

Cornell Center for Innovative Hospitality Labor and Employment Relations



2019-2020
Year In
Review

Mission Statement

The Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER) bridges both the School of Hotel Administration and the ILR school. CIHLER combines academic and industry resources for research, education, and dialogue dedicated to the modernization of hospitality industry labor and management relations and human resources management. To support both management and labor, the center sponsors research, classroom enrichment, and industry roundtables. The center also offers a forum for the most recent analysis of labor and employment law by experts and practitioners throughout the industry.

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Leadership

From the Director

What a long strange year it's been! Last year at this time we were in the middle of a year filled with Roundtables, conferences, and discussions over topics like dispute resolution. Last summer and fall CIHLER hosted four roundtables culminating with a roundtable in November of 2019 when industry employers, their lawyers, plaintiffs' lawyers, and union leaders worked together on proposal for a national alternative dispute resolution (ADR) program. We are now discussing our ideas with government officials and CIHLER hopes to be at the forefront as this idea develops.

In February we hosted our 9th annual traditional labor roundtable. We concluded the day by discussing the pandemic that was heating up in Europe. Two weeks later our industry and our world ground to halt. We had to cancel the HR in Hospitality Conference, as well as all of our planned spring and summer roundtables. Our ADR project became a back-burner topic and we shifted to address the current crisis. With the help of our members on all sides of the aisle and eCornell, we were able to produce 9 webinars and make sure that our website was a depository for the most up to date and important labor and employment developments concerning COVID. Our COVID work continues and as we continue to do webinars, we will have a major presence at the Georgetown Hospitality Law Summit and we hope to be at ALIS Law and to host our HR in Hospitality Conference in April. Regardless of when this passes, we will continue to create a place for stakeholders to debate the issues of the day from COVID, to the election to Me Too, to BLM, to union organizing, to the application of old and new laws, CIHLER continues to focus on its mission to be the "go to" for all those interested in labor relations in the hospitality industry.

In fact, to that end, we have finally heeded the advice of many HR in Hospitality attendees who have asked for a labor and employment course focused on our industry. CIHLER has created the [Hospitality Labor and Employment Law: Cornell Certified Program](#), anyone interested can find the details at [eCornell](#).

We look forward to seeing you and each other soon,
Dave, Rick, & Harry



[David Sherwyn](#),
[ILR '86, JD '89](#)

Academic Director - CIHLER



[Rick Hurd](#)

Associate Director - CIHLER



[Harry Katz](#)

Jack Sheinkman Professor of
Collective Bargaining - ILR



[Erica Heim](#)

Senior Program Manager

Management Advisory Board

As of June 2020



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Relations and Americas
Operations
Hilton



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President

Seaview Investors



Jake Basham

Vice President,
Human Resources
Loews Hotels & Co



Nigel Beck

Founder
When Labs



Gretta Brooks

Chief Executive Officer and
Founder
SalesBoost, LLC



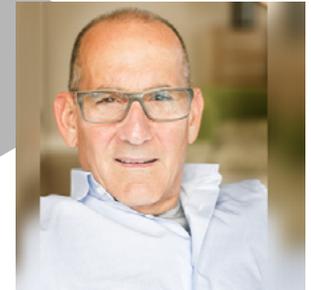
Debbie Brown

Vice-President of Human
Resources – The Americas
Four Seasons Hotels and
Resorts



Anthony J. Campanelli

Partner, Forensic
Deloitte Financial Advisory
Services



John Ceriale
P '16, P '18, P '24

President and Founder
Prospect Hotel Advisors



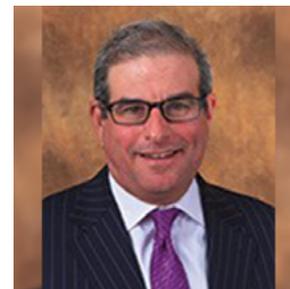
Abigail Charpentier '95

Vice President People and
Culture - Americas
Four Seasons Hotels and
Resorts



David Garland

Chair, Employment, Labor
and Workforce Management
Practice
Epstein Becker Green



Gregg Gilman '85 (ILR)

Partner, Co-Chair, Labor and
Employment Practice Group
Davis & Gilbert LLP



Michael Gray

Co-chair, Global Labor and
Employment Practice
Jones Day

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Vice President, Employee &
Labor Relations
InterContinental Hotels Group
(IHG®)



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Shareholder Co-chair, Equal
Employment Opportunity
and Diversity Practice
Littler



Louis Hellebusch
Senior Vice President and
Co-general Counsel
GEM Realty Capital, Inc.



Harry Johnson III
Partner
Morgan, Lewis & Bockius



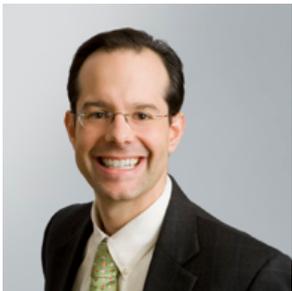
Kenneth Kahn '69 (ILR)
President
LRP Publication



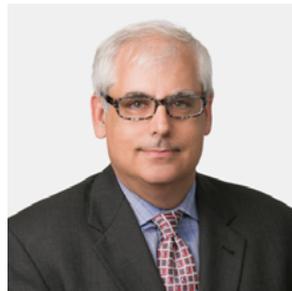
David Klein
Senior Vice President and
General Counsel
Sunstone Hotel Investors, Inc.



