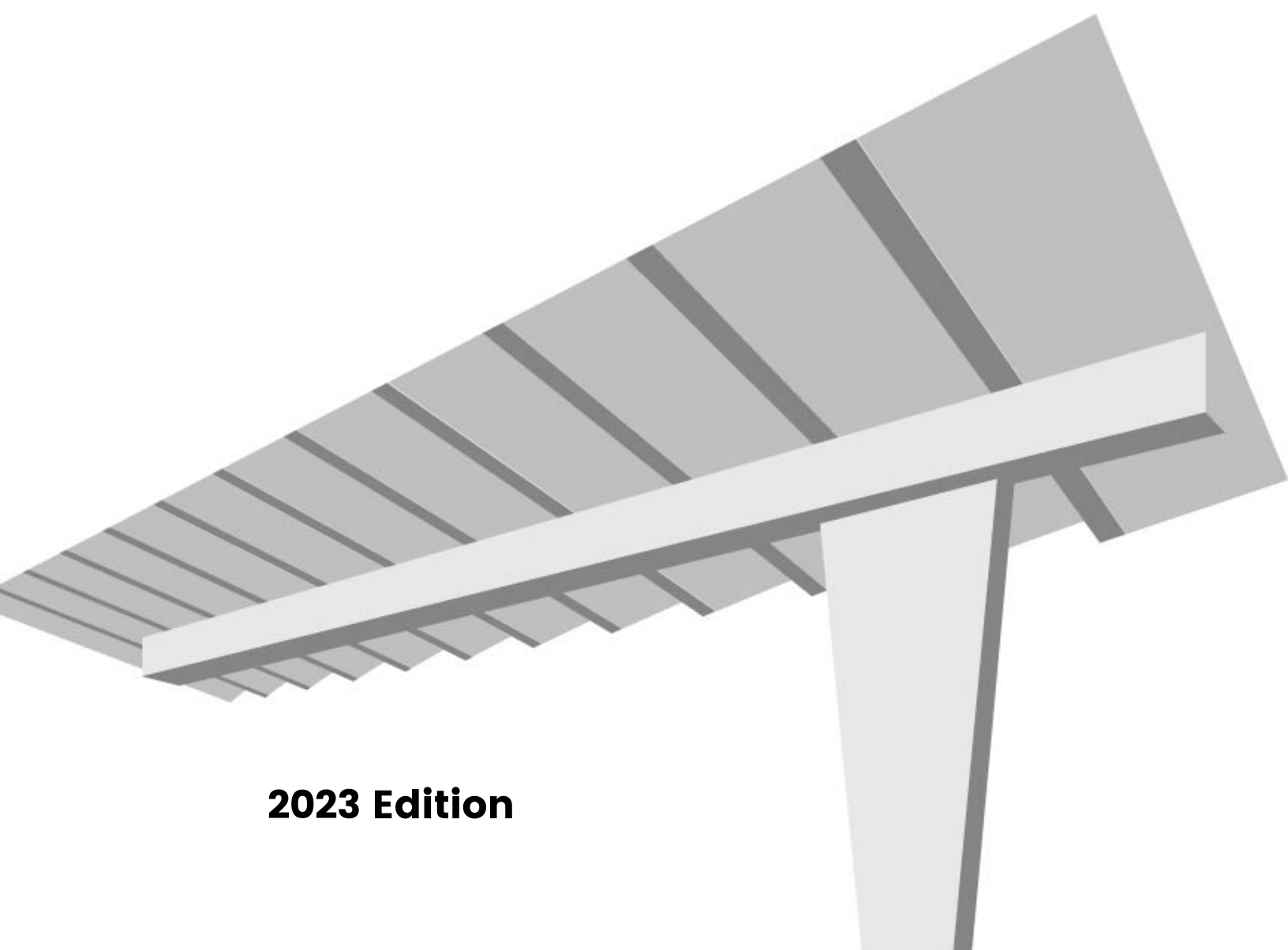




The Statler Hotel

HOTEL LEADERSHIP DEVELOPMENT PROGRAM



2023 Edition

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01 INTRODUCTION

The Hotel Leadership Development Program (HLDP) provides students with invaluable hands-on leadership experience. Rigorous and rewarding, the program offers intensive exposure to the full range of hotel operations and on-the-job mentorship from industry and department leaders. You will apply the critical thinking skills and management theory knowledge gained in the classroom to real-life situations at the hotel – and your hotel experiences provide insights that you can bring into life beyond the classroom.

