

33RD ANNUAL NEW YORK UNIVERSITY INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE

JUNE 5 – 7, 2011 ■ NEW YORK MARRIOTT MARQUIS ■ NEW YORK CITY

www.nyu.edu/hospitalityconference

CONFERENCE CHAIR

JONATHAN M. TISCH

Co-Chairman of the Board and Office of the President, Loews Corporation and
Chairman and Chief Executive Officer of its subsidiary, Loews Hotels

CONFERENCE HOST

BJORN HANSON, PH.D.

Divisional Dean, Clinical Professor, HVS Chair
Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management,
School of Continuing and Professional Studies, New York University



PHOTOS: WASHINGTON SQUARE ARCH, NEW YORK; LE VICTORIA HOTEL, MAURITIUS; ORIENTAL PEARL
TOWER SPACE HOTEL, SHANGHAI



33RD ANNUAL NEW YORK UNIVERSITY INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE **NEW YORK CITY**



NYU TISCH CENTER CLINICAL PROFESSOR DR. LALIA RACH AND CONFERENCE CHAIR JONATHAN M. TISCH, CENTER, WITH 2010 CONFERENCE PATRON AND SPONSOR STUDENT SCHOLARS WHO ARE PURSUING NYU GRADUATE AND UNDERGRADUATE DEGREES IN HOSPITALITY, TOURISM, AND SPORTS BUSINESS.

On June 5 - 7, 2011 in New York City, the tourism and finance capital of the world, hotel development and investment leaders from around the globe will convene at the 33rd Annual NYU International Hospitality Industry Investment Conference. The NYU Conference will feature general sessions, workshops, and networking events to provide data, analysis, perspectives, insights and opportunities.

NYU HOSPITALITY CONFERENCE SCHOLARSHIP PROGRAM

The industry's investment in the NYU conference furthers the education and development of a diverse and dynamic student body that is experiencing the living laboratory of New York City – the graduate and undergraduate students of the Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management at New York University.

Contributions from the Patron and Sponsor organizations of the annual NYU International Hospitality Industry Investment Conference provide student scholarships, and support programs and facilities of the NYU-SCPS Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management.

If you would like to make an optional scholarship contribution in support of NYU Tisch Center students, please email hospitality.conf@nyu.edu. Organizations and individuals can provide donations for much needed scholarships. Any amount will be appreciated.

Additionally, last year, more than 50 NYU Tisch Center students volunteered on-site as conference hosts, learning and networking alongside the conference's executive attendees. For additional information on the NYU Tisch Center's leading academic programs in hospitality, tourism, and sports business, visit www.scps.nyu.edu/tischcenter.



PROVIDING THE ECONOMISTS' UPDATE TO 2010 CONFERENCE ATTENDEES ARE, LEFT TO RIGHT, DR. DAVID WYSS OF STANDARD AND POOR'S; BERNARD BAUMOHL OF THE ECONOMIC OUTLOOK GROUP; AND NYU TISCH CENTER DIVISIONAL DEAN AND CONFERENCE HOST DR. BJORN HANSON.

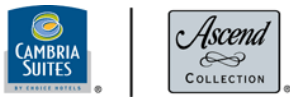
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Westmont Hospitality Group

... and the students of the Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, School of Continuing and Professional Studies, New York University



DOROTHY A. JENNINGS
NYU Conference Coordinator

Patrons and Sponsors as of June 1, 2011



JONATHAN M. TISCH

Conference Chair; Co-Chairman of the Board and Office of the President, Loews Corporation and Chairman and Chief Executive Officer of its subsidiary, Loews Hotels

PHOTO CREDIT: BUCK ENNIS



Jonathan M. Tisch is Co-Chairman of the Board and a member of the Office of the President of Loews Corporation, one of the largest diversified financial holding companies in the U.S., and

is also Chairman and Chief Executive Officer of its subsidiary, Loews Hotels. Recognized as a national leader of the multi-billion dollar travel and tourism industry, Tisch founded and served as Chairman of the Travel Business Roundtable from 1995–2008 and in 2009 merged it with the Travel Industry Association to create the U.S. Travel Association, of which he serves as Chairman Emeritus.

