

# The Center for Hospitality Research

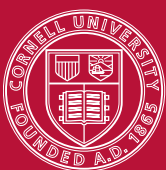
Hospitality Leadership Through Learning



## Senior Living Roundtable

October 8 - 9, 2009

Statler Hotel



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](http://www.chr.cornell.edu)**

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## 2009 Senior Living Roundtable

### AGENDA

Thursday, October 8, 2009

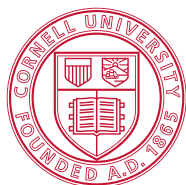
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- 5:30 – 6:45 p.m.  
(Statler Auditorium) **Presentation of Careers in Senior Living Industry with Q & A**  
Presenters: Jack Callison, Jr., John Cobb, Ray Lewis, Dan Madsen, & John Rijos
- 7:00 – 9:00 p.m.  
(Ruloff's) **Reception**  
Sponsored by Stokes, Roberts & Wagner ALC

Friday, October 9, 2009

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- 7:00 – 8:00 a.m.  
(Ballroom) **Breakfast**
- 8:00 – 9:00 a.m.  
(Ballroom) **Employee Engagement: How to Attract, Retain, & Energize the Workforce**  
Moderators: David Sherwyn and Paul Wagner  
Discussants: John Rijos and Dan Madsen
- 9:10 – 10:10 a.m.  
(Ballroom) **Hospitality & Senior Living: Where Do They Intersect?**  
Moderators: David Sherwyn and Robert Alter  
Discussants: John Cobb and Dan Madsen
- 10:20 – 11:20 a.m.  
(Ballroom) **Capital: Sources, Quantity, Availability**  
Moderator: Steve Carvell  
Discussants: Ray Lewis and Jack Callison, Jr.
- 11:30 a.m. – 12:30 p.m. **Lunch**  
(Castello Banfi)
- 12:30 – 1:30 p.m.  
(Ballroom) **Future of the Industry: What Are Baby Boomers Looking for; How Can Academics Help?**  
Moderator: Paul Wagner  
Discussants: Jack Callison, Jr., John Cobb, Ray Lewis, Dan Madsen, & John Rijos



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## PARTICIPANTS



*Robert Alter*

Chairman, Sunstone Hotel Investors, Inc.  
President, Seaview Investors, LLC  
PO Box 1500-4240  
333 Bayside Drive  
Corona Del Mar, CA 92625



*John Cobb*

President and CEO  
Senior Lifestyle Corporation  
111 East Wacker Drive, Suite 2200  
Chicago, IL 60601



*Jack Callison, Jr.*

CEO  
Holiday Retirement  
2250 McGilchrist St. SE, Ste. 200  
Salem, OR 97302



*Jan deRoos*

Associate Professor & HVS  
International Professor of  
Finance & Real Estate  
Cornell University  
School of Hotel Administration  
465D Statler Hall  
Ithaca, NY 14853



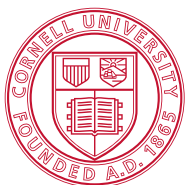
*Steven Carvell*

Associate Professor of Finance &  
Associate Dean for Academic Affairs  
Cornell University  
School of Hotel Administration  
146 Statler Hall  
Ithaca, NY 14853



*David Devereaux*

Managing General Partner  
Express Transportation Holdings, LLC  
2451 Executive Drive, Suite 105  
St. Charles, MO 63303



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## PARTICIPANTS



*Brooke Hollis*

Executive Director  
Cornell University Sloan Program  
in Health Administration  
109 Martha Van Rensselaer Hall  
Ithaca, NY 14853



*Ray Lewis*

Executive Vice President and Chief  
Investment Officer  
Ventas, Inc.  
111 South Wacker Drive, Suite 4800  
Chicago, IL 60606



*Michael Johnson*

Dean and E.M. Statler Professor of  
Hotel Administration  
Cornell University  
School of Hotel Administration  
146 Statler Hall  
Ithaca, NY 14853



*Dan Madsen*

Chairman, One Eighty,  
President & CEO, Leisure Care  
1601 5th Avenue, Suite 1900  
Seattle, WA 98101



