
From the Center

Your Seat at the Roundtable

This issue features three articles that arose out of the labor and employment law roundtables of 2005 and 2006. As many readers are aware, the Center for Hospitality Research (CHR) has been sponsoring industry roundtables since spring 2002. The CHR roundtables focus either on a specific discipline or an industry segment. For example, during the 2006-2007 academic year, the CHR will sponsor discipline roundtables in human resources, labor and employment law, and marketing. In addition, we will hold lodging and restaurant industry roundtables.

The Center For Hospitality Research Roundtables are forums that enable faculty, participants, and students to link academic theory to practical application by discussing, contemplating, and analyzing issues important to the hospitality industry. Roundtables achieve a number of worthwhile outcomes. First, the industry participants get a preview of the latest academic research. Second, the researchers receive a reality check on their work. This is invaluable to those of us in



David Sherwyn

the academy who wish to make sure that the work we do is relevant. Finally, and most important, the roundtables allow the academics and the industry to discuss issues directly without long lectures or sales pitches. These discussions often lead to changes in research ideas and business practices. Sometimes, the discussions result in collaborations between professionals and academics. This is the case with the articles in this issue. For each article I was lucky enough to work with industry colleagues to produce a piece of work that, we hope, combines academic and practical perspectives to provide insight to *CQ* readers.

The first roundtable article concerns the union negotiations of this past summer. As many of you are aware, the hotel negotiations for the summer of 2006 were set up to be the most important set of negotiations for organized labor in decades. The article, which I coauthored with Zev Eigen, formerly of Littler Mendelsohn and Fox Entertainment, and now a Ph.D. candidate at MIT, and Paul Wagner, a partner at Shea Stokes, explains how the summer of 2006

was set up to be a watershed time for the union movement, what the issues are, and how the union sought to exert its power. While the three of us wrote the article, we relied, in large part, on the roundtable comments, including those made by the dean of Cornell's Industrial and Labor Relations School, Harry Katz, the dean of Cornell Law School, Steward Schwab, as well as lawyers who practiced in this area and even took part in the negotiations.

The second article focuses on unlawful retaliation, as defined by the discrimination laws. This article, coauthored with Zev Eigen and Gregg Gilman, of Davis & Gilbert, examines the rise of retaliation claims, explains the law of retaliation in light of the recent Supreme Court case, offers suggestions on ways to avoid running afoul of the law, and provides strategies for employer anticipation and defense of these claims. Again, we could not have written the article without the contribution of roundtable participants like Ilene

Berman, of Taylor-Busch, and NYU Law School Professor Sam Estreicher.

The final article concerns dress codes in the hospitality industry. In this article, Jones Day's Roger King and Fisher & Phillips's Jeff Winchester explain that dress codes can result in charges of stereotyping, age, sex, religious, and race discrimination. This article identifies the issues, sets forth the arguments regarding appearance policies, and provides guidance on how to implement standards without running afoul of the law. At the roundtable, Seyfarth Shaw's Carolyn Richmond and Alyse Jacobson, formally of Starwood, were among the many who provided guidance and insight that are reflected in the article.

We at the CHR appreciate all those who make the roundtables so successful and hope that these articles allow the *CQ* readers to benefit from our discussions.

—D. S.