Dana Kravetz
Managing Partner
Michelman & Robinson (M&R)



Michael Lebowich '94 (ILR)
Partner
Proskauer



Jeffrey Mayer
Partner, Commercial
Disputes Chicago
Akerman



Robert Mellwig
SPHR Senior Vice President
Really Cool People (HR), Two
Roads Hospitality



Alan Momeyer
Chief Human Resource
Officer (Retired 2016)
Loews Corporation

Management Advisory Board



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President
Edgewood Partners



Peter Moss '88 (ILR)
General Principal
Jackson Lewis



Frank Muscolina
Geneva HRM Advisors



Jamie Novikoff '03 (ILR)
Head of Labor Relations
Aimbridge Hospitality



Andrada Paraschiv
Head of Hospitality
Beekeeper



Anthony Pearl
General Counsel, Corporate
Secretary, and Chief
Compliance Officer
The Cosmopolitan of Las Vegas



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Partner
Fox Rothschild LLP



Steve Rimmer
Partner
PwC



David Ritter '80 (ILR)
Partner
Barnes & Thornburg LLP



David Rothfeld
Partner
Kane Kessler, P.C.



Robert Schnitz
Senior Vice President and
Associate General Counsel
Hyatt Hotels and Resorts



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Shareholder
Newhouse Law Group

Management Advisory Board



Greg Talbot

Senior Vice President and
Associate General Counsel
Labor, Employment, and
Benefits
Marriott International, Inc.



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Executive Vice Chairman
Cushman & Wakefield



Christian White

Counsel
BakerHostetler



Celeste Yeager

Shareholder
Littler

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Wilma Liebman
Past Chairman
National Labor Relations
Board



Richard Maroko
Recording Secretary and
General Counsel of the Hotel
Trades Council
AFL-CIO



Sarah Schalman-Bergen
Shareholder and Co-chair
Berger Montague PC



Martin F. Scheinman '75
(ILR), MS '76, Esq.
Arbitrator and Mediator
Scheinman Arbitration &
Mediation Services



D. Taylor
President
Unite Here!



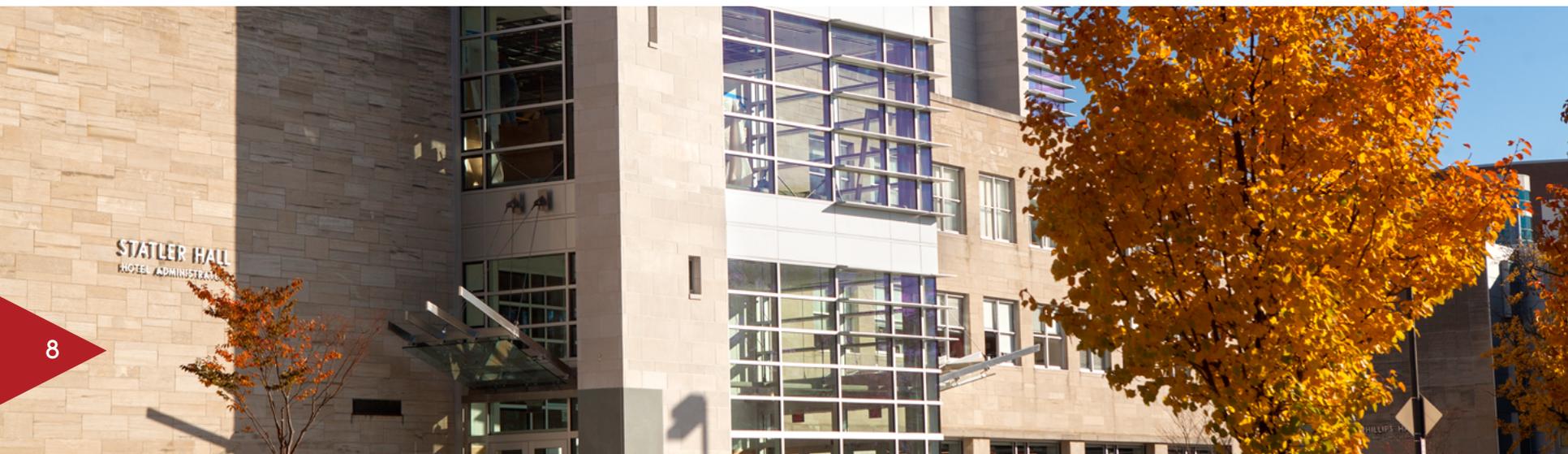
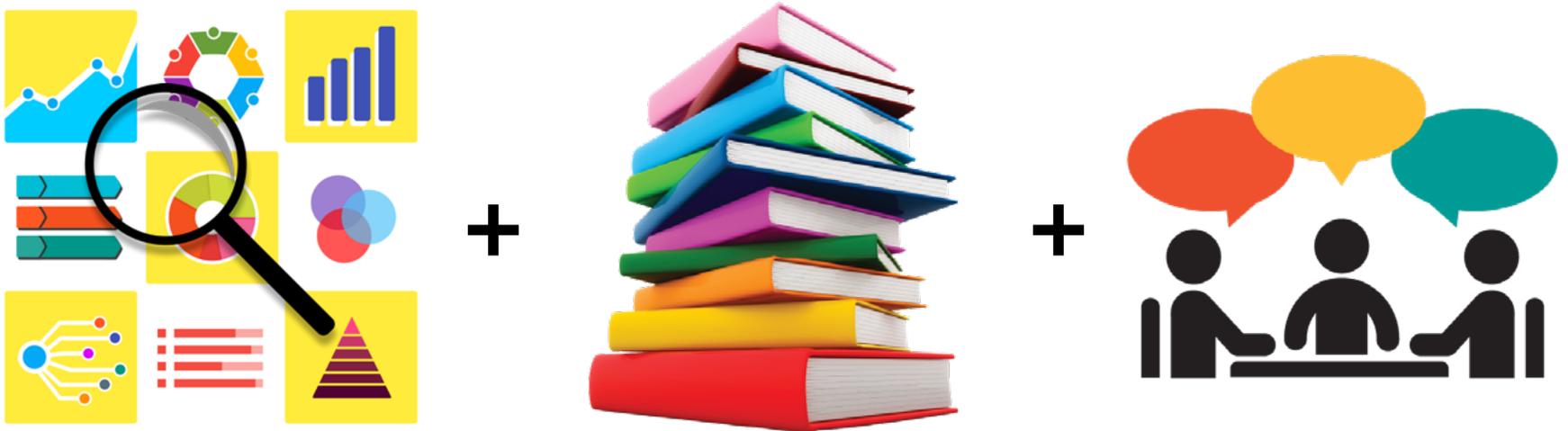
Douglas H. Wigdor
Partner
Wigdor LLP