Tisch is also committed to a vibrant tourism industry in New York City, where for nearly six years he served as Chairman of NYC & Company, the city's official tourism marketing agency and convention and visitors bureau. Concurrent with his national

efforts to help stimulate travel in the aftermath of September 11th, Tisch served as Chairman of "New York Rising," a task force set up to help rebuild the city by reviving tourism.

Believing you can do well and do good at the same time, Tisch is a champion of corporate responsibility and his community and philanthropic activities are extensive. In 1990, Tisch created the Loews Hotels Good Neighbor Policy, the company's formal commitment to the long-standing tradition of understanding its responsibility to the communities where it owns and operates hotels. Loews Hotels Good Neighbor Policy was awarded the President's Service Award, the highest honor given by the President of the United States for community service directed at solving critical social problems. Tisch serves on the Board of Trustees for Tufts University, where he is also the naming benefactor of the Jonathan M. Tisch College of Citizenship and Public Service, and previously

served as the Vice-Chairman of national Welfare to Work Partnership.

Tisch is the host of the Emmy-nominated television broadcast, *Beyond the Boardroom with Jonathan Tisch*, a series of one-on-one interviews with America's preeminent CEOs and business luminaries. Talking to Jonathan Tisch, his guests are afforded an opportunity to reveal the person behind the business legend. Tisch is also the author of three best selling books: *The Power of We: Succeeding Through Partnerships*, *Chocolates on the Pillow Aren't Enough: Reinventing the Customer Experience* and his newest book, *Citizen You: Doing Your Part to Change the World*, where Tisch challenges readers to take up the mantle of social engagement and points the way toward making the world a better place, one person and one neighborhood at a time. This is Mr. Tisch's seventeenth year as Conference Chair.

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New York University is a private university that offers students the experiences of New York, a highly diverse student body from all 50 states and more than 120 countries, and one of the world's great research universities. NYU is a member of the Association of American Universities and is accredited by the Middle States Association of Colleges and Schools. Graduate and professional accrediting agencies recognize its degrees in all categories.

SCHOOL OF CONTINUING AND PROFESSIONAL STUDIES

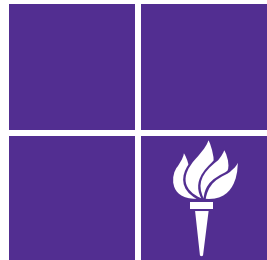
NYU SCPS

The NYU School of Continuing and Professional Studies (SCPS) is the leading and largest institution of its kind, providing professional and career oriented education at the bachelors and masters levels, and continuing education courses and certificates.

SCPS's growth reflects forces that are transforming the workplace. New technology, organizational restructuring, demographic shifts, and global competition have made continuing education and training a necessity. Focusing on the most current topics, designed to be immediately applicable, the School's over 2,000 credit and continuing education courses, seminars, and workshops, in more than 125 fields, constitute a dynamic, innovative curriculum recognized nationally as models for lifelong learning.

PRESTON ROBERT TISCH CENTER FOR HOSPITALITY, TOURISM, AND SPORTS MANAGEMENT

NEW YORK UNIVERSITY



Preston Robert TISCH CENTER

for Hospitality, Tourism,
and Sports Management

**The City is our Laboratory ...
Industry is our Faculty ...
Our Students are the Future
of the Profession**

The NYU Tisch Center, now in its sixteenth academic year, is a leading education and research center for hospitality, tourism, and sports.

