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James J. Eyster. Papers, 1969-98.

FOLDER LIST

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Eyster, James J.

James J. Eyster papers, 1969-1998.
5.7 cubic ft.

Professor of Hotel Administration, Cornell University.

Summary: Course materials for courses in Financial Analysis and Planning, Hospitality Financial Management, Integrated Case Studies in the Hospitality Industry, and Financial Accounting; research reports, primarily from the firm of Laventhol & Horwath; a student housing project study from the University of Pennsylvania; presentation and consulting notes for various hotels; research interview notes; publications; lecture notes and the Homeless Program Summary. Finding aids: Folder list.

Cite as: James J. Eyster papers, #28\2\2327. Division of Rare and Manuscript Collections, Cornell University Library.

1. Cornell University. School of Hotel Administration. 2. University of Pennsylvania. 3. Homeless persons. 4. Hotel management--Study and teaching. 5. Hotel management schools. 6. Hotels --Finance. 7. Taverns (Inns)--Finance. 8. Bars (Drinking establishments)--Finance.

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ARCHIVE MATERIALS LISTING

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Box 1

1. Course Handouts, "Financial Analysis & Planning," Fall/1980
J.J. Eyster
2. How accounting students can succeed, AHMA, 1985
3. Demographic Trends Affecting Future of Hospitality Industry,
1983
4. Trends in Foodservice Industry, Hart, Spizizen & Livingston,
1983
5. Proposal for Operation and Maintenance Study, University of
Pennsylvania Student Housing Project, LKH&H, 1969
6. Technical Program and Implementation Plan, University of
Pennsylvania Student Housing Project, LKH&H, 1969
7. Student Housing Program, University of Pennsylvania Student
Housing Project, LKH&H 1970.
8. Small Business Course Team, Reports/1978
9. ~~Laventhol & Horwath Lodging Studies (1969-1983)~~
10. ~~Pannell Kerr Forster Lodging Studies (1975-1983)~~

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BOX 1

1. Consultant Report/Operational Studies/Sheraton Motor Inn/Lockport, NY 1972-73.
2. Laventhol & Horwath Market Analysis & Financial Projections/Barkley Hotel Renovation/NY City, 1977.
3. LKH&H Operation & Maintenance Study, University of Pennsylvania Housing Project, 1970.
4. LKH&H Operation & Maintenance Study, University of Pennsylvania, Appendix, 1970.
5. L & H Marketing Study & Financial Study, Holiday Inn, NY City, 1977.
6. PKF Accommodations Management Methods, The Management Contract, 1979.
7. Consultant Report Feasibility Study, Fort Washington Motor Inn, PA., 1971.
8. Hotel Management Companies in the US, Volumes 1 & 2, Information for Business, 1980.
9. Tourism Development Programs, Volumes 1 & 2, Bahamas, 1980.

Box 2

10. L & H Market Analysis & Financial Projections, Hilton Hotel, Norfolk, VA. 1981.
11. Proposals for Contract Management of a Hotel, Athens, Greece.
12. Seminar Material: Financial Symposium/New Construction and Acquisition, Holiday Inns, 1983.
13. Spizizen & Hart Case Method: Learning Theory, Process, and Implementation, 1984.
14. Rountrey and Associates, Norfolk Hilton Appraisal, 1983.
15. L & H Historical Financial Data, National Park Concession Operations in the Rocky Mountains, 1983.

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BOX 3

1. Case Study Key Solutions for HAZZZ, "HOSPITALITY FINANCIAL MANAGEMENT", 1974-85
2. MINUTES & CORRESPONDENCE OF FINANCIAL MANAGEMENT AREA FACULTY, 1965-1984.
3. COMPLETE SET OF HANDOUTS FOR HA 417, "INTEGRATED CASE STUDIES IN HOSPITALITY INDUSTRY, 1978.

BOX 4

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1. PROCEEDINGS OF FINANCIAL MANAGEMENT IN THE 1980's, SHA, 1983.
2. RISK ANALYSIS IN HOTELS --Student Project 1983.
3. LECTURE NOTES FOR "INTEGRATED CASE STUDIES IN THE HOSPITALITY INDUSTRY", 1975.
4. COURSE EVALUATIONS, 1984.
5. FOOD SERVICE MANAGEMENT CONTRACTS--VARIOUS.
6. HOTEL MANAGEMENT CONTRACTS - VARIOUS.
7. "A" EXAM STUDY NOTES
8. BPA--NCE 521 LECTURE NOTES
9. PRESENTATION & CONSULTING NOTES FOR:
 - RESTAURANT BROKERS OF AMERICA 1980
 - HILTON INTERNATIONAL 1981
 - FOUR SEASONS HOTEL 1981
 - AHMA COUNCIL OF INDEPENDENT HOTEL MOTEL OPERATORS 1980
 - RANK HOTELS 1980
 - THOMAS GREENE 1980
 - J & P ATHENS PROJECT 1979
 - HYATT HOTELS 1981
 - PROHOTEL 1981
 - L & H NATIONAL PARTNERS MEETING
10. LECTURE NOTES FOR FINANCIAL ACCOUNTING HA121, 1979
11. RESEARCH INTERVIEW NOTES FOR "FINANCING THE LODGING INDUSTRY" L & H PUBLICATIONS, 1981