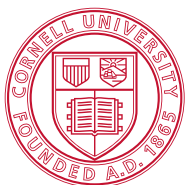
*Robert Kwortnik*

Associate Professor of Services  
Marketing  
Cornell University  
School of Hotel Administration  
548 Statler Hall  
Ithaca, NY 14853



*Hannah Paramore*

President,  
Paramore|Redd Online Marketing, LLC,  
Executive Vice President,  
French Quarter Holdings, Inc.  
124 12th Avenue S, Ste 510  
Nashville, TN 37203



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## PARTICIPANTS



*John Rijos*

Co-President & Chief Operating Officer  
Brookdale Senior Living Inc.  
330 North Wabash Avenue, Suite 1400  
Chicago, IL 60611



*Paul Wagner*

Shareholder  
Stokes Roberts & Wagner, ALC  
1405 Hanshaw Road  
Ithaca, NY 14850



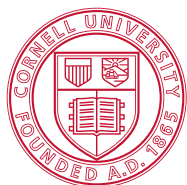
*David Sherwyn*

Associate Professor of Law  
Cornell University  
School of Hotel Administration  
536 Statler Hall  
Ithaca, NY 14853



*J. Bruce Tracey*

Associate Professor of Human  
Resources Management  
Cornell University  
School of Hotel Administration  
544 Statler Hall  
Ithaca, NY 14853



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## Robert Alter '73

Chairman, Sunstone Hotel Investors, Inc.  
President, Seaview Investors, LLC

Mr. Alter is the Chairman of Sunstone Hotel Investors, based in San Clemente, California, a NYSE publicly traded Real Estate Investment Trust. He founded the company almost 20 years ago and took it public in 1995, but later led a management buyout with a real estate equity fund to take it private again in 1999 when capital was scarce in the real estate industry. In 2004, Sunstone went through another IPO as a liquidity event for the Westbrook Partners, a real estate opportunity fund.

Sunstone Hotel Investors owns, develops, and renovates upscale and upper-upscale hotels in 15 states. The company owns interests in 44 hotels with an aggregate of 15,029 rooms primarily operated under nationally recognized brands such as Marriott, Hyatt, Hilton, and Fairmont. Sunstone Hotel Investors has received numerous awards from the brands, including Developer of the Year from Marriott International.

Mr. Alter has been an owner of hotels since 1976 when he struck out on his own at age 25 and used his savings to purchase a 28-room hotel in Steamboat Springs, Colo. He is a past president of the Holiday Inn Franchise Association and a former member of the Marriott Franchise board. In March 2006, Mr. Alter received the Excellence in Entrepreneurship Award from the Orange County Business Journal and Ernst & Young. The award is designed to recognize dynamic individuals who exemplify the American entrepreneurial spirit.

In June 2008, he received the Hospitality Innovator of the Year Award at the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship at Cornell University.

Having served as Past President of the IAHI, the franchise



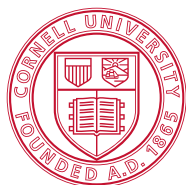
**Robert Alter**  
Sunstone Hotel Investors, Inc.  
PO Box 1500-4240  
333 Bayside Drive  
Corona Del Mar, CA 92625

owners association for InterContinental Hotels Group, Bob also served on the Board of Directors. He was on the Board of Directors of MINA, the association of Marriott franchise owners and operators. Currently, Bob is serving as Chairman of the Governmental Affairs Committee for the American Hotel & Lodging Association.

Bob founded and was a Director of Buy Efficient, LLC, which is now a jointly owned venture between Sunstone Hotel Investors and Strategic Hotels & Resorts. Buy Efficient is an internet-based purchasing management platform with over 600 participating hotels and senior living properties throughout the United States and Canada.

Bob is a graduate of the Cornell University School of Hotel Administration. Mr. Alter was a member of the Cornell University Council from 1999-2003 and was a Dean's Distinguished Lecturer at the Hotel School in 2001.

Bob and Joni reside in Corona del Mar, California, and collectively have four grown children.