The Tisch Center is named for Preston Robert Tisch, a pioneer and visionary, recognized globally for his leadership in the hospitality and sports industries, as well as for his civic service. A caring supporter of New York City,

he represented everything positive about New York hospitality, sports, and tourism. Mr. Tisch was Chairman and Co-CEO of the New York Giants, and while providing leadership of Loews Hotels and Loews Corporation, he served for 19 years as Chair of the New York Convention and Visitors Bureau, and was instrumental in the award-winning "I Love New York" campaign.

The Center was founded in July 1995 with hospitality and tourism programs, and in 1998 sports management was added. We strive to offer a curriculum to prepare future entrepreneurs and leaders in our sectors.

The Preston Robert Tisch Center offers three master's, three graduate certificates, two bachelor's, and continuing education and certificate programs.

TISCH CENTER PROGRAMS OF STUDY

Master of Science Degrees

- Hospitality Industry Studies
- Sports Business
- Tourism Management

Graduate Certificates

- Hospitality Industry Studies
- Sports Business
- Tourism Management

Bachelor of Science Degrees

- Hotel and Tourism Management
- Sports Management

Accelerated Certificates

- Hotel Operations
- Meeting and Conference Management
- Restaurant Operations

Certificate and Courses

- Meeting, Conference, and Event Management

Summer and Winter Session Intensives

- The Business of Baseball
- The Business of Professional Football

TISCH CENTER INDUSTRY RELATIONSHIPS

Extraordinary career opportunities are created for many students of the Tisch Center through internships, industry partnerships and the unique location in New York City, which is a global capital for our sectors. Students benefit from personalized career services that emphasize relationships with employers and alumni, on-campus recruiting, career fairs, and internship placements with leaders in their fields. These programs are designed to cultivate new professionals who will be well prepared for success upon graduation.

For additional information about the Tisch Center, visit:
www.scps.nyu.edu/tischcenter



CONFERENCE AGENDA

SUNDAY, JUNE 5

6:00 PM TO 8:00 PM

WELCOME RECEPTION

Sixth Floor, Broadway Ballroom

It's never been more valuable or vital to connect with colleagues at NYU's annual opening reception. Dress is business casual.

MONDAY, JUNE 6

7:00 AM TO 7:45 AM

NETWORK AND NOSH

Fifth Floor, Westside Ballroom

Meet, greet, and eat - a powerful way to start your day.

8:00 AM TO 8:05 AM



CONFERENCE HOST

Sixth Floor, Broadway Ballroom

Bjorn Hanson, Ph.D., Divisional Dean, Clinical Professor, HVS Chair, Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, School of Continuing and Professional Studies, New York University

8:05 AM TO 8:15 AM



CONFERENCE CHAIR'S OPENING REMARKS

Sixth Floor, Broadway Ballroom

Jonathan M. Tisch, Co-Chairman of the Board and Office of the President, Loews Corporation and Chairman and Chief Executive Officer of its subsidiary, Loews Hotels

8:15 AM TO 8:20 AM



WELCOME

Sixth Floor, Broadway Ballroom

Robert S. Lapiner, Ph.D., Dean, School of Continuing and Professional Studies, New York University



STEPHEN RUSHMORE OF HVS, LEFT, WITH DR. ROBERT S. LAPINER, DEAN OF NYU-SCPS, AT THE 2010 NYU CONFERENCE.

BADGE PICKUP AND INFORMATION

Fifth Floor

Proper photo identification is required for badge retrieval. One (1) set of conference materials per paid registrant is provided at time of badging. Badges must be displayed in all public spaces throughout the conference.

Hours:

Sunday, June 5	2:00 pm to 8:00 pm
Monday, June 6	7:00 am to 7:00 pm
Tuesday, June 7	7:00 am to 2:00 pm

NETWORKING – MADE IN MANHATTAN

Eighth Floor, Manhattan Ballroom

Make a connection and make a deal in our revitalizing attendee retreat room.