HLDP participants progress through several different paid employment phases, from entry level positions to student director and even student general manager. Each phase is completed through a certification process that differs by department and position, which will be briefly discussed in this guide. The guide also outlines various requirements and responsibilities expected of HLDP members as they progress through the program.

Students are encouraged to make the most of their time in HLDP. This program guide has been prepared and issued to you to help you navigate your way through HLDP. The guide provides essential information about the program, outlines policies and procedures to understand, and contains contact information for important individuals. The guide has been organized by topic to help you find the information you need easily.

Although HLDP is intended to be a self-directed program, there is plenty of help available for you. All of the HLDP Executive Committee, the Statler Hotel Staff and the School of Hotel Administration's Faculty are eager to assist you as needed.

We look forward to working with you and being a part of your leadership journey, here at Cornell University and The Statler Hotel.



01 OVERVIEW

HLDP

Mission: To provide an *individually* crafted hospitality *leadership development experience* that will *inspire future leaders* who will *change* the world of hospitality.

Vision: Students who successfully complete all levels of this leadership development initiative will have the following skills and abilities:

- **operational competency** at a 4 Star Service Level
- **leadership proficiency** in coaching successful teams who feel valued
- **motivational prowess** to create and share a compelling vision
- **hospitality mastery** to execute a strategy of excellence

The Statler Hotel

Mission: To provide *uniquely crafted experiences* through *personalized connections* that will *inspire future leaders* who will *change* the world of hospitality

Vision: We are *a team of hospitality professionals* who proudly lead the premier *collegiate* lifestyle hotel, welcoming *the world* to the *cherished gathering place* for those who love Cornell University. We *challenge* thinking, while *connecting* and *cultivating* people. Our actions are driven by a *collective* aspiration to build a culture of *innovation, collaboration, celebration* and *excellence*.

Values: The Statler Hotel has six core values:

- **Deliver a WOW**
 - Settle for nothing less than giving our best. Master the fundamentals and beyond.
- **Make the Difference TOGETHER**
 - Empower our team to communicate and act without fear. Connect with transparency, dignity and respect. Build trust and confidence.
- **PURSUE Learning**
 - Seek and share knowledge. Nurture personal and professional growth for all.
- **LIVE a Life of Service**
 - Be of service to our guests and each other. Humbly contribute our efforts and talents to our Cornell, local and global communities.
- **OWN It**
 - Commit to holding ourselves, and each other, accountable for results.
- **CELEBRATE**
 - Ignite our team. Acknowledge contributions. Honor accomplishments. Think big and have fun.

02 DEPARTMENTS AND DIVISIONS

The student's development path in HLDP is structured into three general parts which appear very similar to the organizational structure of the Statler Hotel (see next page). The three parts include the Rooms Division, Food & Beverage Division and Support Divisions. Within each division, students will choose to follow a distinct track that will outline their progression from entry level to upper level management. Once the HLDP member determines the division they would like to be a part of, the student will begin the journey and navigate through the jobs along the track of their choice.

Overview



Entry → Supervisor → Manager → Director → General Manager

02 DEPARTMENTS AND DIVISIONS

Food and Beverage Division

	Culinary	Meetings and Events	Regent	Taverna Banfi	Mac's and Terrace
Entry	Line cook (1-4) Banquets cook (1-4) DMO Receiving	Server Conference Services Bartender	Food Runner Host Server	Server Wine Bar In-Room Dining Host	Food Handler
Supervisor	Culinary Supervisor	Meetings and Events Supervisor	Regent Supervisor	Taverna Banfi Supervisor	Mac's or Terrace Supervisor
Manager	Sous Chef	Meetings and Events Manager	Regent Manager	Taverna Banfi Manager	Mac's or Terrace Manager
Director	<i>Executive Chef</i>	<i>Director of Food and Beverage</i>			
General Manager	<i>Student General Manger</i>				

02 DEPARTMENTS AND DIVISIONS

Rooms Division

Support Division

	Front Office	House-keeping (HK)	Sales and Marketing (3 tracks)	Finance	Learning and Development
Entry	Bellstand PBX Operator Front Desk Agent Reservations Concierge	Linen Room Attendant Laundry Room Attendant Turndown Attendant Floor Houseperson PA Houseperson	Conference Service Coordinator Sales Coordinator Marketing Coordinator	Financial Analyst Operational Analyst (under GM)	Learning and Development Support
Supervisor	Front Office Supervisor	HK Supervisor	Sales, Marketing or Conference Services Supervisor	Supervisor	Learning and Development Supervisor
Manager	Front Office Manager	HK Manager	Sales or Marketing Manager	Manager	Learning and Development Manager
Director	Director of Rooms		Director of Sales and Marketing	Hotel Controller	Learning and Development Director
General Manager	Student General Manger		Student General Manger		