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## Jack Callison, Jr.

CEO

Holiday Retirement

Jack R. Callison, Jr. has served as the Chief Executive Officer of Holiday Retirement since October 2008. As CEO, Mr. Callison provides the strategic direction and executive leadership for all aspects of the company's investments, operations and finances. Holiday Retirement's real estate portfolio exceeds 35,000 senior living apartments across the United States and Canada, and the company employs over 10,000 associates across North America.

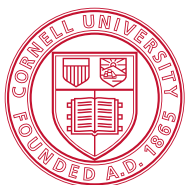
Prior to joining Holiday Retirement in 2008, Mr. Callison served as President of U.S. Operations for Archstone Communities. As President of U.S. Operations, Mr. Callison was responsible for all aspects of the organization's day-to-day operations, which encompassed over 70,000 multi-family apartments across the United States. Prior to a leveraged buy-out in October 2007, Archstone Communities (NYSE: ASN) owned \$22 billion of assets and was a member of the S&P 500. Mr. Callison was employed by Archstone Communities for twelve years and held a number of senior management positions during his tenure with the organization.

Prior to joining Archstone Communities, Mr. Callison held various management level positions with Helen of Troy Limited (NASDAQ: HELE) and KPMG Peat Marwick.

Mr. Callison received his B.B.A. in Accounting from the University of Texas and is also a Certified Public Accountant (CPA). Mr. Callison has served on various non-profit and industry related board of directors throughout his career.



*Jack Callison, Jr.*  
Holiday Retirement  
2250 McGilchrist St. SE  
Ste. 200  
Salem, OR 97302



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## Steven Carvell

Associate Professor of Finance & Associate Dean for Academic Affairs  
Cornell University School of Hotel Administration

Steven Carvell is a professor and associate dean for Academic Affairs at the School of Hotel Administration. He has taught finance courses at the school since 1986. Carvell's research is directed toward new approaches to hotel valuation and investment decisions.

Recent projects have focused on adjusted present value analysis and the valuation of sequential real options within a hotel valuation framework; the valuation of exotic reservation options in hotels; and determining optimal brand standards for hotel companies. Carvell recently finished a major project designed to identify the determinants of hotel demand in the U.S. He is also involved with evaluating the effectiveness of hotel company business strategies, using strategic benchmarking and Economic Value Added analysis.

Carvell is the co-author of *In the Shadows of Wall Street*, (Prentice-Hall, Inc. Strebels, Paul and Steven Carvell, 1988). He has published ten articles in academic and professional journals including the *Financial Analysts Journal* and the *Harvard Business Review*. His work has been featured in the *Wall Street Journal*, *The New York Times*, *Forbes*, *Fortune*, *Institutional Investor* and *Financial World*.

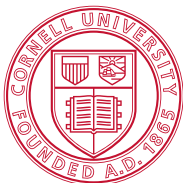
Carvell has worked for professional money managers in applied strategy in the equity market and served as a consultant to the Presidential Commission on the 1987 stock market crash. He specializes in new approaches to valuation and risk analysis in feasibility studies, hotel debt capacity models, strategic benchmarking and Economic Value Added Analysis.

Professor Carvell has conducted numerous specialized Executive



**Steven Carvell**  
Cornell University  
School of Hotel Administration  
146 Statler Hall  
Ithaca, NY 14853

Education seminars for some of the largest hotel companies in the world. Carvell holds a Ph.D. from the State University of New York, Binghamton.



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## John Cobb

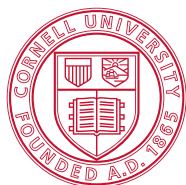
President and CEO  
Senior Lifestyle Corporation

John Cobb manages operations and strategic direction for Senior Lifestyle Corporation and its portfolio of more than 70 properties. Working with SLC's senior management team, Cobb leads the company's growth through acquisitions and new development. Before joining Senior Lifestyle in 2008, Cobb spent 10 years at GE Healthcare Financial Services, most recently as senior managing director of the Real Estate Finance division.