Research and Insights

CIHLER Publications

The Cornell Center for Innovative Hospitality Labor and Employment Relations at the Cornell University School of Hotel Administration publish a series of two types of online research studies: reports and roundtable highlights. The publications are valuable for their broad appeal and practical implications for hospitality and service industry executives, managers, operators, and consultants.

All [CIHLER publications](#) are available at no cost and can be accessed through the School of Hotel Administration's digital repository, [Scholarly Commons](#).



Internships and Student Engagement

Sponsored by the Centers & Institutes in the School of Hotel Administration, the [C&I Internship Program](#) provides students opportunities to gain practical experience in innovation, entrepreneurship, healthcare, food & beverage management, research, real estate finance, labor and employment relations, and other hospitality focus areas.

If you are a current student or a participating C&I advisory board member company, visit the [Centers & Institutes](#) home page to apply for or submit available internship opportunities.



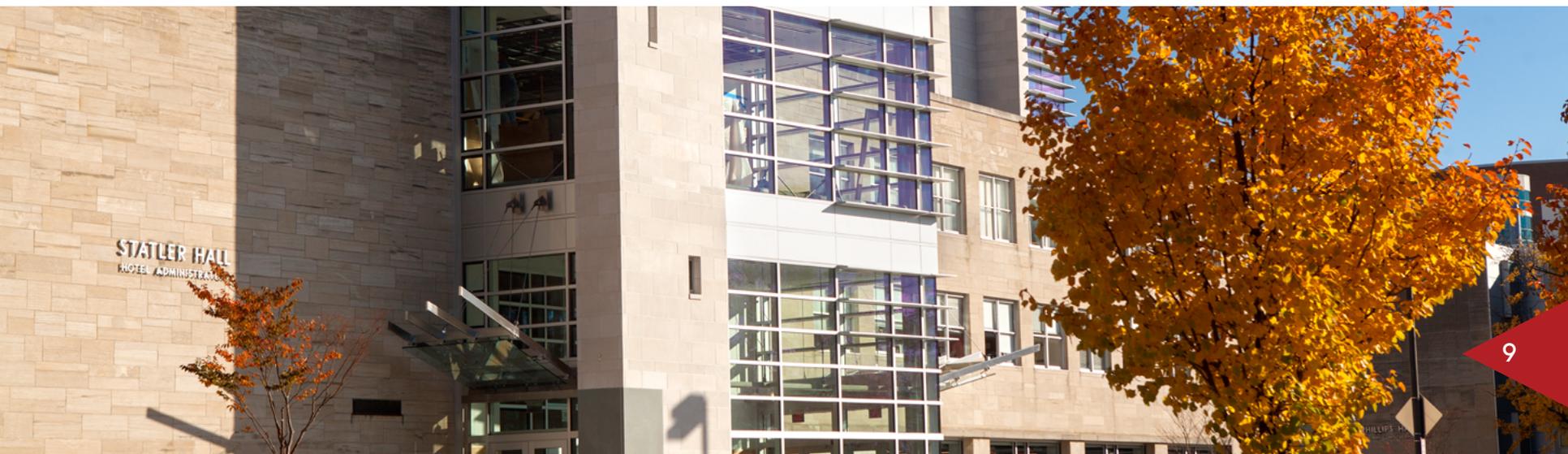
Internship Duration
2 weeks to 12 weeks



Intern Compensation
Competative Salary



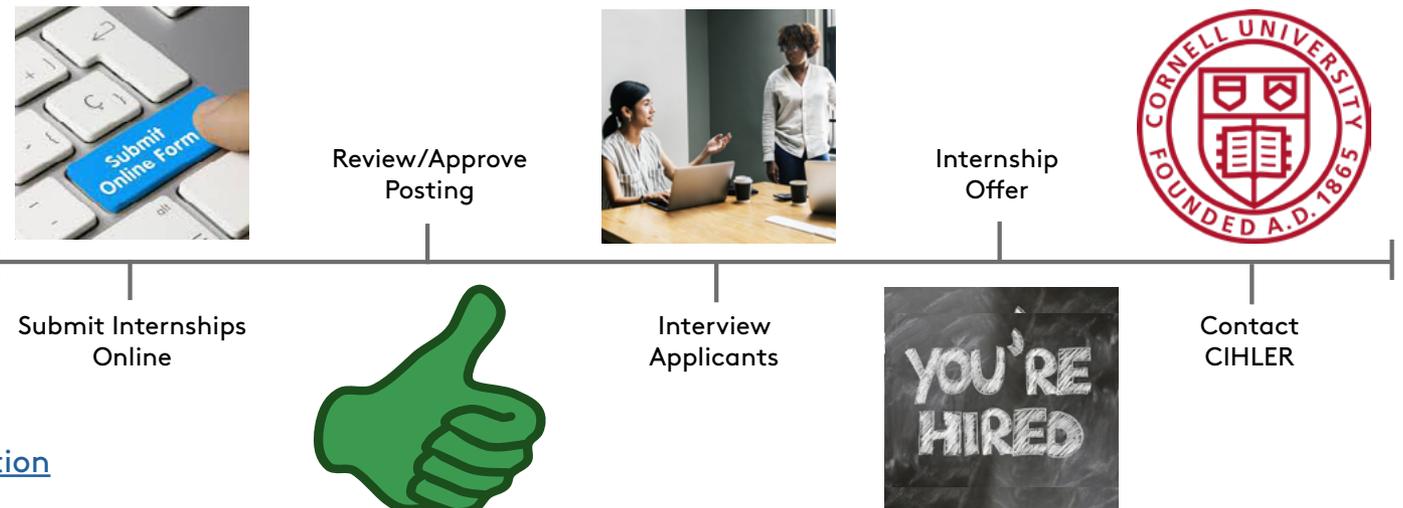
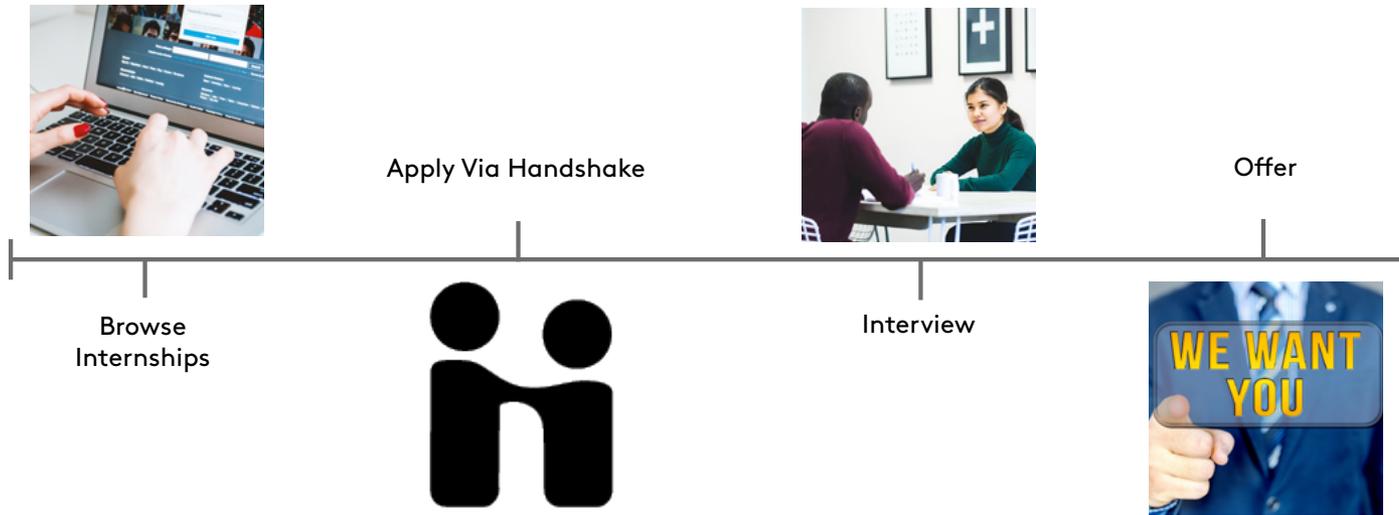
Intern Reporting
Entrepreneur or Senior Executive



Internships and Student Engagement



Student Application Process



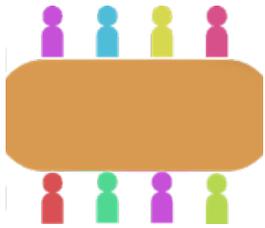
Events

Roundtables



8 Roundtables

Board Meetings



2 Board Meetings

Conferences



1 Legal Summit
1 Arbitration Class Trip

FY 2019-2020

July 18, 2019 - [Los Angeles Regional Roundtable](#)

September 23, 2019 - [18th Annual Labor Employment Law Roundtable](#)

September 23, 2019 - [Employee Representatives Roundtable](#)

October 4, 2019 - [Nashville Regional Roundtable](#)

October 10, 2019 - [Miami Regional Roundtable](#)

October 23, 2019 - [8th Annual Hotel Lodging Legal Summit](#)

November 11, 2019 - [Fall 2019 Advisory Board Meeting](#)

November 11, 2019 - [Employment Dispute Resolution Roundtable](#)

