From the Editor

Introducing Cornell Quarterly Cases

In a continuous effort to improve the value of the Cornell Hotel and Restaurant Administration Quarterly for its readership, I am pleased to announce the introduction of a new feature: Cornell Quarterly Cases (CQCs). The purpose of this feature will be to provide readers with examples that illustrate current industry problems, highlight emerging issues, or provide background on crucial topics. It is my vision that these cases will have value to experienced professionals who deal with the topics addressed by the cases, practitioners who want to stay abreast of key topics, those interested in continuous education and improvement, trainers, teachers, and students of the hospitality industry.

The cases are intended to supplement the articles published in the CQ. The mission of the journal remains the same: to publish research-based advice of value to the practice of hospitality. To diversify our content and to employ a different methodology that can provide a new perspective on key industry issues, I felt a section specifically devoted to cases could be of immense benefit to our diverse readership.

CQCs provide insights, based on specific circumstances or examples. By their very nature, they do not prove any conclusions; rather, they are intended to provoke thought and new ideas, and perhaps provide new perspectives on problems so that the reader can approach other decisions in a logical and thoughtful manner. I will also publish two or three commentaries on each case to provide some alternative perspectives of how experienced professionals might deal with the questions raised in a case. The types of cases I am hoping to publish must provide more than simply stories or personal experiences; they must challenge the reader to consider new ideas or see old problems in a new way. Research articles, on the other hand, are intended to provide pieces of evidence, ultimately leading to support or dismissal of generalizable ideas or relationships. Together, research articles and cases can provide a broad picture of the problems facing the hospitality industry and give our readers diverse perspectives on how we can begin to address those problems. The purpose of cases, though, remains the same as for all of our content. Readers should come away from the cases and articles with an idea of some-
thing to do differently, or have new insights or perspectives on a given topic.

Like articles, cases can address any subject of potential value to hospitality practitioners, related to any of the diverse domains of the industry. Thus, in addition to cases involving hotels and restaurants, I am eager to consider cases on tourism, spas, cruise lines, property development and design, amusement parks, etc. Cases are also not limited to U.S. examples; as hospitality is obviously a worldwide industry, I encourage submissions on topics from around the world. I also want to make perfectly clear that anyone can submit a case for consideration. Practitioners and academics, Cornell and non-Cornell affiliated; all are invited to submit cases (and articles) for consideration.

Those interested in publishing cases in the Cornell Quarterly should submit them to me (preferably electronically, at cq_submissions@cornell.edu); however, you should clearly indicate in the cover letter that you are submitting the work to be considered as a case. As with articles, there are no set requirements for page length, but my vision is for cases to run between fifteen hundred and three thousand words. If a case is accepted for publication, we will also seek commentaries on the case, generally from high-level practitioners who are actively involved with the issues raised in the case. It is not necessary to have these commentaries written at the time of submission, although authors are welcome to do so. Also, once a case is accepted, the authors will be consulted as to whom they feel might be appropriate commentators.

There is always risk and excitement associated with the introduction of a new product. As always, I welcome feedback and questions (via e-mail at mcs5@cornell.edu, or by phone at 607-255-5383). I hope the CQ's readership will find the inclusion of CQCs interesting and valuable.

—M.C.S.