Cobb holds a bachelor's degree in finance from Lehigh University and serves on the board of the National Investment Center and the American Seniors Housing Association.



*John Cobb*  
Senior Lifestyle Corporation  
111 East Wacker Drive  
Suite 2200  
Chicago, IL 60601



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## Jan deRoos BS '78, MS '80, PhD '94

Associate Professor & HVS International Professor of Finance & Real Estate  
Cornell University School of Hotel Administration

Jan A. deRoos is an associate professor and the HVS International Professor of Finance and Real Estate 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.

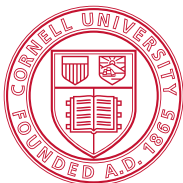
A frequent speaker on these topics, deRoos has contributed to lodging industry conferences in London, Los Angeles, New York, Singapore, and Stockholm. His current research is focused on three themes; the design and implementation of hotel management contracts and hotel leases, investment returns to lodging 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



*Jan deRoos*  
Cornell University  
School of Hotel Administration  
465D Statler Hall  
Ithaca, NY 14853

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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## David Devereaux<sup>'84</sup>

Managing General Partner  
Express Transportation Holdings, LLC

David R. Devereaux is the Managing General Partner of Express Transportation Holdings, LLC, whose holdings include three franchises in the non-emergency medical transportation field. These franchises are located in Albuquerque, NM; Kansas City, MO, and Milwaukee, WI, providing daily transportation services to the elderly, disabled and homeless.

In addition to his role with Express Transportation, he is also executive vice president of Telemedicine Solutions, Inc., creator of WoundRounds™, an easy-to-use technology-enabled solution that improves the process of wound care management in health care facilities.

Prior to joining Telemedicine Solutions, he spent nearly 30 years in the skilled nursing field, starting as a housekeeper while in high school at a small nursing home in Dunmore, PA, finishing as President of the largest publicly-held nursing home company in the US.

A 1984 graduate of Cornell's School of Hotel Administration, he also received his MBA in Health Administration from Temple University, in 1986.

Upon completion of his education, Devereaux was a nursing home administrator in various states, until joining The Hillhaven Corporation in 1988.

During his tenure with Hillhaven, and in subsequent positions with ManorCare Health Services (1996-1998) and Beverly Healthcare (1998-2006), Dave was responsible for multi-facility operations management, ranging in size from a few facilities, to several hundred.



*David Devereaux*

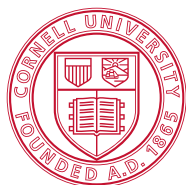
Express Transportation Holdings, LLC  
2451 Executive Drive, Suite 105  
St. Charles, MO 63303

In 2001, Devereaux was named Executive Vice President and Chief Operating Officer of Beverly Healthcare, responsible for an operating budget of \$2 billion annually, and over 700 skilled nursing and assisted living facilities. When he departed the organization in 2006, Beverly Healthcare was slightly over 400 facilities in size, yet experienced growth in revenue and earnings over his tenure, and improved operating metrics in both patient care and people management.

Since 2001, Devereaux has been an active member of the Cornell Alumni Admissions Ambassador Network, and interviews high school students across the Midwest that demonstrate an interest in attending Cornell.

In 2006, he endowed a Chair at Temple University's College of Health Professions, School of Nursing, in recognition of his mother's 50 years in Nursing. He also serves in other capacities at Temple, including Chair of the College of Health Professions Board of Visitors, and a member of the President's Advisory Board.

In addition to his service with Cornell and Temple, he serves on the board of Building Engines, Inc, a Waltham, MA, company, and Your Choice Living, Inc., based in Chicago.



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## *Brooke Hollis* MBA JGSM '78

Executive Director  
Cornell University Sloan Program in Health Administration

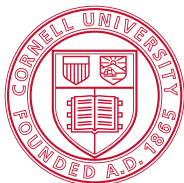
Brooke Hollis serves on the leadership team of the Sloan Program in Health Administration and works on program alumni/industry external relations. In addition to his work with alumni and industry, he mentors students and participates in other program activities and serves as a faculty member. Beyond his appointment at Sloan, his ongoing professional consulting activities straddle the area of investment banking and management consulting primarily for health and professional services firms. 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 including the University of Cincinnati Medical Center. While serving as president of a national professional association, he was involved in lobbying the federal government on policy and financial issues. For almost a decade he was 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 in investment banking/mergers & acquisitions has involved consulting and advisory work in 20 states and Canada with private equity funds, domestic and international public or privately held companies.