03 APPLICATION

The pathway to HLDP starts with the student's very first job in the Statler Hotel. Working in front line and entry level positions is an important introduction to how a hotel operates. The most common scenario is for a first semester freshman to beginning the journey right when they get on campus, however, students can join The Statler Hotel team at any time. In order to apply for HLDP, students must meet the following eligibility requirements:

- **GPA** - cumulative GPA of 2.5 or higher
- **Statler Employee** - at least one **semester** of prior experience at The Statler Hotel
- **Graduation Timeline** - four or more semesters left before graduation

Application Process

The HLDP application process begins early in the spring semester. Announcements and calls for applications will occur in February. If the eligibility requirements have been met, students should begin the following steps:

- **Info Session** - Attend a HLDP interest and information session
- **Google Form** - complete the application through a provided google form link by the deadline
- **Supervisor Appraisal**- inform your supervisor that you are interested in the program and would like a performance appraisal
- **Formal Interview** - your department head will schedule an interview with you after you've completed the digital application.

Students apply for their desired home department, which is most often the department in which the student started working in. Criteria for selection into HLDP include: job performance, leadership qualities and demonstrated commitment toward work and HLDP.

Acceptance

Students who are accepted into HLDP will receive a letter of notification. Their HLDP status and program progression will officially start at the beginning of the next semester, after they are accepted. However, they are encouraged to attend the end of year Meet n' Greet with current HLDP students.

Students who are not accepted into HLDP will be notified as well. These students are encouraged to reapply for HLDP again during the next application period. Rejection from HLDP does not impact the student's work status at the Statler Hotel.

03 PROGRESSION

Within each level of progression, there are minimum requirements (referred to as "certifications") that must be completed prior to becoming eligible for promotion. And requirements may vary by department. Nonetheless, promotions are not guaranteed. As in any promotional decision in an organization, there are multiple influencing factors. With HLDP, promotional decisions are based on the student's completion of a level's minimum requirements, the student's performance in the job, the student's engagement with the HLDP program, and the staffing needs of the department.

Entry Level

Once a student is accepted into HLDP, they are in the entry level at the start of the next fall semester. As an entry level HLDPer, the student's goal is to complete their primary certification and apply for promotion to become a student supervisor.

Primary Certification

The Primary Certification is completed in three parts:

- mastery of entry level jobs in the student's home department
- competency for all jobs related to the student's primary position
- completion of additional leadership training

First, a student will **work in their home department** to gain mastery of the entry level jobs . Home department refers to the department for which the student applied and was accepted, as an HLDP student. While the exact amount of work required may vary by department, it is encouraged that students work **approximately 200 hours** in the **entry level position**. **Oftentimes, this requirement is met by the time a student applies for HLDP.**

Second, students will complete their **cross-departmental training** in their **sister department**. The purpose of this cross-training is to gain a general understanding of departments that you work with, so that you can more effectively lead people that you will be working with as a supervisor. If you've achieved mastery in your home department, you should start your cross-training the **fall semester after you are accepted into HLDP**. Students are expected to cross train for at **least 12 shifts**, or until a basic level of competency has been achieved as determined by a supervisor.

The final part of Primary Certification is additional leadership training, which includes the HLDP class, leadership workshops, and other HLDP sessions (see requirements). Students will take HADM 2170 the spring after they are accepted into the program. They will also be required to participate in workshops and other leadership training as outlined in the "requirements" section below. Students will also begin to shadow leaders in their home department.

In addition to the three parts listed, some departments may require additional tasks to be completed, such as a written or oral assessment of skills, in order to apply for promotion.

03 PROGRESSION

Once the student has completed the Primary Certification, they are eligible to apply for promotion to student supervisor in their home department. The student will then reach out to their department head (or direct supervisor) to set up a meeting where they can explain why they are ready and express interest in being promoted. The department head will then choose to promote the student, or will explain why the student will not be promoted at that time.

