

Harry G. Chernoff

44 West 4th Street, Kaufman Management Center, Room 868
New York, NY 10012
hchernof@stern.nyu.edu

CURRENT EMPLOYMENT

**Clinical Professor of Information, Operations, and Management Sciences,
Academic Director for the Master of Science in Business Analytics Program,**

May 2012 – Present

New York University, Leonard N. Stern School of Business

EDUCATION

PhD, May 1985

New York University Leonard N. Stern School of Business

Program: Operations Management

Advisors: Dr. Irwin Kabak and Dr. Ernest Kurnow

Dissertation: *Franchise Licensing: A Franchisor Selection Model*

Master of Science, May 1975

New York University Leonard N. Stern School of Business

Program: Quantitative Analysis in Business

Advisor: Dr. Ernest Kurnow

Bachelor of Science, May 1968

New York University, Leonard N. Stern School of Business

Primary Major: Management and Organizational Behavior

TEACHING EXPERIENCE

Clinical Professor of Information, Operations and Management Sciences, 2012 - Present

New York University, Leonard N. Stern School of Business, New York, NY

Clinical Associate Professor of Information, Operations and Management Sciences, 2002 - 2011

New York University, Leonard N. Stern School of Business, New York, NY

Associate Professor of Operations Management, 1993 – 2001

New York University, Leonard N. Stern School of Business, New York, NY

Assistant Professor of Operations Management, 1973 – 1992

New York University, Leonard N. Stern School of Business, New York, NY

COURSES TAUGHT

- *Operations Analytics* (executive MS in Business Analytics program). Designed to focus on business analytics and big data application in the operations area. Students are global executives in this leading MS program delivered at NYU Stern, Shanghai and Rotterdam.
- *Real Estate Development and Entrepreneurship* (MBA and undergraduate students). Designed the curriculum for this course to reflect new trends in real estate development. An entrepreneurial-oriented approach is taken. Regularly invite executives and professionals in real estate to present their

development projects to the class. Students present projects to real estate investors and encourage them to invest in their deals.

- *Operations in Panama* (MBA). Centered on the study of the Panama Canal, this course includes a student trip to Panama for a week studying the canal operations, global shipping supply chain issues, infrastructure growth in Panama, real estate development and financial industry and banking growth. The course presents a unique opportunity to observe the economic change occurring in this Latin American hotspot.
- *Operations in Entertainment: Las Vegas* (MBA). A travel-related course that studies the major entertainment businesses in Las Vegas. Designed to include site visits to the most important companies and current leaders in Las Vegas that supply entertainment to visitors.
- *Ops in NYC: An experiential section of operations management* (MBA). The classroom for this course is NYC and its environs. Through weekly site visits, students study the firm's operations from a technological dimension and uncover how firms produce quality outputs at a competitive cost structure. Students learn how the "physics" of material, work and information flows and the design and management of a firm's processes interact to determine a firm's cost structure and ability to compete on quality, variety and speed. This is all done in the context of real organizations in NYC ranging from JetBlue to Fresh Direct, and from a container terminal at a NJ port to a working farm on Shelter Island.
- *Competitive Advantage from Operations* (MBA and undergraduate students). Curriculum reflects new operations trends. Guest speakers included executives and professionals in financial, hospitality and manufacturing industries who discuss real-world business issues with the students. Student groups work with real businesses to analyze their operations and competitive strategies in their industries.
- *Operations in Real Estate Development* (MBA and undergraduate students). Curriculum reflects new trends in real estate development and the application of operations management models to the real estate industry. An entrepreneurial-oriented approach is taken. Regularly invite executives and professionals in real estate to present their development projects to the class. Student groups work with real properties as potential purchases, to analyze the value of development projects. Emphasis is put on financing of projects from conventional lending sources and equity investors.
- *Operations Management*. The original course for NYU Stern (1974) which was the precedent for the current core Operations Management course that is offered to all MBA and undergraduate students.
- *Management Science* (MBA and undergraduate students). This was an operations research course in which students learned skills in applying OR decision models to real operating businesses. Topics included process design, process analysis, queuing, inventory, and optimization techniques.
- *Other IOMS department courses: Probability and Statistics, Multivariate Regression, Operations Strategy, Personnel Administration and Systems Theory.*