He completed his MBA and Sloan Certificate in Health Services Administration at Cornell and a Master of Architecture and Urban Design at Washington University.



*Brooke Hollis*  
Cornell University Sloan Program  
in Health Administration  
109 Martha Van Rensselaer Hall  
Ithaca, NY 14853



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## Michael Johnson

Dean and E.M. Statler Professor of Hotel Administration  
Cornell University School of Hotel Administration

Michael D. Johnson began his term as the sixth dean of Cornell University's School of Hotel Administration on July 1, 2006. Dean Johnson also holds the E.M. Statler Professorship of Hotel Administration. Johnson came to Cornell from the University of Michigan, where he was the D. Maynard Phelps Collegiate Professor of Business Administration and Professor of Marketing at the Stephen M. Ross School of Business.

A distinguished scholar, Johnson's research focuses on the development of customer information systems and how they can be utilized to craft strategy and manage customer relationships. Through his work, Johnson seeks to understand how to manage customer portfolios over time, how customer satisfaction and loyalty models change as customer relationships grow, and how managers can use customer information to make more informed resource allocation and strategy decisions.

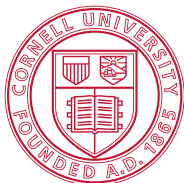
Johnson's recent works have included "Customer Portfolio Management: Implications for the Asian Hospitality Industry," on the Wei Lun Public Lecture Series website through The Chinese University of Hong Kong and "Joy and Disappointment in the Hotel Experience: Managing Relationship Segments," a forthcoming article in *Managing Service Quality*.

Johnson has also consulted for a diverse range of companies and public agencies, including Promus Hotels, Northwest Airlines, the National Association of Convenience Stores, Dell Corporation, Dow Chemical, Schering Pharmaceutical and Volvo. His consulting work has focused on marketing strategy, services management, service excellence, customer portfolio management, new service development, customer satisfaction measurement and relationship management.



**Michael Johnson**  
Cornell University  
School of Hotel Administration  
146 Statler Hall  
Ithaca, NY 14853

Born in Bottineau, ND, Johnson grew up in Madison, WI. He holds a PhD and MBA from the University of Chicago, and a BS with honors from the University of Wisconsin.



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## Robert Kwortnik

Associate Professor of Services Marketing  
Cornell University School of Hotel Administration

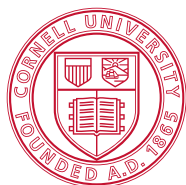
Rob Kwortnik, Associate Professor of Services Marketing, joined Cornell's faculty after earning his Ph.D. in Business Administration from Temple University in 2003. He also earned a BA in Journalism from Temple and an MBA from California State University, Northridge.

Kwortnik's research focuses on consumer behavior in service contexts, with special attention to service experience management. He has published in the *Journal of Service Research*, the *International Journal of Research in Marketing*, and the *Cornell Hospitality Quarterly*, among others. He has been honored six times as a Teacher of the Year by students at the Cornell Hotel School.

Prior to his career in academics, Kwortnik held several professional positions in marketing and was a travel industry consultant. He is a recognized expert on the leisure cruise industry.



**Robert Kwortnik**  
Cornell University  
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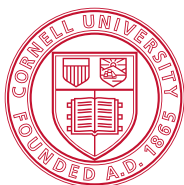
## Ray Lewis

Executive Vice President and Chief Investment Officer  
Ventas, Inc.