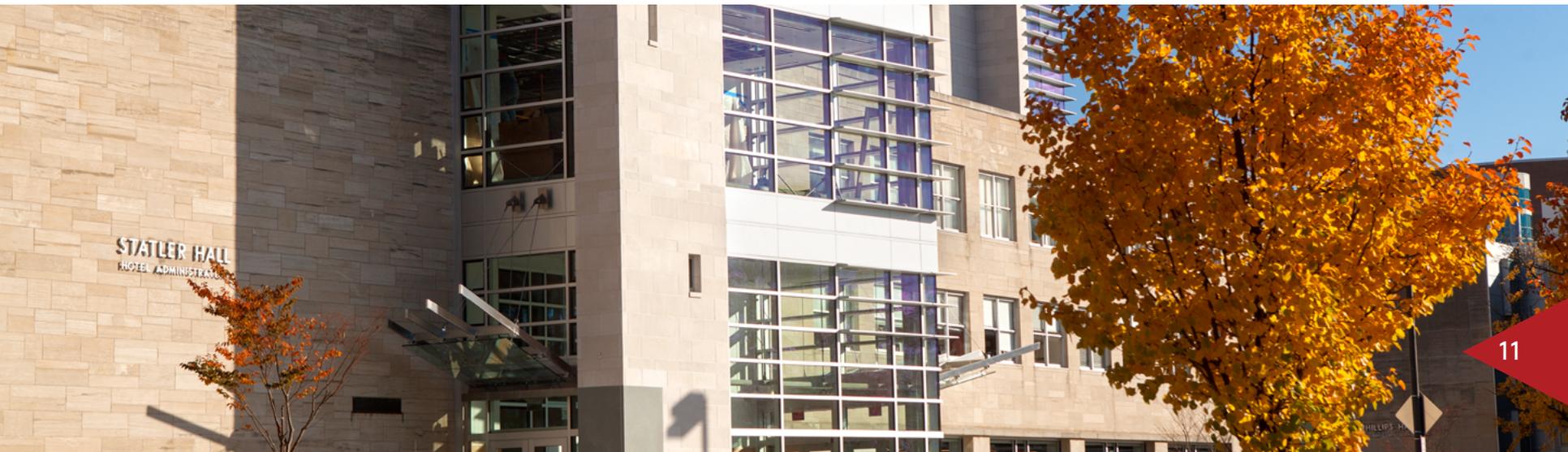
November 14, 2019 - [HADM 4810/ILR 4060 Arbitration Class Trip](#)

December 6, 2019 - [Labor Relations in Hospitality Roundtable](#)

February 28, 2020 - [8th Annual Labor Relations Roundtable](#)

April 25-28, 2020 - [HR in Hospitality Conference - postponed to 2021](#)

June 30, 2020 - [Virtual Spring 2020 Advisory Board Meeting](#)



Featured Events

[18th Annual Labor & Employment Law Roundtable](#)

September 23, 2019

Statler Ballroom, Ithaca, NY

2019 was the 18th annual offering of the Labor & Employment Law Roundtable, presented by Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER) with support from the Cornell Law School. This roundtable presented a forum for industry and academe to address current issues regarding the industry's labor and employment law. Hosted by roundtable chair and director, David Sherwyn.

[8th Annual Hotel & Lodging Legal Summit](#)

October 23, 2019 - October 25, 2019

Washington, DC

Each year an advisory board of top hotel and lodging attorneys from companies and law firms throughout the world, including SHA faculty member David Sherwyn, collaborate to identify the most pressing legal issues and topics facing the industry and recruit some of the most distinguished attorneys in the industry to discuss these issues at this conference.

On Thursday, October 24th moderated by David Sherwyn, ILR '86, JD '89 CIHLER Director, members including Michael D'Angelo, Vice President, Labor Relations, Hyatt Hotels Corporation, Jessica Kestin, Jones Day and Paul E. Wagner, Stokes Wagner from our advisory board companies presented a panel on "Organized Labor and the Hospitality Industry Knowing the Players and the Law."

[Employment Dispute Resolution Roundtable](#)

November 11, 2019

New York City, NY

With support from our Center member Davis & Gilbert, the Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER), The Scheinman Institute on Conflict Resolution, and the Center for Hospitality Research (CHR) we were pleased to present the Employment Dispute Resolution Roundtable: Arbitration/Class Action Waivers vs EEOC/Litigation. Moderated by roundtable chair and director, David Sherwyn and Dean of the ILR School Alexander Colvin.



Featured Events



[HADM 4810/ILR 4060 Class Trip – Arbitration](#)

November 14, 2019
New York City, NY

With support from The Center for Innovative Hospitality Labor and Employment Relations, (CIHLER) students from Cornell’s School of Hotel Administration and ILR School traveled to New York City to observe an actual arbitration hearing. An understanding of the arbitration process is important for students, since the popularity of using alternative dispute resolutions is becoming increasingly widespread due to its efficiency, flexibility, and low costs in resolving disputes between labor and management.



[HADM4810/ILR4060 Labor Relations in Hospitality Roundtable](#)

December 6, 2019

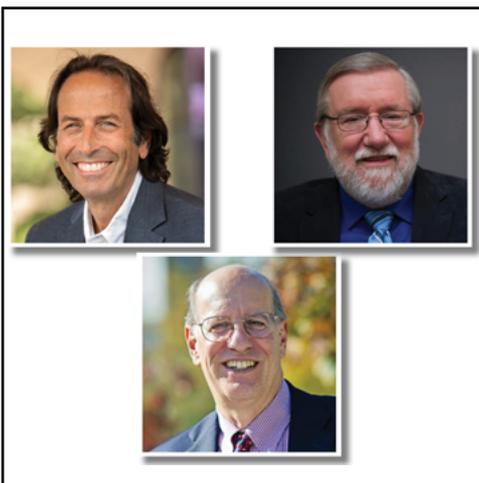
The Center for Innovative Hospitality Labor and Employment Relations, (CIHLER) was pleased to continue to sponsor the opportunity for Cornell students in the HA4810/ILR4060 class to conduct their own roundtable in partnership with a limited number of invited leading industry experts as part of their academic studies.