Published Research and Hospitality Financial Management Lecture Notes

A. Professional History Summary

1. Professional History Summary, James J. Eyster (to 1998).

B. Books

1. The Negotiation and Administration of Hotel Management Contracts, School of Hotel Administration. First printing, January 1977; second printing, March 1977; third printing, April 1978; fourth printing, March 1979. Reviews of the Book appeared in Real Estate Review (Spring 1978) and Hotel and Motel Management (April 1977).
2. The Negotiation and Administration of Hotel Management Contracts, Revised Edition, School of Hotel Administration, November 1980. Complete revision of data base from first edition and addition to two major chapters.
3. Financing the Lodging Industry: Players and Techniques of the 1980s, Lavent and Horwath, 1982.
4. The Negotiation and Administration of Hotel Management Contracts, Third Edition, School of Hotel Administration, October 1987. Revision and expansion of 1980 edition.
5. The Negotiation and Administration of Hotel Management Contracts, Japanese language edition, translated by Yuji Yamaguchi, Shibata Publishing Company, Tokyo, Japan, 314 pages, 1992.
6. Hotel Management Contracts in the U.S.: The Revolution Continues and Two Areas of Concern, a supplement to The Negotiation and Administration of Hotel and Restaurant Management Contracts, Cornell University School of Hotel Administration, Ithaca, NY 14853, 1997.

C. Articles

1. "The Hotel-Motel Feasibility Study: What the Investor Should Demand," The Cornell Quarterly, November 1973, pp. 6-12. Review of this article appeared in The Market Information Guide (February 1974). The article was reprinted by The Cornell Quarterly as part of its series entitled "The Hotel-Motel Feasibility Study."

Published Research and Hospitality Financial Management Lecture Notes (Cont.)

2. *"Insuring Your Profit Margin,"* The Cornell Quarterly, November 1974, pp. 25-33. Review of this article appeared in Nation's Restaurant News (September 18, 1978). The article was reprinted by The Cornell Quarterly for student and professional use.
3. *"Economic Development and Public Policy: Tourism as an Alternative,"* The Cornell Quarterly, November 1976, pp. 22-30.
4. *"Factors Influencing the Adoption of Management Contracts in the Lodging Industry,"* The Cornell Quarterly, February 1977, pp. 17-26.
5. *"Owner and Operator Bargaining Power Factors in Hotel Management Contract Negotiations,"* The Cornell Quarterly, May 1977, pp. 57-63.
6. *"Negotiating the Provisions of Concern in Hotel Management Contracts,"* The Cornell Quarterly, May 1977, pp. 64-72.
7. *"Implications of the Management Contract,"* Hotel and Motel Management, July 1977, pp. 20-23.
8. *"Negotiating the Hotel and Motor Inn Management Contract,"* Real Estate Review, Summer 1977, pp. 35-43.
9. *"Administering the Hotel Management Contract: An Analysis of Owner and Operator Concerns,"* The Cornell Quarterly, August 1977, pp. 12-20.
10. *"Major Concerns During Management Contract Negotiations,"* Lodging, October 1977, pp. 47-49, 51, 52, 54.
11. *"Where Do We Go From Here? The Future of the Management Contract,"* The Cornell Quarterly, November 1977, pp. 33-38.
12. *"The Hotel Management Contract: Owner and Operator Concerns,"* Real Estate Review, Spring 1978, pp. 74-79.
13. *"Operational Budgeting in Small Hotel Companies,"* The Cornell Quarterly, February 1979, pp. 80-84. Co-authored with Jorge G. Kosturakis.
14. *"How to Negotiate a Contract, Part I,"* The Cornell Quarterly, February 1980, pp. 75-81.
15. *"How to Negotiate a Contract, Part II,"* The Cornell Quarterly, May 1980, pp. 49-59.
16. *"Methoden in der Beherbergungsindustrie,"* Allgemeine Hotel-und Gaststatten-Zeitung/Deutsche Hotel-Nachrichten, March 1982. Adopted and translated from "The Capital Investment Decision," published in The Cornell Quarterly, May 1981. Co-authored with A. Neal Geller.