Ray joined Ventas in October 2002. Previously, he was managing director of business development for GE Capital Healthcare Financial Services where he led a team focused on mergers and portfolio acquisitions of healthcare assets. Prior to that, he was executive vice president of healthcare finance for Heller Financial (acquired by GE in 2001), where he had primary responsibility for a \$900 million health care lending portfolio of healthcare loans, and also developed and implemented a strategic plan for a new lending group in the senior living sector. He is a former member of the Board of Directors of NIC and the Board of Directors of ALFA. Ray received a B.A. degree in business administration from the University of Wisconsin-Madison.



*Ray Lewis*  
Ventas, Inc.  
111 South Wacker Drive  
Suite 4800  
Chicago, IL 60606



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## Dan Madsen

Chairman, One Eighty  
President & CEO, Leisure Care

Dan is the Chairman of One Eighty, a privately-held company headquartered in Seattle, Washington. One Eighty is the parent company for Leisure Care, recognized for over 30 years as a leader in the senior housing and lifestyle industry. Dan serves as the president and CEO of Leisure Care. Other companies in the One Eighty family of companies include Twist Travel<sup>SM</sup>, PrimeFit<sup>SM</sup>, Edibility<sup>SM</sup>, and One Eighty Racing<sup>SM</sup>.

Dan's business philosophy is simple: Always put people first, do the right thing for staff and residents and positively impact the lives of everyone you come into contact with everyday.

Dan joined Leisure Care as a General Manager, first serving in the field in 1988. Since becoming the sole proprietor for Leisure Care in 2003, Dan has steadfastly grown the company from managing over 30 communities to now over 40 existing and developing communities throughout the United States and internationally in Canada, India and Mexico. Under his leadership, assets under management have doubled, putting Leisure Care among the most profitable retirement community management companies. For the past three years, the company has won a "Stevie Award" in the American Business Awards for their marketing and branding campaigns. In June 2008, Dan introduced One Eighty as the new parent company to Leisure Care.

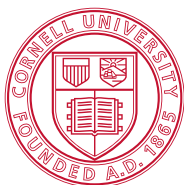
Dan has spoken at several industry conferences including NIC, ASHA (American Seniors Housing Association), Erickson School, Harvard University Graduate School of Design, Advanced Sales and Marketing Summit, SIMS, etc. His expertise has provided opportunities to help educate political leaders about the current state of senior housing and shape public policy impacting



*Dan Madsen*  
One Eighty  
1601 5th Avenue  
Suite 1900  
Seattle, WA 98101

seniors. Dan has testified to the U.S. Senate Special Committee on Aging in support of 50 national organizations representing the senior service and long term care industries. He is also an executive member of ASHA.

Dan is on the board of trustees for Children's Home Society, a non-profit organization serving over 30,000 children in the state of Washington. His involvement in their annual golf tournament has helped raise over 1 million dollars for kids in need. One Eighty and its companies also provide a variety of support to over 50 local national charities.



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## Hannah Paramore

President, Paramore|Redd Online Marketing, LLC  
Executive Vice President, French Quarter Holdings, Inc.

Hannah Paramore is Executive Vice President of French Quarter Holdings, Inc. and the president of Paramore|Redd Online Marketing. Hannah's experience includes strategic planning, media and market approach planning and partner negotiations in the tourism market with a focus on the use of the Internet to promote products, services and destinations. Hannah is a national speaker on the use of online social networks to move an audience and grow your business.

The particulars:

- About 50 years old.
- Two children and two grandchildren.
- Volunteer activities –AMA, Nash Area Chamber of Commerce, Rotary
- Leisure activities: running, gardening, reading, throwing parties.

Biz stats Paramore|Redd Online Marketing:

- Interactive Advertising Agency – we focus only on interactive stuff. No traditional media.
- Started the company Q1 2002 because I got tired of working for dot coms that went out of business.
- 32 employees at Paramore|Redd Online Marketing
- Member of Future 50 Hall of Fame
- NBJ Best Places to Work the last 3 years
- Inc 5000 list in 2008 and 2009
- NBJ Woman of Influence in 2009
- Member of Nashville Downtown Rotary
- Communications Chair for the Nashville AMA