OTHER TEACHING EXPERIENCE

- **Clinical Associate Professor of MBA Executive program education**
NYU Lehman Alliance Program, 2000-2007
- **Visiting Professor of Operations Management, 2004**
Wuhan University program at Sany Enterprises, Changsha, China. Operations Management seminar delivered to seventy upper and middle management executives of Sany. Designed to demonstrate application of effective OM techniques for this manufacturer of heavy construction equipment
- **Visiting Professor of Operations Management, 2003**
Royal Education Banking University, Ho Chi Minh City, and Hanoi, Vietnam. Designed and implemented a two week operations management seminar to a continuing education group in Vietnam. Emphasis was on demonstrating effective application of OM techniques and models in American industry.
- **Visiting Professor of Operations Management, 1997, 2001**
Wirtschaftsuniversitat Wien, Vienna, Austria. Taught an introductory course in Operations Management in this summer program for business students from various European countries. Much of the course and discussion topics were based on a comparative analysis of industry techniques in the various countries represented in the class.
- **Visiting Professor of Operations Management, 1999, 2000, 2001, 2002**

Bordeaux Business School, Bordeaux, France. Taught this Operations Management course for four consecutive years as a requirement for the French MBA students to complete business studies in English.

ACADEMIC ADMINISTRATIVE EXPERIENCE

Academic Director of NYU Shanghai Global Degree Program: MS in Business Analytics

June 2011-Present

- Designed the academic structure of the program
- Responsible for organizing fifteen Stern courses oriented to business analytics and big data.
- Led the academic formation of the program, curriculum and implementation strategy

Panel Leader, NYU Stern Center for Real Estate Finance Research

May 2012

- Responsible for the culmination of the inaugural day-long conference panel discussion
- Organized and led the panel of top New York Real Estate leaders
- Shared thoughts on the current and near-term prospects in commercial real estate

Coordinator of Undergraduate Operations Management core course and Coordinator of MBA Operations Management core course

September 2002-2010

New York University, Leonard N. Stern School of Business, New York, NY

- Represented the Operations Management group on the Core Course Committee of the Dean
- Responsible for advising the Dean on strategic vision, change, and administration of the core course program
- Made recommendations concerning degree of uniformity among the OM core sections

Director of Operations Management Undergraduate Program

September 1999-2002

New York University, Leonard N. Stern School of Business, New York, NY

- Communicated the committee's ideas and policies to the OM faculty, and was responsible for feedback from the department to the Dean
- Shared in decision making of standard school policies regarding student code of conduct, default policies for student classroom department, menu-driven choices of core courses by the students, and grading policies for faculty

PAPERS AND PRESENTATIONS

Sosulski, K. & Chernoff, H. (2015). *A study of the Panama Canal and its impact on the global supply chain: A MBA course and case study*. Paper presented at the meeting of the National Business and Economics Society, Panama City, Panama.

Sosulski, K. & Chernoff, H. (2015). *Operations Management Outside of the Classroom: An Experiential Approach to Teaching Enabled by Online Learning*. Bank Street Occasional Papers: *Constructivists Online: Reimagining Progressive Practice*.

Sosulski, K. & Chernoff, H. (2014). *An innovative approach to teaching operations management through experiential and online learning*. Paper presented at the INFORMS annual meeting, San Francisco, CA.

Sosulski, K. & Chernoff, H. (2014). *Operations Management Outside of the Classroom: An experiential approach to teaching operations management in an authentic social context*. Poster session presented at the NYU Faculty Committee on the Future of Technology-Enhanced Education at NYU Conference: Beyond the Year of the MOOC.

MASTER THESIS AND CAPSTONE PROJECT SUPERVISION

Independent Study and Thesis Supervision

- Capstone thesis reader and advisor for several independent study courses at Stern and the Gallatin Division of NYU.