Published Research and Hospitality Financial Management Lecture Notes (Cont.)

17. "The Capital Investment Decision: Techniques Used in the Hospitality Industry," The Cornell Quarterly, May 1981, pp. 69-73. Co-authored with A. Neal Geller.
18. "Managing the Negotiations in Hotel Management Contracts," Real Estate Review, Tenth Anniversary Issue, Spring 1981, pp. 120-127.
19. "Lending to the Hotel Industry," The Journal of Commercial Bank Lending, December 1982. Co-authored with William L. Sommer.
20. "Financing Packages for the Lodging Industry," The Mortgage and Real Estate Executives Report, January 1983.
21. "Creative Financing in the Lodging Industry: Concerns and Strategies of the Players," The Cornell Quarterly, February 1983, pp. 29-37.
22. "Hotel Management Contracts," Travel Week's 25th Anniversary Issue, May 31 1983.
23. "Lending to the Hotel Industry," pp. 378-384, published in Lending to Different Industries, Robert Morris Associates (The National Association of Bank Loan and Credit Offices), Philadelphia, PA 19107.
24. "Creative Debt Financing Vehicles," The Cornell Quarterly, May 1983, pp. 28-3
25. "Housing and Feeding of the Less Fortunate: Developing Structures to Encourage Commitment and to Focus Resources" proposal funded by the President's Fund for Educational Initiatives. Co-authored with John Ford and Ann Hales, May 1987.
26. "Cornell Hotel Investment Program: CHIP," computer software package developed with Jochen Schaeffer-Suren, May 1987.
27. "Sharing Risks and Decision-Making: Recent Trends in the Negotiation of Management Contracts," Cornell Quarterly, May 1988, pp. 43-55.
28. "Recent Trends in the Negotiation of Hotel Management Contracts: Terms and Termination," Cornell Quarterly, August 1988, pp. 81-90.
29. "Housing and Feeding the Homeless: Applying Hospitality Expertise to Public Service," with Ann Hales and John Ford, Cornell Quarterly, August 1988, pp. 71-75.

30. "The Development Design, and Implementation of an Experimental Course: Housing and Feeding the Homeless," with Ann Hales and John Ford, Hospitality Education and Research Journal, December 1988, pp. 73-81. Received the Outstanding Paper Award at the Council of Hotel Restaurant and Institutional Educators Conference in Toronto, Canada, July 1988.
31. "Recent Trends in International Hotel Management Contract Negotiations," Centre International de Glion Journal, No. 63, June 1989, pp. 117-126.
32. "The Elements in Hotel Management Contract Negotiation," Real Estate Review, Winter 1989, pp. 22-28.
33. "Japanese Hotel Investment: A Matter of Tradition and Reality," Co-authored with Tadayuki Hara, Cornell Quarterly, November 1990, pp. 98-104.
34. "Trends in Hotel Management Contract Provisions for the 1990s," Real Estate Review, Fall 1990, pp. 28-34.
35. "Market Segmentation, Product Differentiation, and Brand Extension: Revolutionizing the Lodging Industry," Centre international de Glion Journal, No. 66, November 1990, pp. 66-69.
36. Making a Difference: How You and Your Hotel Can Creatively Assist the Hungry and Homeless in Your Community, co-authored with John Ford and Ann Hales, Cornell University School of Hotel Administration, Ithaca NY, 1991. Also published in Cornell Quarterly, May 1991, pp. 100-104.
37. Accessing the Hotel and Restaurant Industry, co-authored with John Ford and Ann Hales, Cornell University School of Hotel Administration, Ithaca, NY, 1991.
38. "Europe in the 1990's: Opportunities for Independent Management Companies," Centre International de Glion Journal, No. 68 (2/91), December 1991, pp. 40-49.
39. "Weekend Meals for the Homeless," co-authored with Marcia H. Magnus and Ann Hales, Journal of Nutrition Education, 24-78C, January/February 1992.
40. "Lenders Receiving Favorable Terms and Operators Losing Historical Advantage" (Interview) Nikkei Report, Nikkei Business Publications, Tokyo, Japan, No. 89, August 24, 1992, pp. 72-75.
41. "Recent Trends in Negotiating and Administering Hotel Management Contracts," Resort Communication, August 1992, pp. 20-27.
42. "Hotel F&B Leases: The View from the Restaurant," with Keith Goldman, Cornell Quarterly, October 1992, pp. 72-83.