**Hannah Paramore**

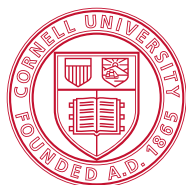
French Quarter Holdings, Inc.  
124 12th Avenue S, Ste 510  
Nashville, TN 37203

Biz Stats French Quarter Holdings, Inc.:

- Hotel development company, focusing on buying undervalued hotels, renovating and repositioning them for sale.
- Founded in 1993
- Acquisitions include:
  - La Torretta Del Lago Resort & Spa, a luxury family resort in Houston, TX.
  - French Quarter Suites in Atlanta, Acquired in 1993 and sold in 1997
  - Sheraton Key Largo, Sold in 1997 after comprehensive renovation
  - DoubleTree JFK Hotel, Sold in 2006 after a complete renovation and rebranding

Best book I've read in the past 12 months: *Man's Search For Meaning*, Viktor Frankl

What keeps me motivated? I like to win.



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# The Center for Hospitality Research

Hospitality Leadership Through Learning

## John Rijos '75

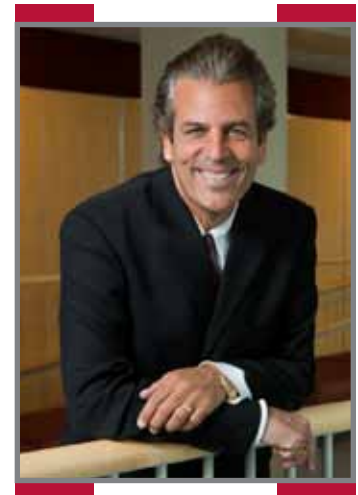
Co-President and Chief Operating Officer  
Brookdale Senior Living Inc.

John P. Rijos is Co-President and Chief Operating Officer of Brookdale Senior Living Inc. Since he joined Brookdale in August of 2000, the Company has grown from 22 senior living communities with less than \$100 million in sales to become the largest owner and operator of senior living communities in the U.S. Brookdale currently operates 550 communities in 35 states, with more than 50,000 units in all areas of senior housing, including independent living, assisted living, memory care, skilled nursing and large-campus continuing care retirement communities. Brookdale is publicly traded on the New York Stock Exchange.

Before joining Brookdale, Mr. Rijos spent 16 years as President and Chief Operating Officer of Lane Hospitality Group, which owns and operates more than 40 hotels and resorts. During his tenure there, he spent three years as Chairman for ITT Sheraton's International Owners Association and two years on the Board of International Association of Holiday Inn Owners.

From 1981 to 1985, Mr. Rijos served as President of High Country Corporation, a Denver-based hotel development and management company. Prior to that, he was Vice President of Operations and Development for several large real estate trusts specializing in hotels. Altogether, he has more than 25 years' experience in the acquisition, development and operation of hotels and resorts.

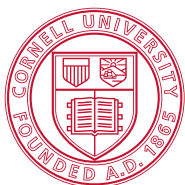
During his distinguished business career, Mr. Rijos has served on numerous tourist-related operating boards and committees, as well as advisory committees for Holiday Inns, Sheraton Hotels and the City of Chicago. He has achieved a Certified Hospitality Administrator designation. He also has been a member of



*John Rijos*  
Brookdale Senior Living Inc.  
330 North Wabash Avenue,  
Suite 1400  
Chicago, IL 60611

American Seniors Housing Association's (ASHA) Executive Committee since 2005.

In 1975, Mr. Rijos was awarded a Bachelor of Science degree in Hotel Administration from Cornell University – graduating with distinction. He was recently elected by the university's Board of Trustees to serve a multi-year term on the Cornell University Council. While attending Cornell Mr. Rijos was a member of Ye Hosts Honorary Society. His eldest son, Taylor, is currently a freshman at Cornell.



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## David Sherwyn BS ILR '86, JD LAW '89

Associate Professor of Law  
Cornell University School of Hotel Administration

David Sherwyn (BS, JD, Cornell University) is an associate professor of law at Cornell University's School of Hotel Administration. He is a research fellow at the Center for Labor and Employment Law at New York University's School of Law. In addition, Dave is of counsel to the law firm of Stokes Roberts & Wagner. Prior to joining the School of Hotel Administration, Dave practiced management-side labor and employment law for six years.

