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## IDEAS CORNELL STRATEGIC LEADERSHIP SCHOLARSHIP

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IdeaS Revenue Solutions - a SAS Company and the Cornell University School of Hotel Administration are pleased to offer the IDEaS Cornell Strategic Leadership Scholarship Program. This is a first of its kind scholarship program offering hospitality professionals access to online certificates and professional development opportunities in Strategic Leadership Management.

Scholarships awarded will provide recipients paid registration to the [Certificate in Strategic Leadership for the Hospitality Professional](#).

### APPLICANT ELIGIBILITY

- Applicant must be employed in a full time position in the hospitality industry
- Applicant's employer must be engaged in the activity of providing lodging services; which include and are limited to hotels, motels, clubs, resorts, casinos, and theme parks
- Applicant must submit a completed application electronically or via mail by the stated application deadlines
- Applicants for the Certificate in Strategic Leadership must be leaders within hotels, including department heads, executive team members, and current and aspiring GMs and executive team members, and mid-to-senior-level management at corporate offices with Revenue Management as part of the scope of responsibility

### APPLICATION DEADLINE

**Friday, October 16, 2015**

All applications must be received electronically or by mail by the Cornell School of Hotel Administration no later than 5 pm EST on the above date. Completed applications can be submitted either electronically to [sha-online@cornell.edu](mailto:sha-online@cornell.edu) or mailed to the address below:

IdeaS Cornell Scholarship Program  
Office of Online Learning  
Cornell School of Hotel Administration, 149 Statler Hall  
Ithaca, NY 14853  
USA

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### CERTIFICATE IN STRATEGIC LEADERSHIP FOR THE HOSPITALITY PROFESSIONAL

The successful completion of the following four required courses and one elective pair leads to a Certificate in Strategic Leadership:

#### Required Courses:

1. [Competitive Advantage and Profitability](#)
2. [Strategic Hospitality Management I: Formulating Strategy](#)
3. [Strategic Hospitality Management II: Creating Value](#)
4. [Strategic Hospitality Management III: Implementing Strategy](#)

#### Elective Pair 1:

5. [Leading through Creativity](#)
6. [Managing Strategic Change](#)

#### Elective Pair 2:

5. [Financial Analysis of Hotel Investments](#)
6. [Control of Hotel Real Estate](#)

#### Elective Pair 3:

5. [Mastering the Time Value of Money](#)
6. [Making Capital Investment Decisions](#)

#### Elective Pair 4:

5. [Risk and Return: How to Identify, Measure, and Incorporate Into Capital Budgeting Decisions](#)
6. [Raising Capital: The Process, the Players, and Strategic Considerations](#)

#### Elective Pair 5:

5. [Marketing the Hospitality Brand through New Media: Social, Mobile & Search](#)
6. [Hospitality Customer Engagement through New Media Marketing](#)

This six-course certificate, developed by Cornell University faculty experts, prepares managers to evaluate the competitive environment, create and assess strategic alternatives, and successfully execute a strategy. Participants will learn a proven process that can be used in their own property or firm to develop, implement, and execute a strategic plan that will create change, generate sustainable competitive advantage, and ensure superior ongoing results for their customers and investors. This certificate series focuses on the unique and dynamic nature of the hospitality industry by drawing on relevant industry cases and examples.

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## AWARD OF SCHOLARSHIPS

- A Scholarship Panel will be formed by the Cornell School of Hotel Administration
- Decisions made by the Scholarship Panel will be final and no correspondence will be entered into
- The Scholarship Panel reserves the right not to award all scholarships
- Successful applicants will be contacted directly by IDEaS and the Cornell School of Hotel Administration

To learn more about the IDEaS Cornell Strategic Leadership Scholarship please visit [www.hotelschool.cornell.edu/online/ideas](http://www.hotelschool.cornell.edu/online/ideas)

## ABOUT IDEAS

With more than one million rooms priced daily on its advanced systems, IDEaS Revenue Solutions leads the industry with the latest revenue management software solutions and advisory services. Powered by SAS® and more than 25 years of experience, IDEaS proudly supports more than 7,000 clients in 94 countries and is relentless about providing hoteliers more insightful ways to manage the data behind hotel pricing.

IDEaS empowers its clients to build and maintain revenue management cultures—from single entities to world-renowned estates—by focusing on a simple promise: Driving Better Revenue.

IDEaS has the knowledge, expertise and maturity to build upon proven revenue management principles with next-generation analytics for more user-friendly, insightful and profitable revenue opportunities—not just for rooms, but across the entire hotel enterprise.

For more information, visit [www.ideas.com](http://www.ideas.com).

## ABOUT CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION

The Cornell University School of Hotel Administration is shaping the global knowledge base for hospitality management through leadership in education, research and industry advancement. The school provides management instruction in the full range of hospitality disciplines, educating the next generation of leaders in the world's largest industry. Founded in 1922 as the nation's first collegiate course of study in hospitality management, the Cornell School of Hotel Administration is recognized as the world leader in its field.