[CIHLER Virtual Board Meeting](#)

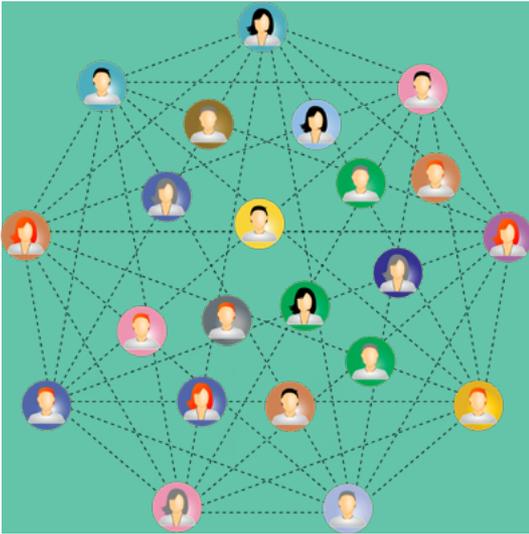
June 30, 2020
Virtual

On June 30th, 2020 the Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER) hosted their first virtual board meeting. Topics discussed included:

- 1: CIHLER response and adjustments due to COVID-19
- 2: HR in Hospitality Conference
- 3: Internships, Webinars and Other Board Member Engagement



C&I Webinars



Total Webinars

14



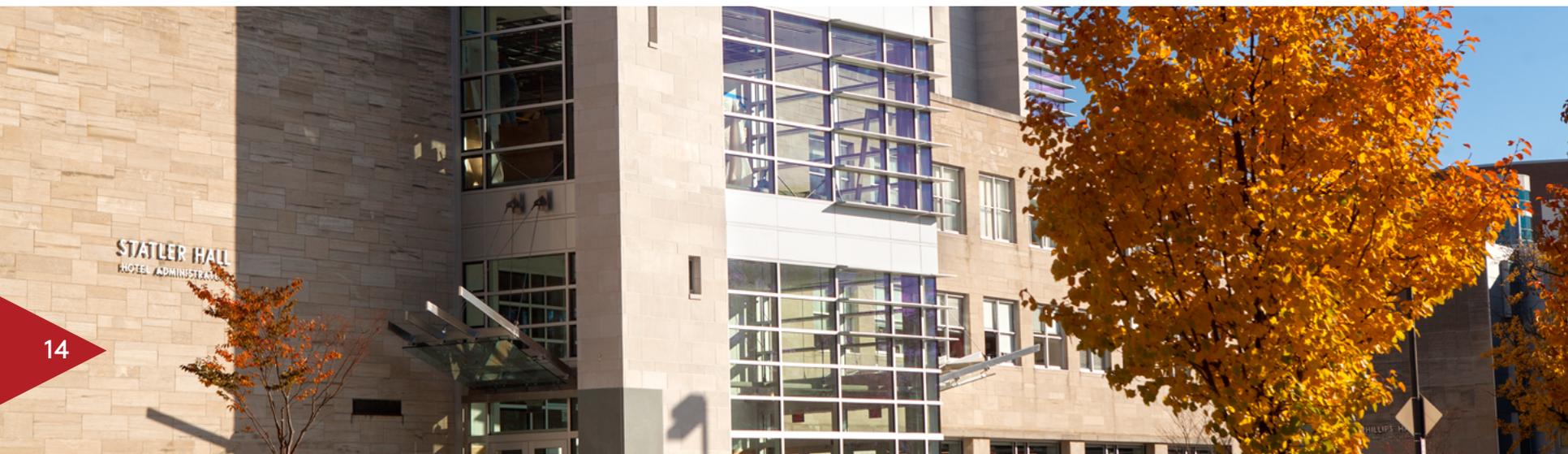
Total Speakers

50+



Total Views

68K+





[Labor & Employment Laws: What Hotels Need to Know](#)

September 19, 2019

As hoteliers work to implement new technology and initiatives to improve their employee engagement, retention, efficiency, and operations, the legal implications of these new initiatives often come into play.

Beekeeper's VP of Hospitality, Connie Rheams, sat down with David Sherwyn, Professor, Lawyer, and Academic Director of the Center for Innovative Hospitality Labor & Employment Relations and Paul Wagner, adjunct professor and attorney specializing in labor and employment law to discuss all things labor and employment law for hotel teams.

[Understanding and Complying with Employment Law, Old and New](#)

March 27, 2020

The COVID-19 crisis has affected every aspect of our personal and work lives. Both employers and employees are unsure as to their rights and obligations to each other and to themselves. As we all know, there are numerous statutes, rules, and regulations governing the workplace. The legal environment as it applies to this crisis changes so rapidly that it seems almost impossible to stay current, but employers and employees alike have no choice!

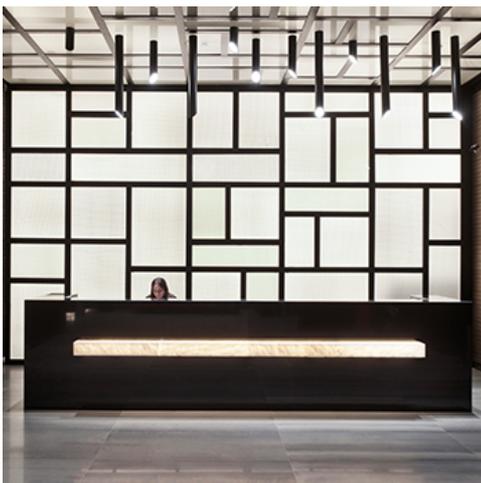
CIHLER brought together lead practitioners and faculty experts to clarify productive answers to the employment law challenges that have emerged.

[COVID-19 and the Hospitality Industry: Priorities and Action Steps for Human Resources](#)

March 30, 2020

The COVID-19 crisis has been extraordinarily disruptive to the hospitality industry. Employers have had to slash expenses across the board and make major staffing cuts. Unfortunately, many of the individuals affected by layoffs and reduced work hours live paycheck to paycheck and do not have adequate health insurance. As the COVID-19 situation continues to evolve, many firms are struggling to develop HR plans and action steps for mitigating the negative consequences of this crisis.

On March 30th, a panel of industry and academic experts addressed some of the most critical HR priorities and operational implications of the current health crisis.