Supervisory Level

Once promoted to student supervisor, the student will get the opportunity to perform a number of supervisory functions within their home department. Additionally, they will become a part of the HLDP Executive Committee and are expected to help grow the program by attending meetings, working on projects, and being an advocate for the program. Students will have the opportunity to complete their Secondary Certification as a supervisor.

Secondary Certification

The Secondary Certification is completed in three parts:

- mastery of supervisory level jobs in the student's home department
- competency for jobs in a department from a different division
- participation in additional leadership training and hotel-wide discussions

First, a student will work in their **home department** to lead their team members and gain mastery of supervisory tasks. While the amount of work required may vary by department, it is encouraged that students work **approximately 200 hours** in the **supervisory level position**. This time should be spent developing the student's leadership within the department and growing within the areas they are least comfortable with.

Second, students will complete their **cross-divisional training** in another hotel department. The purpose of this cross-training is to gain a general understanding of other departments in the hotel, that you may not work with directly, but whose work has an influence on your job. The department that you do your cross-divisional training in should be in a **different division than your home department**. This cross-divisional exposure will allow you to be an effective leader in the hotel, as a manager. **You should start your cross-training as soon as you've achieved mastery of the supervisory level in your home department**. Students are expected to cross train for **at least 10 shifts**, or until a basic level of competency has been achieved in that department, as determined by a supervisor.

Student supervisors are also expected to participate in any **leadership workshops or other trainings** and are strongly encouraged to attend weekly **hotel-wide operations meetings**.

03 PROGRESSION

Once the student has completed the Secondary Certification, they are eligible to apply for promotion to student manager in their home department. The student will then reach out to their department head (or direct supervisor) to set up a meeting where they can explain why they are ready and express interest in being promoted. The department head will then choose to promote the student, or will explain why the student will not be promoted at that time.

Managerial Level

As a manager, the student will gain a comprehensive leadership experience with higher level responsibilities which will challenge the student to apply knowledge obtained through school coursework and the practical experience of working in The Statler Hotel. The student will learn the administrative management of their department and be given independence to pursue small initiatives to help their division. Students will also be encouraged to shadow and work with leaders in their home and related departments.

Tertiary Certification

The Tertiary Certification is completed by:

- attending departmental and division wide meetings
- shadowing the director(s) in their division
- working approximately 200 hours in the manager role
- taking on projects to improve their department/ division, HLDP, or The Statler Hotel

Students should decide which director role they would like to pursue and cater their managerial work to this particular position.

Once the student has completed the Tertiary Certification, they are eligible to apply for promotion to student director in their home department or division.

To be **promoted to the directorial level**, the student must express interest to their direct supervisor and the director they wish to work with. Once the student has expressed interest and determined which role they desire, they will write a **letter of intent** outlining:

1. the work done in the hotel and how this work will help them in their chosen directorial role
2. why they want this role and what unique qualities make them the best candidate for this position
3. what projects or initiatives they intend to take on as a director

Promotion to student director is a joint decision by the departmental and division director and the hotel's General Manager.

03 PROGRESSION

Directorial Level

At the director's level, the student will have the opportunity to work in a strategic leadership role for the division. The student has the opportunity to create and complete self-directed projects within the hotel. They use their knowledge of many departments to identify key areas of improvement and lead the execution of those initiatives. The student will also have the opportunity to take part in hotel wide operational leadership by attending weekly Statler Hotel Executive Committee meetings.

The student will also play an integral role in leading HLDP and work with the Student General Manager to lead HLDP Executive Committee meetings.

Students who demonstrate extraordinary dedication to The Statler Hotel and HLDP will be selected as the Student General Manager. Eligible students, any student director that has worked a considerable time in their directorial role, can communicate interest in being Student General Manager to the Statler Hotel Executive Committee. However, it is up to the Executive Committee and Statler Hotel General Manager to decide who ultimately gets the role.

Student General Manager

The Student General Manager (student GM) will work closely with The Statler Hotel General Manager (hotel GM). The student GM will have the opportunity to **choose what they would like to focus on in their role as student GM** (examples include: operational analytics, hotel budgeting, employee engagement, ...).

The student GM will also be the **point of liaison for HLDP** and will work closely with Nicole to ensure HLDP is running smoothly. The student GM will **lead the HLDP Student Executive Committee** and will run **monthly meetings** with this group.

The student GM is expected to work as much as they can, as they now hold a critical role in the hotel and HLDP. Just as will any HLDP role, the student GM should **work at least 16 hours a week**. However, the student GM will schedule their own hours and thus will need to stay on top of their time management. The student GM's projects should include both **hotel-wide and HLDP specific initiatives** to contribute to the ongoing success of both.