For more information, visit [www.hotelschool.cornell.edu](http://www.hotelschool.cornell.edu)



# IDEAS CORNELL STRATEGIC LEADERSHIP SCHOLARSHIP

Application Number:

## 2015 SCHOLARSHIP APPLICATION

### A. PERSONAL INFORMATION

- 1. Name (first, middle, last) \_\_\_\_\_
- 2. Job Title \_\_\_\_\_
- 3. Company \_\_\_\_\_
- 4. Company Website \_\_\_\_\_
- 5. Supervisor/Manager \_\_\_\_\_ 6. Supervisor/Manager Job Title \_\_\_\_\_
- 7. Company Address \_\_\_\_\_
- 8. City \_\_\_\_\_ 9. State/Province \_\_\_\_\_ 10. Zip/Postal Code \_\_\_\_\_ 11. Country \_\_\_\_\_
- 12. Work Phone \_\_\_\_\_ 13. Work Fax \_\_\_\_\_
- 14. E-Mail Address \_\_\_\_\_ 15. Website \_\_\_\_\_

In principle and in practice, IDEaS and Cornell School of Hotel Administration value and seek diverse and inclusive participation within the field of hospitality revenue management. IDEaS and the Cornell School of Hotel Administration promote involvement and expanded access to professional development opportunities regardless of race, ethnicity, gender, religion, age, sexual orientation, nationality, disability, appearance, geographic location or professional level.

The IDEaS Cornell Management Scholarship Application will be evaluated 'blind', in that the Scholarship Panel will only have access to Section B of this application.



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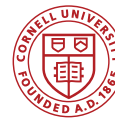
Application Number:

### B. ESSAYS

Please key in your responses in the space provided below or attach additional sheets as appropriate. Use no more than 250 words to answer each question.

It is advisable that you do not disclose your identity, current employer or affiliations in your responses below. Prior to sharing your application with the Scholarship Panel, the Cornell School of Hotel Administration will remove all such information.

1. What does the term 'strategic management' mean to you? How is the term used in your organization?
2. Describe your leadership approach. What role does strategy currently play in your position?
3. What is the biggest challenge related to Strategic Management that your company or property faces this year?



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Application Number:

## C. APPLICANT COMMITMENTS

1. The personal information provided is correct to the best of the applicant's knowledge.
2. The views expressed in Section B of the application are entirely that of the applicant. No support or inputs were received from any other individual or organization.
3. The applicant did not disclose their identity, current employer or affiliations, if any, while answering the essay questions in Section B.
4. If selected, the applicant will commit to registering and choosing course start dates within 90 (ninety) days of the award of the scholarship. If registration and course date selection are not completed within 90 (ninety) days, the Cornell School of Hotel Administration reserves the right to revoke the scholarship.
5. If selected, the applicant agrees to IDEaS and the Cornell School of Hotel Administration using their name in public announcements and commonly deployed marketing practices for the scholarship program.
6. By applying for the Scholarship Program, the applicant consents to the collection and use of their personal information by IDEaS and Cornell School of Hotel Administration as per their current Privacy Policies (see terms and conditions section for more on these policies).
7. The scholarship is non transferable.
8. The applicant agrees to submit the application as per the stated deadline.
9. If selected, the applicant authorizes IDEaS and the Cornell School of Hotel Administration to request and obtain from eCornell information relating to their completion of the eCornell courses and programs in which the applicant is enrolled in connection with the IDEaS Cornell Scholarship Program, and the applicant also authorizes eCornell to provide such information to IDEaS and the Cornell School of Hotel Administration.

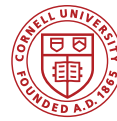
By signing below, I acknowledge that decisions of the Cornell School of Hotel Administration are final. I certify that I meet the basic eligibility requirements of the scholarship program as described in this application, that the information provided herein is complete and accurate to the best of my knowledge, and that I have read and agree to the above-referenced 'Applicant Commitments'.

I further certify that I am not prohibited from applying for or accepting the scholarship (if awarded) by any law, regulation, contractual provision, rule or policy, including my employer's rules and policies. If requested, I agree to provide proof of information I have given on this form. I understand and acknowledge that falsification of information may result in disqualification of my application and/or termination of any scholarship awarded.

Applicant's Signature \_\_\_\_\_

Print Name \_\_\_\_\_

Date of Submission \_\_\_\_\_



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## IDEAS CORNELL STRATEGIC LEADERSHIP SCHOLARSHIP

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Application Number:

### D. TERMS AND CONDITIONS OF THE IDEAS CORNELL STRATEGIC LEADERSHIP SCHOLARSHIP

1. IDEaS and the Cornell School of Hotel Administration employees and their family members and dependents are not eligible to receive the scholarships.
2. IDEaS will pay the cost of registration for the six online courses leading to the Strategic Leadership Certificate directly to Cornell School of Hotel Administration and not to the scholarship recipient.
3. IDEaS and the Cornell School of Hotel Administration reserve the right to review the conditions and procedures of the IDEaS Cornell Strategic Leadership Scholarship and to make changes at any time, including termination of the program.
4. The applicant is responsible for submitting all materials to the Cornell School of Hotel Administration on time. Incomplete applications will not be evaluated or considered. This application becomes complete and valid only when the Cornell School of Hotel Administration has received all of the requisite materials.
5. IDEaS and the Cornell School of Hotel Administration do not sell, trade, or rent the personal information provided by scholarship recipients. IDEaS and the Cornell School of Hotel Administration may share your personal information with eCornell so it may use such information as a part of your enrollment in its programs or otherwise contact the applicant. IDEaS and the Cornell School of Hotel Administration may also release the applicant's personal information when, in good faith, such release is reasonably necessary to (i) comply with law, (ii) enforce or apply the terms of any of our agreements with eCornell, or (iii) protect the rights, property or safety of IDEaS and the Cornell School of Hotel Administration, our users, or others. Except as otherwise provided herein, IDEaS and the Cornell School of Hotel Administration will use and disclose your personal information only as described in [IDEaS' Privacy Statement](#) and the [Cornell Hotel School's Privacy Policy](#) respectively.