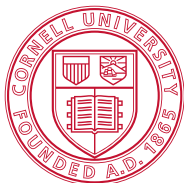
Dave has published articles in the *Stanford Law Review*, *Berkeley Journal of Labor and Employment Law*, *Fordham Law Review*, *University of Pennsylvania Labor and Employment Law Journal*, and the *Cornell Hospitality Quarterly*.

Dave teaches H ADM 387: Business and Hospitality Law, a required class with more than 100 students. In addition, each spring, Dave teaches H ADM 485: Employment Discrimination Law and Union-Management Relations and HA 481 Labor Relations in the Hospitality Industry. Dave received a Hotel School Teacher of the Year Award in 1998, 1999, 2000, 2001, 2002, and 2005, 2007, 2008 and 2009. Dave has been nominated for the fraternity and sorority teaching award twelve times and has won the award twice.

In 2002 Dave conceived of, organized, and hosted the Center for Hospitality Research's first Hospitality Industry Roundtable. Because of the success of the Labor and Employment Law Roundtable, the Center now hosts Roundtables in each of the disciplines that are represented in the School.



*David Sherwyn*  
Cornell University  
School of Hotel Administration  
536 Statler Hall  
Ithaca, NY 14853



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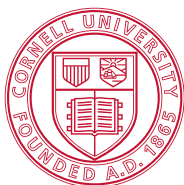
## J. Bruce Tracey

Associate Professor of Human Resources Management  
Cornell University School of Hotel Administration

J. Bruce Tracey, associate professor of management, received his PhD from the School of Business at the State University of New York at Albany in 1992. He has taught courses in human resources management for undergraduate, graduate, and professional audiences throughout North America, Europe and Asia, and he has won several awards for his efforts. He has conducted research on a wide range of strategic and operational-level HR topics, including the impact of training initiatives on firm performance, employee turnover, employment law and leadership. He has presented his work at numerous regional, national and international conferences, and his research has been published in diverse outlets such as the *Journal of Applied Psychology*, the *Cornell Hospitality Quarterly*, and the *University of Pennsylvania Journal of Labor and Employment Law*. Tracey's recent sponsors for research and consulting include Four Seasons, Hilton, ClubCorp and Uno Chicago Grill, and he has been cited in USA Today and the Orlando Sentinel, among other popular press outlets.



**J. Bruce Tracey**  
Cornell University  
School of Hotel Administration  
544 Statler Hall  
Ithaca, NY 14853



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## *Paul Wagner* AB A&S '86, JD LAW '90

Shareholder

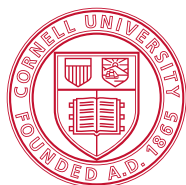
Stokes Roberts & Wagner, ALC

Paul Wagner received his undergraduate and law degrees from Cornell University. As a trial attorney for the past 17 years, Mr. Wagner has successfully litigated hundreds of cases, including class actions, throughout the U.S. and Mexico. For his local, regional and national clients, Mr. Wagner routinely defends claims involving every type of employment discrimination, wage and hour violations, ERISA, labor issues, non-competition agreements, civil rights violations and executive compensation. He also specializes in the defense of commercial and intellectual property disputes and has broad experience in commercial, employment, labor and international arbitration forums.

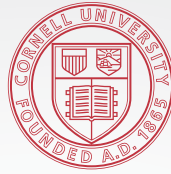
He enjoys a national reputation for representing employers in collective bargaining negotiations and union campaigns. In addition to the practice of law, Mr. Wagner is an Adjunct Professor at the School of Hotel Administration, Cornell University, where he teaches business law courses focused on the Hospitality Industry. He is a frequent contributor to numerous Hospitality Industry publications.



*Paul Wagner*  
Stokes Roberts & Wagner, ALC  
1405 Hanshaw Road  
Ithaca, NY 14850



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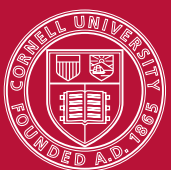
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