In addition to projects, the student GM should **meet weekly with key individuals** (hotel GM, Nicole, and anyone else who relates to the projects they chose). The student GM should also **attend weekly meetings** such as Statler Hotel Executive Committee meetings, divisional meetings, operations meetings, and any other pertinent meetings.

In summary, the student GM should be in touch with the program and the hotel as a whole. The student GM should work to make HLDP and The Statler Hotel the best that both can be.

03 HLDP TIMELINE

Pre-HLDP

- 2.5+ GPA
- work at The Statler Hotel
- 4+ semesters before graduation
- apply for HLDP (info session, Google form, supervisor appraisal, formal interview)

Supervisory Level

- lead and perform supervisory tasks
- complete Secondary Certification (200+ hrs in home department, cross-train 10+ hrs in another division, leadership training and hotel-wide discussions)
- participate in HLDP

Directorial Level

- work in a strategic leadership role for division
- attend department and hotel-wide meetings
- create and complete on self-directed project(s)
- take part in hotel wide operational leadership
- help student GM to lead HLDP

Entry Level

- mastery of entry jobs in home department
- complete Primary Certification (200+ hrs in home department, cross-train 12+ shifts in sister department, leadership training, additional elements for certification)
- take HADM 2170
- participate in HLDP

Managerial Level

- lead and perform managerial tasks
- complete Tertiary Certification (200+ hrs in home department, attend department and division meetings, work on projects)
- shadow hotel and HLDP leaders
- participate in HLDP
- write letter of intent to become a director

Student General Manager

- lead HLDP program (point of liaison for HLDP)
- work closely with GM and Executive Committee
- choose focus in their role as student GM
- develop and work on self-directed and hotel-wide projects
- work at least 16 hours a week (schedule own hours - time management)
- meet weekly with key individuals (GM, Nicole, ...) and attend weekly hotel meetings

04 EXPECTATIONS



Once accepted into HLDP, your experience as a student employee in the Statler Hotel changes. More is expected of you, and you can expect more from the hotel's management team.

As an HLDP participant we expect you to:

- Be an ambassador for The Statler Hotel and HLDP
- Take advantage of HLDP programming and leadership opportunities
- Work a minimum of 2 shifts a week (may vary by department, about 12 to 16 hours)
- Maintain a 2.5 cumulative GPA
- Recruit and train new students
- Grow within the program by engaging with the leadership track and/or exploring many different departments within The Statler Hotel

Expectations and requirements may vary by department.

OWN It
Commit to
holding
ourselves, and
each other,
accountable for
results.
-The Statler
Hotel Values

04 REQUIREMENTS

In addition to meeting the expectations listed above, there are various requirements that come with being a part of HLDP:

- Attend the weekly sessions. For Fall 2023 these meetings will take place on Mondays at 5:30pm. You are expected to be free for an hour at this time every week to be able to participate in these sessions.
- Complete the HADM 2170 HLDP course the spring after your acceptance into the program. When planning your schedule for the spring, make sure to leave room for this class because it is an HLDP requirement!
- Participate in different leadership trainings and workshops, including but not limited to: the Hoffman Challenge Course excursion (first fall semester in HLDP), bi-annual leadership workshops with Taylor Scott (8 hour long training at the start of every semester), and more.

Mentorship

PURSUE
Learning
Seek and
share
knowledge.
Nurture
personal and
professional
growth for
all
-The Statler
Hotel Values

At the beginning of the Fall Semester after you've been accepted, a **member of the Statler Hotel's management team within your home department** will be assigned to serve as your **leadership coach**. Your leadership coach will be selected based upon your divisional track, progression level and/or career interest. Leadership coaches are **expected to meet at a minimum of once per semester** with their mentees (you the student). However, it is encouraged that students and leadership coaches meet more often than only once per semester. While the leadership coach should play an active part in scheduling these meetings, the student is expected to remind their leadership coach if a meeting has not been scheduled within the first month of any given semester.

The leadership coach's role is to provide you with someone to discuss your goals, interests and challenges related to your progress in HLDP. At the beginning of each semester, the student will establish goals for the semester with their leadership coach. Leadership coaches can help you to set meaningful yet realistic, achievable goals and can help you to stay focused on these goals. With their industry and management experience, students will find their leadership coach to be a valuable resource in their pursuit of their career interest. As a member of Statler management, the leadership coach is in a position to offer sound advice and assistance to the student when challenges arise that impact the student's progress in the program. The leadership coach is intended to act as an advocate for the student, as the student learns to advocate for themselves in the workforce.