WORKSHOP DEVELOPMENT & INSTRUCTION

Executive Programs Instructor, 2013 – Present

New York University, Leonard N. Stern School of Business, New York, NY

- Business Analytics: Inside Out

Webinar Instructor, 2012

New York University, Leonard N. Stern School of Business, New York, NY

- Business Analytics Made Easy: Data to Innovation
- Design and implementation of webinar

Workshop Instructor, 2006

New York University Stern office of Alumni Affairs

- Lifelong Learning Workshop: The American Dream, Building Wealth Through Real Estate Investment
- Panel moderator, and panelist

Workshop Instructor, 2003 – Present

New York University, Leonard N. Stern School of Business, New York, NY

- *SREG (Stern Real Estate Group)MBA; Career development workshop related to operations positions*
- *SWIB (Stern Women in Business) MBA; Poker techniques workshop; How poker strategies can help in business*
- *SOC (Strategy and Operations Club) MBA; Real Estate Investing workshop*
- *Berkley Center for Entrepreneurial Studies; Workshop on how to effectively include operations in your business plan*
- *Caesars Entertainment MBA Poker Tournament; workshop and panel on gaming industry opportunities for MBA's*

INDUSTRY EXPERIENCE

REAL ESTATE DEVELOPMENT (presently owned companies and properties)

These actual currently owned properties are also topics for case study and class discussion in my real estate course. Each demonstrates a particular unique strategy involving a change of use to optimize the property value.

HMS Properties, Inc., 1980-present

Creator of this operating company in 1980, I designed this holding company to manage properties that were owned by self-controlled partnerships and limited liability companies. As president of HMS my responsibility was for the purchase and sale of property, arranging financing for development deals through conventional bank lending and private equity investors, day to day operational management of owned properties, conversion to condominium or coop ownership, and all renovation to, and rehabilitation of, owned properties. This company oversees development projects in all property classifications including residential, commercial, hotel and retail properties.

Chelsea Inn, 1988-present

Creator and operator of this 37 room hotel in the downtown Manhattan area of Chelsea. This moderately-priced Inn caters primarily to foreign tourists and business people visiting New York. My responsibilities include all operational management and marketing of the Inn. Starting as an SRO property generating about

\$65,000 per year, the Inn now produces annual revenue of \$1.5 million. Chelsea Inn was highlighted in *New York's 50 Best Wonderful Little Hotels*, Allen Sperry, City and Company, 1997

409 Suites, 2001-present

Owner and operator of this 20 room extended-stay corporate apartment house on the Upper East Side of Manhattan. The property was purchased and developed into a guest house in 2002, for corporate long-term guests usually staying for time periods from one month to one year. The property was redeveloped in 2006 into a standard residential apartment building. The strategy for the property was to continue the extended-stay use until all units could be destabilized from rent controls, and then converted back to free-market apartment use.

286 Spring Street, 1991-present

Owner and operator of this 24,000 sf commercial office building in west Soho. A variance to allow residential use was applied for and granted by NYC. A project has begun to convert the property to residential condo lofts.

Spanish Trails Business Park, Las Vegas, Nevada 2006-present

Owner and developer of a 10,000 sf commercial retail/office building in Las Vegas, Nevada. This project was started in 2004 during a boom era for real estate in Las Vegas. Due to the extreme downfall of the real estate market and economy in Las Vegas, this property has created a major challenge to the owners. Creative strategies are being applied to take advantage of existing opportunities with this property.

Tantalo Hotel, Panama City , Panama 2012-present

Owner of this newly constructed boutique hotel, restaurant and bar in the Casco Viejo section of Panama City. The hotel opened for business in 2012 and has been enjoying above-projection financial results.

OTHER REAL ESTATE PROJECTS

The following Manhattan properties have been purchased, developed and re-sold over a period from 1981-the present:

- 131-133 W. 15th Street; 1981-1985
- 446-448 W. 25th Street; 1983-1988
- 206-208 Avenue B; 1987-1993
- 60 W. 22nd Street; 1988-1989
- 201 8th Avenue; 1989-1991
- 340 E. 112th Street; 1990
- 153 Chambers Street; 1990-1991
- 83-85-87 Avenue A; 1993

The following properties outside of Manhattan were purchased, developed and re-sold:

- 75 W. Mosholu Parkway; 1985-1988
- 867-879 E. Tremont Avenue; (1991-2011)
- The Chequit Inn, Shelter Island, NY; (1989-1992)

CONSULTING & CORPORATE EXPERIENCE

Operations Management Consultant, 1990 – 2012

- Worked with clients from major companies and organizations to identify underlying problem areas involving Operations Research and Operations Management issues.
- Developed alternative oriented solutions, analyzed the alternatives and made recommendations and assisted in implementation of decisions.
- Provided guidance to client companies from industries including: Banking, communications, hospitality, food and beverage and hotel.