Published Research and Hospitality Financial Management Lecture Notes (Cont.)

43. "The Revolution in Domestic Hotel Management Contracts," The Cornell Quarterly, February 1993, pp. 16-26.
44. "Hotel Management Contracts Under Fire and Change: a Perspective," The Real Estate Finance Journal, Spring 1993, pp. 37-46.
45. "The Homeless: Help from Hotels and Restaurants," co-authored with Ann Hales and John Ford, Nursing Management, 1993, Vol. 24, No. 7 pp. 108-112.
46. "What To Do When an Investment Goes Awry: Non-Performing Hotels--a Case for Conversion," co-authored with Gregory Denton, The Cornell Quarterly, April 1993, pp. 77-89.
47. "Preface," Hotel Investments: Issues and Perspectives, edited by Lori Raleigh and Rachel Roginsky, The Educational Institute, 1995, pp. vii-xii.
48. "Recent Trends in Domestic Hotel Management Contracts: Part I," The Hospitality Financial Management Review, Vol. 10, Number 1, Spring 1997, pp. 2-4.
49. "Hotel Management Contracts in the U.S.: The Revolution Continues," The Cornell Quarterly, Vol. 38, Number 3, June 1997, pp. 14-20.
50. "Hotel Management Contracts in the U.S.: Twelve Areas of Concern," The Cornell Quarterly, Vol. 38, Number 3, June 1997, pp. 21-33.
51. "Recent Trends in Domestic Hotel Management Contracts: Part II," The Hospitality Financial Management Review, Vol. 10, Number 2, Summer 1997, pp. 3-5, 7.
52. "Hotel Management Contracts: The Revolution Continues," The Real Estate Finance Journal, Vol. 13, Number 2, Fall 1997, pp. 22-37.

D. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998

2. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #1-#3, J. Eyster.
3. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #4-#6, J. Eyster.
4. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #7-#9, J. Eyster.
5. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #10-#12, J. Eyster.

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Published Research and Hospitality Financial Management Lecture Notes (Cont.)

6. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #13-#15, J. Eyster.
7. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #16-#18, J. Eyster.
8. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #19-#21, J. Eyster.
9. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #22-#24, J. Eyster.
10. Hospitality Financial Management (HA 321) Lecture Notes, Fall 1998, Lectures #25-#27 and Final Exam, J. Eyster.

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Hospitality Financial Management and Real Estate Finance Case Studies

1. Rocky Mountain Hotel, Southeast Denver, CO: Ratio and Comparative Analysis, Fall 1983, J. Eyster.
2. Rocky Mountain Hotel, Southeast Denver, CO: Cost-Volume-Profit Analysis, Fall 1983, J. Eyster.
3. Sojourner Hotel, Orlando, FL: Ratio and Comparative Analysis, Fall 1984, J. Eyster.
4. Sojourner Hotel, Orlando, FL: Cost-Volume-Profit Analysis, Fall 1984, J. Eyster.
5. Ithaca Best Western, Ithaca, NY: Operational Analysis, Spring 1985, J. Eyster.
6. Ithaca Best Western, Ithaca, NY: Cost-Volume-Profit Analysis, Spring 1985, J. Eyster.
7. Heritage Hotel, King of Prussia, PA: Operational Analysis, Fall 1986, J. Eyster.
8. Heritage Hotel, King of Prussia, PA: Cost-Volume-Profit Analysis, Fall 1986, J. Eyster.
9. Bolder Boulder Hotel, Boulder, CO: Operational Analysis, Fall 1987, J. Eyster.
10. Bolder Boulder Hotel, Boulder, CO: Cost-Volume-Profit Analysis, Fall 1987, J. Eyster.
11. Hammond Hayatt Hotel, Hammond, IN: Operational Analysis, Fall 1988, M. Flannery.
12. Hammond Hayatt Hotel, Hammond, IN: Cost-Volume-Profit Analysis, Fall 1988, M. Flannery.
13. Capital City Hotel, Albany, NY: Operational Analysis, Fall, 1989, J. Eyster.
14. Radisson Independence Hotel, King of Prussia, PA: Hotel Project Financing, Fall 1989, J. Eyster.
15. Tripletree Scottsdale Hotel, Scottsdale, AZ: Hotel Project Financing, Spring 1990, J. Eyster.
16. Kansas City Galleria Hotel, Kansas City, MO: Hotel Project Financing, Fall 1990, J. Eyster.

Hospitality Financial Management and Real Estate Finance Case Studies (Cont.)