05 PERKS



Permanent Locker

HLDP students all get their own locker, located inside the locker room that they use. The locker can be used until the student either graduates or leaves the program. The intent of the locker is to store work clothes and tools, as anything that needs to be stored away during a shift. Nicole will reach out to set up your locker.



Leadership Workshops

The Statler Hotel is proud to partner with Taylor Scott (Lead with Hospitality) to provide leadership training and professional development to all leaders and HLDPer working at the Statler Hotel. These workshops take place once a semester and attendance is required as part of HLDP.



Networking Opportunities

As an HLDPer there are many opportunities to network from guest speakers to the industry professionals on the immersion trip. In addition to formal networking opportunities, HLDP has an extensive alumni network to connect with.



Industry Immersion Trip

Top HLDP leaders, who are at the manager level or higher, are selected to participate in the industry immersion trip during the last week of Winter Break. Accompanied by the top leaders in the hotel, these students will travel to a hospitality destination, where they will be able to participate in networking events, food experiences, site visits, and other activities. This excursion is sponsored by School of Hotel Administration Alumni and industry supporters of our school and HLDP.



HLDP Executive Committee

Supervisors and above will participate in the HLDP Executive Committee. This group of individuals will meet monthly to discuss the Hotel Leadership Development Program and suggest initiatives for its growth. This committee will be in charge of managing HLDP alongside Nicole Boosembark. Students on the committee will manage the Student Cares Committee and The Statler Hotel Social Impact Committee, in addition to working on any self or committee driven projects.

05 CONTACTS

As was mentioned in the introduction, we are all here to help you succeed during your time with HLDP. That being said, below is contact information for some of the full time staff within The Statler Hotel that may prove to be especially useful for certain situations.



Nicole Boosembark

- Director of Planning and Administration
- ncb4@cornell.edu
- Nicole manages the HLDP program alongside the student HLDP Executive Committee. Contact Nicole for questions about HLDP in general, especially anything to do with logistics.



Arthur Keith

- General Manager
- ak458@cornell.edu
- Arthur is another great person to contact with questions about HLDP in general or any questions pertaining to your time working at The Statler Hotel.

Who to contact in each department?

Below you will find the contact information for the point of contact in each department within The Statler Hotel. This information is especially useful for students looking to cross-train in another department.

- Culinary - Executive Chef
 - Eric Szymczak (ems324)
- Meetings and Events - Manager
 - Renee Smith (rns87)
- Taverna Banfi - Manager
 - Julia Nichols (jd864)
- Regent - Manager
 - Autumn Greenberg (ag97)
- Mac's and Terrace - Executive Sous Chef
 - Jana English (jb853)
- Front Office - Rooms Director
 - Nahum Guerra (ndg35)
- Housekeeping - Manager
 - Patti VanDeWeert (plv3)
- Sales and Marketing - Director
 - Marian Ware (mw493)
- Finance - Hotel Controller
 - Tim Crawford (tmc274)
- Learning and Development - Director
 - Rick Kuhar (rk30)

05 CONTACTS

In addition to the full time staff are all the students working at The Statler Hotel and all those involved in HLDP. As was mentioned in the "perks" section, student employees in HLDP who've reached a supervisory role (and above) make up the student HLDP Executive Committee. Below are the members of the committee as of Spring 2023.

Spring 2023 HLDP Executive Committee



- Melanie Goricanec '23 (mlg284)
 - Student General Manager & Executive Chef



- Hailey Nelson '23 (hjn5)
 - Marketing Manager



- Billy Youstra '23 (way6)
 - Front Office Supervisor



- Alex Wedgbury '23 (asw222)
 - Student Sous Chef



- Mia Federico '24 (mtf46)
 - Taverna Banfi Manager



- Tatiana Barelli '24 (tjb259)
 - Meetings and Events Manager



- Maggie Folwell '24 (mmf253)
 - Meetings and Events Supervisor



- Jet Qu '24 (hq49)
 - Front Office Supervisor



- Jessica Chang '24 (jlc495)
 - Front Office Supervisor



- Luke Varvayanis '25 (ldv29)
 - Meetings and Events Manager



- Max Weinhouse '25 (mcw257)
 - Regent Supervisor