefits

### CIFBM Corporate Member benefits include:

- Invitation to become a member of the CIFBM Advisory Board. The board, composed of senior-level leaders in the industry, meets annually.
- Invitation to the CIFBM board member to participate in all industry and faculty roundtables sponsored by the CIFBM.
- Opportunity to generate ideas for potential faculty and student research.
- Invitation to a student career Q&A session featuring you and your experience during an advisoryboard meeting.
- Your corporate name and logo (with a web link) featured on a rotating basis in the CIFBM e-newsletter, which circulates to executives, practitioners, and educators worldwide.
- Recognition as a partner of the CIFBM on our website, including your corporate logo, a link to your company's website, and the advisory board member's personal bio and photo.
- Invitations to leading Cornell networking events around the world.
- Opportunity to participate as a guest lecturer in classes supported by the CIFBM.
- Opportunity to participate as a panelist at the CIFBM events.
- Opportunity to be considered as speaker at other conferences and seminars where the CIFBM iscreating a panel.
- Access to highly-motivated students for employment and internship opportunities through the C&I Internship Program.
- Opportunity to mentor and interact with graduate and undergraduate students with an interestin these fields.
- Invitations to select industry events.
- Opportunity to contribute papers for consideration to be published in the CIFBM report series.



# Membership Benefits

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## CIFBM Giving Opportunities

### Event sponsorships

CIFBM Hospitality Roundtables: \$15,000 per event

### Membership

Advisory Board membership: \$33,000 annually

Learn more about the [CIFBM Advisory Board](#)



## CIFBM Naming Opportunities

Cornell Institute for Food and Beverage Management: \$10 million

CIFBM academic director position: \$1 million or \$35,000 annually



## Thank You To Our Members and Affiliates

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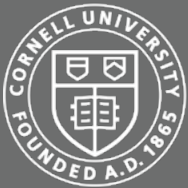


Cornell Institute for Food and Beverage Management

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# The Hotel School

Cornell  
SC Johnson College of Business

**Cornell Institute for Food and  
Beverage Management**