CIHLER Highlights

[Labor-Management Relations in the Midst of a Pandemic: Conflict or Accommodation?](#)

March 31, 2020

The COVID-19 pandemic has quickly forced closures and layoffs throughout the hospitality industry. This unprecedented and stressful situation presents a number of challenges for both workers and management.

On March 31st, Cornell University and the Center on Innovative Hospitality Labor and Employment Relations (CIHLER) brought together leading practitioners and faculty experts to discuss the myriad labor relations challenges brought on by this historic global challenge.

[Protecting and Assisting Workers in the Midst of a Pandemic: Labor-Management Solutions](#)

April 20, 2020

The current COVID-19 crisis has raised issues regarding how workers in the hospitality sector are assisted if they are laid off and protected if they remain on the job. What measures are being — or still need to be — adopted? How can collective negotiations and government support combine to provide what is necessary?

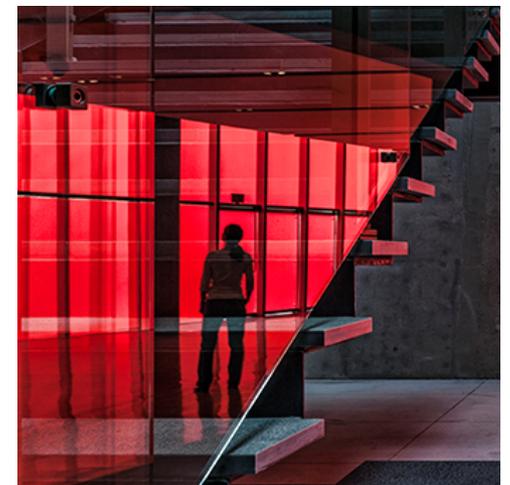
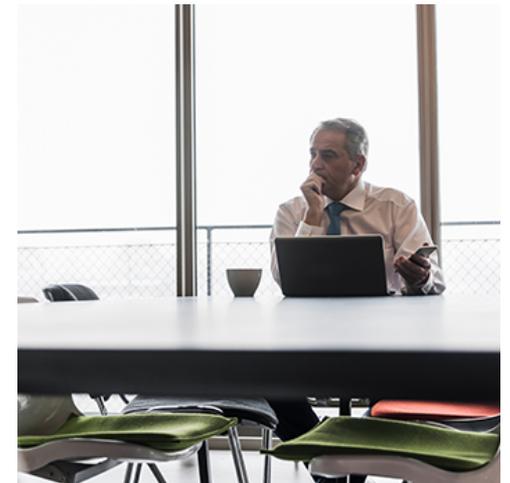
Cornell University's ILR School, School of Hotel Administration, and Center for Innovative Hospitality Labor and Employment Relations (CIHLER) will bring together both union and management leaders as well as a public policy expert to clarify productive answers to the challenges that have emerged.

[Furloughed employees - getting it right](#)

In collaboration with Beekeeper

April 23, 2020

This is an unprecedented situation for the hospitality industry, where millions of hotel employees have been furloughed. Unprecedented for managers, who don't know how to best communicate with a remote workforce and keep them connected to the organization, so that when things start to turn around, they and their team are set for success. Unprecedented for the millions of employees, who are trying to navigate the current uncertainty, hungry for any piece of information that brings direction and for a support system to help them cope.



CIHLER Highlights



[Opportunity in Crisis How to Pivot a Hospitality Career During a Pandemic](#)

June 3, 2020

The hospitality industry has survived crises before. Both 9/11 and the Great Recession took their tolls, but the industry rebounded in part by getting creative. And while our current global pandemic is the toughest challenge the industry has ever faced, it's important to remember that disruption can also lead to opportunity.

Those of us working in hospitality can't shape the course of COVID-19, but we can control our grit and our attitude. History has proven that in times of crisis, current leaders are tested and new leaders emerge.

[Hospitality Compliance in the Wake of COVID-19: Where are we now and what does the future hold?](#)

In collaboration with Korn Ferry

June 9, 2020

The COVID-19 pandemic has introduced massive changes to both outward facing and internal compliance standards within the hospitality industry. Hosted by Korn Ferry's Hospitality and Leisure Practice and The Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER), this virtual roundtable to discussed the way these changes are currently affecting the industry and how best to move forward.

[Opening the Door in the Hospitality Industry: Legal Challenges in the Wake of COVID-19 - Session 1 of 3](#)

In collaboration with Jackson Lewis P.C.

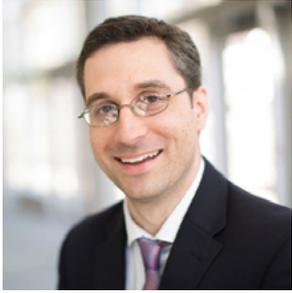
June 17, 2020

In the wake of the effects of COVID-19, the hospitality industry has been incredibly impacted. As restrictions are being lifted, it is important to know what precautions are being implemented in order to keep the safety of the guests and the logistics of the industry intact. Jackson Lewis P.C. and The Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER) provided answers to the questions on how to re-open hotels in this roundtable webinar series. The issues discussed ranged from cleaning and safety regarding OSHA and CDC regulations, the legality issues of the industry, and the rights of employees during the pandemic. These topics were covered in three sessions.