17. Thomas Jefferson Hotel, Ft. Washington, PA: Hotel Project Financing, Spring 1991, J. Eyster.
18. Alta Lodge, Alta, UT: Sell, Continue to Operate, Refinance Decision, Spring 1991, J. Eyster.
19. Princeton Best Western, Princeton, NJ: Operational Analysis, Fall 1991, J. Eyster.
20. Cincinnati Howard Johnsons Hotel, Cincinnati, OH: Hotel Project Financing, Fall 1991, J. Eyster.
21. Liberty Hotel, New Hope, PA: Operational Analysis, Fall 1992., J. Eyster.
22. Santa Monica Paradise Hotel, Santa Monica, CA: Hotel Project Financing, Fall 1992, J. Eyster.
23. Denver Inn, Denver, CO: Sell, Refinance, or Upgrade Financing Decision, Spring 1992, J. Eyster.
24. Sheraton Inn, Warren, MI: Evaluation of Alternative Uses of a Hotel Property, Spring 1992, J. Eyster.
25. Dunwoody Atlanta Sheraton Inn, Dunwoody, GA: Operational Analysis, Fall 1993, J. Eyster.
26. Lafayette Hotel, Syracuse, NY: Hotel Project Financing, Fall 1993, J. Eyster.
27. Northeast Federal Savings Bank: Hotel Valuation, Spring 1993, S. Rushmore.
28. Dunwoody Best Western, Dunwoody, GA: Sell, Refinance, or Convert Finance Decision, Spring 1993, J. Eyster.
29. Ramada Inn Niagara Falls, Niagara Falls, NY: Comparative Analysis, Fall 1994, J. Eyster.
30. Vail Sunbird Hotel, Vail, CO: Hotel Project Financing, Fall, 1994, J. Eyster.
31. HEI Hotels, Inc.: Hotel Valuation, Spring 1994, S. Rushmore.
32. Niagara Best Western, Niagara Falls, NY: Sell Refinance, or Renovate Finance Decision, Spring 1994, J. Eyster.
33. Devon Hotel, Chicago, IL: Operational Analysis, Spring 1995, J. Eyster.
34. Devon Hotel, Chicago, IL: Cost-Volume-Profit Analysis, Spring 1995, J. Eyster.

Hospitality Financial Management and Real Estate Finance Case Studies (Cont.)

35. Sheraton Hotel and Comfort Inn; Hotel Valuation, Spring 1995, S. Rushmore.
36. Vail Sunbird Hotel, Vail, CO: Sale, Continue to Operate, Refinance and Renovate, or Refinance and Convert Financing Decision, Spring 1995, J. Eyster.
37. Bolder Boulder Hotel, Boulder, CO: Operational Analysis, Fall 1996, J. Eyster.
38. Santa Monica Paradise Hotel, Santa Monica, CA: Hotel Project Financing, Fall 1996, J. Eyster.
39. Rocky Mountain Foothills Hotel, Lakewood, CO: Operational Analysis, Fall 1997, J. Eyster.
40. Caldonia Hotel, West Hollywood, CA: Hotel Project Financing, Fall 1997, J. Eyster.

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**Homeless Program Summary, Hospitality Management Contracts Course,
Hospitality Real Estate Finance Lecture Notes and Exams,
and Hospitality Financial Management Exams**

1. Homeless Program Summary 1987-1992.
2. Hospitality Management Contracts Course (HA 321) Lecture Notes, Spring 1987.
3. Hospitality Real Estate Finance Exams (HA 323), 1993-1995, J. Eyster.
4. Hospitality Financial Management Exams (HA 222 & 726), 1984-1985, J. Eyster.
5. Hospitality Financial Management Exams (HA 222 & 726), 1986-1987, J. Eyster.
6. Hospitality Financial Management Exams (HA 325), 1989, J. Eyster.
7. Hospitality Real Estate Finance Exams (HA 323), 1986-1987, J. Eyster.
8. Hospitality Real Estate Finance Exams (HA 323), 1988-1992, J. Eyster.
9. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #1-#3, J. Eyster.
10. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #4-#6, J. Eyster.
11. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #7-#9, J. Eyster.
12. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #10-#12, J. Eyster.
13. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #13-#15, J. Eyster.
14. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #16-#18, J. Eyster.
15. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #19-#21, J. Eyster.

**Homeless Program Summary, Hospitality Management Contracts Course,
Hospitality Real Estate Finance Lecture Notes and Exams, and Hospitality
Financial Management Exams (cont.)**

16. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #22-#24, J. Eyster.
17. Hospitality Real Estate Finance Lecture Notes (HA 323), Spring 1995, Lectures #25-#28 and Final Exam, J. Eyster.

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