Hospitality Operations Consultant, 1990 - 2012

- Designed training facilities for fast food industry clients
- Developed training programs for start-up businesses in the food and beverage industry
- Implemented programs for franchise industry chains to improve relationships between franchisors and franchisees
- Provided guidance to major chains including Blimpie International Corporation and Tasty Delite, Inc.

Real Estate Consultant, 1985 - 2012

- Helped businesses and individuals with real estate purchase decisions
- Designed search programs for clients looking to buy or lease property
- Assisted with valuation techniques, negotiations and closings for property transfers
- Implemented and administered property management programs
- Developed optimal exit strategies for clients considering current and projected market conditions

Outside Director, Board of Directors, Blimpie International Corporation, 1995 – 2002

- Served as an Outside Director on the Board of Directors advising on all corporate decisions
- Consulted to the company with respect to operations and real estate decisions

SELECTED CASE DEVELOPMENT AND PUBLICATIONS

Chernoff, H. (2014). *286 Spring Street: A Soho Condo Conversion*. A case study focusing on the development and conversion of a NYC office building into a luxury residential condominium.

Chernoff, H. & Sosulski, K. (2013). *Station Casinos*. A case study focusing on the use of business analytics and big data in data-driven decision-making in the gaming industry.

Chernoff, H. & Sosulski, K. (2011). *Engineering World Mobility: The Panama Canal Effect*. A case study on the history, operation and financial analysis of the Panama Canal.

Chernoff, H. (2009). *Spanish Trails Business Park*. A real estate case study of the development of the Spanish Trails Business Park in Las Vegas, Nevada. Demonstrates analyzing a development plan for a new retail/office center including site selection, construction and leasing.

Chernoff, H. (2005). *Chelsea Inn*. A real estate development case focusing on the change of use of a property from SRO (single room occupancy) to hotel.

Chernoff, H. (2000). *Shepherd House*. A case study demonstrating the decision to convert a property to 'best use' from a real estate valuation perspective. Details deal with the conversion of a property housing a gallery to a boutique hotel operation.

Chernoff, H. (1995). *South Tree Electronics*. An operations management case for quality issues concentrating on the placement of inspection stations in a manufacturing process based on cost optimization.

Chernoff, H. (1992). *FCN/Securities Demo - Parts A, B and C*. Project Management based case study including critical path techniques of preparing networks, optimal crashing of projects and PERT analysis.

Chernoff, H. (1990). *Allied Distributing, Inc.* A case study utilizing critical path techniques to formulate a network representation of a marketing project including calculation of critical paths and project durations.

Chernoff, H. (1990). *Specialty Contractors, Inc.* A case study involving application of cost reduction/time reduction analysis in a project management setting.

Chernoff, H. (1990). *Aerospace Components, Inc.* Project Management based case study including an opportunity for application of Program Evaluation and Review Techniques.

SERVICE

Judge – NYU Stern’s Annual Business Plan Competition, Berkley Center for Entrepreneurship

Member – Curriculum Committee of the IOMS Department, 2014-Present

Member – Stern Undergraduate Scholarship Committee, 2014

Member – Stern Faculty Grievance Committee, 2012-2014

Member – Honor Council, Stern Undergraduate College, 2000 - 2014

Member – Facilities Task Force, Dean’s Committee, 2013

Member – Dean’s Advisory Committee for Stern Undergraduate College, 2002 – 2010

Member – NYU Give a Violet Program, 2008 - 2010

Member – Dean’s Advisory Committee for Stern Graduate MBA Program, 2002 - 2010

Member – Dean’s Core Curriculum Committee for Stern Undergraduate College, 2006 - 2010

Member – Dean’s Core Curriculum Committee for Stern Graduate MBA Program, 2006 - 2010

Berkeley Center Business Plan Competition, 2002 - 2012

Organizer – Stern Charity Poker Tournament, 2007 - 2010

Advisor – Dean’s Faculty Campaign Fund, 2005 - 2006

Panel Moderator – Stern Pharmaceutical and Healthcare, Annual Global Business conference, 2006

Member – Department Chair Committee to redesign IOMS Specializations, 2008

Faculty Advisor – SOC (formerly MOCA), 1995 - 2007

Member – Dean’s Committee for determining Stern Grading Curve parameters, 1998

AWARDS

Recipient of the Citibank Award for Excellence in Teaching (1992)