Academic Engagement

Faculty



[Christopher Boone](#)
Assistant Professor



[Richard Hurd](#)
Professor of Labor Studies
Emeritus



[Harry Katz](#)
Jack Sheinkman Professor of
Collective Bargaining
ILR School



[Adam Klausner](#)
Senior Lecturer



[David Sherwyn](#)
John and Melissa Ceriale
Professor of Hospitality
Human Resources



[Bruce Tracey](#)
Professor



[Paul Wagner](#)
Adjunct Assistant Professor

2019-2020 Class Offerings

Fall 2019

- AEM 3200 [Business Law](#)
- HADM 2810 [Human Resources Management](#)
- HADM 4810 [Labor Relations in the Hospitality Industry](#)
- HADM 4890 [The Law of the Internet and E-Commerce](#)
- ILRLR 2050 [Labor Relations](#)
- ILRLR 2080 [Writing Seminar in Labor Relations](#)
- ILRIC 3349 [Capitalism, Competition, and Conflict in the Global Economy](#)
- ILRIC 3547 [WIM: America, Business and International Political Economy](#)
- ILRIC 3557 [U.S. Exceptionalism Questioned: Comparative Political Economy](#)
- ILRLR 6020 [The Practice of Labor Arbitration](#)
- ILRLR 6060 [Theories of Industrial Relations Systems](#)

Spring 2020

- HADM 1410 [Microeconomics for the Service Industry](#)
- HADM 3880 [Law for Hotel Owners and Operators](#)
- HADM 4800 [Law for Entrepreneurs](#)
- ILRLR 5000 [Labor Relations](#)
- ILRLR 6020 [The Practice of Labor Arbitration](#)



Membership Benefits

All of our Centers and Institutes at the Cornell School of Hotel Management are privately funded by our generous board member companies. These memberships allow us to continue to provide the very best in academic courses, industry research, and student development opportunities.

The Cornell Center for Innovative Hospitality Labor and Employment Relations provides a collaborative space for employers, unions, government representatives and employee advocate organizations – who are sometimes would-be adversaries – to talk with academics about how they can work together to modernize labor relations in the hospitality industry for the benefit of all. Scholarly research and educating students are also priorities of the center, to achieve these goals, the institute relies on the participation of its corporate members.

[Become a Cornell Center for Innovative Hospitality Labor and Employment Relations Corporate Member](#)



Membership Benefits

Corporate Membership Benefits

CIHLER Membership benefits include:

- Invitation to become a member of the Cornell Center for Innovative Hospitality Labor and Employment Relations (CIHLER) Advisory Board. The board composed of senior-level leaders in the industry, meets annually.
- Recognition as a member of CIHLER on our website, including your corporate logo, a link to your company's website, and the advisory board member's personal bio and photo.
- Invitation to participate in industry and faculty roundtables sponsored by CIHLER.
- Invitation to participate as a guest lecturer in classes supported by CIHLER.
- Consideration as a speaker or panelist on outreach activities coordinated by CIHLER.
- Invitation to participate in external conferences, and speaking opportunities at other conferences and seminars where the CIHLER Academic Director is creating a panel.
- Opportunity to generate ideas for potential faculty research and to supervise law students interested in writing amicus briefs.
- Opportunity to have your firm or company's client alerts, written articles or other reports posted on the CIHLER website.
- Opportunity to contribute papers for consideration to be published in our CIHLER report series.
- Your corporate name and logo (with web link) will be featured on a rotating basis in the CIHLER e-newsletter, which is circulated to executives, firms, practitioners, and educators worldwide.
- Invitations to leading Cornell networking events around the world.
- Access to highly-motivated students for employment and internship opportunities through the C&I Internship Program.



Membership Benefits

Event Sponsorships

HR in Hospitality Conference

Presented by the Cornell University's Hotel and ILR Schools. For more than a decade, human resources professionals in the hospitality industry have relied on HR in Hospitality to equip them with powerful guidance tailored to their unique challenges.

Student Experiential Learning offers students direct, firsthand exposure to the industry's key labor and employment issues. These student experiences include, observing an actual arbitration process in New York City, sponsoring students to attend the leading industry employment conference, HR in Hospitality, inviting students to sit in on industry roundtables and meet the participants at roundtable receptions and hosting a combined student and industry roundtable for senior-level students.

Industry roundtables are events for a select number of senior level executives, labor and human resource experts, Cornell University faculty, students, and scholars for direct discussion of recent research and ideas in human resources, employee relations, and labor law in a focused, interactive, and engaging format.

Regional Roundtables provide an opportunity for the center to increase its reach and create a forum for dialogue and discussion on relevant and timely issues. Regional Roundtables occur in locations across the country.



Membership Benefits

Giving Opportunities

Naming Opportunity

Academic director position: \$1 million or \$35,000/year

Support the Educational Mission

Student travel: \$10,000/year

Hospitality Roundtables: \$10,000/event

Student Sponsorship to attend HR in Hospitality Conference : \$1,000/per student

Annual HR in Hospitality Conference Sponsorships: \$1,000 – \$50,000

Engagement Opportunity

Membership (pending approval): \$10,000/year (suggested three-year commitment)



Thank You To Our Members and Affiliates

akerman

Baker
Hostetler

BARNES &
THORNBURG LLP

BEEKEEPER

THE COSMOPOLITAN
of LAS VEGAS

CUSHMAN &
WAKEFIELD

D&G
DAVIS & GILBERT LLP

Deloitte.

EPSTEIN
BECKER
GREEN

FOUR SEASONS
HOTELS AND RESORTS

Fox Rothschild LLP
ATTORNEYS AT LAW

GEM
REALTY CAPITAL
...◆◆◆

Hilton

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We work for employers

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IHG®

JacksonLewis

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KANE | KESSLER

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LOEWS
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Marriott
INTERNATIONAL

MIR MICHELMAN
& ROBINSON

Morgan Lewis

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Proskauer >>



salesboost
for hospitality



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Labor and Employment Relations

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The Hotel School
Cornell
SC Johnson College of Business

Center for Innovative Hospitality
Labor and Employment Relations