Available:

Monday, June 6	9:00 am to 5:00 pm
Tuesday, June 7	9:00 am to 2:00 pm

COFFEE BREAK IN THE EXPO CAFÉ

Fifth Floor, Westside Ballroom

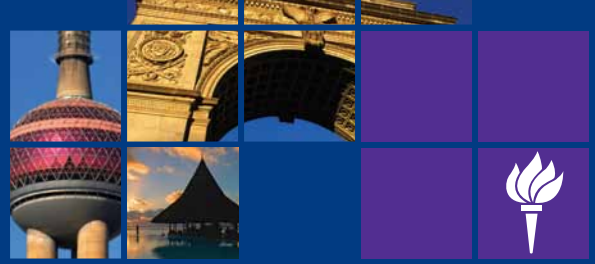
Expo Café

Meet the patrons and sponsors, e-mail the office, and reenergize with refreshments in NYU's network-friendly Patron and Sponsor Expo Café.

Breaks:

Monday, June 6	10:35 am to 11:05 am
	3:10 pm to 3:40 pm
Tuesday, June 7	11:00 am to 11:25 am

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www.twitter.com/nyuhospitality



CONFERENCE AGENDA

8:25 AM TO 9:15 AM

THE CEOs CHECK IN

Sixth Floor, Broadway Ballroom

Challenging Times: What have we learned? What can happen? What does “recovery” mean?



Moderator:

Lalia Rach Ed.D., Clinical Professor, Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, School of Continuing and Professional Studies, New York University

Panelists:



- **Hubert Joly**, President and Chief Executive Officer, Carlson
- **Christopher J. Nassetta**, President and Chief Executive Officer, Hilton Worldwide
- **Richard Solomons**, Chief Financial Officer, Head of Commercial Development and CEO designate, IHG (InterContinental Hotels Group)
- **Kathleen Taylor**, President and Chief Executive Officer, Four Seasons Hotels and Resorts
- **Frits van Paasschen**, President and Chief Executive Officer, Starwood Hotels & Resorts Worldwide, Inc.

9:20 AM TO 9:55 AM

THE POWER OF PRIVATE EQUITY

Sixth Floor, Broadway Ballroom

Giants of real estate investment share how they evaluate lodging as a real estate class of opportunity.



Moderator:

Maria Bartiromo, Anchor, CNBC

Panelists:



- **Jonathan Gray**, Senior Managing Director and Co-Head of Real Estate, The Blackstone Group
- **Barry Sternlicht**, Chairman and Chief Executive Officer, Starwood Capital Group



WELCOMING ATTENDEES TO THE 2010 NYU CONFERENCE. FROM LEFT TO RIGHT, NYU TISCH CENTER DIVISIONAL DEAN DR. BJORN HANSON; CONFERENCE COORDINATOR DOROTHY JENNINGS; NYU TISCH CENTER CLINICAL PROFESSOR DR. LALIA RACH; AND CONFERENCE CHAIR JONATHAN M. TISCH.

10:00 AM TO 10:30 AM

INDUSTRY UPDATE: THE STATISTICAL REALITY

Sixth Floor, Broadway Ballroom

In their annual analyses, the presenters review rate and recovery – and talk transactions, turnaround and timing.

Co-Presenters:



- **Mark V. Lomanno**, Chief Executive Officer, STR
- **Stephen Rushmore**, President and Founder, HVS

10:35 AM TO 11:05 AM

COFFEE BREAK IN THE EXPO CAFÉ

Fifth Floor, Westside Ballroom

Meet the patrons and sponsors, e-mail the office, and reenergize with refreshments in NYU's network-friendly Patron and Sponsor Expo Café.



CONFERENCE AGENDA

11:15 AM TO 12:30 PM

CONCURRENT WORKSHOPS

These workshops enable attendees to participate in exchanges with panelists about critical topics.

■ WORKSHOP I – INDUSTRY

LUXURY: ONE PERSON'S EXTRAVAGANCE IS ANOTHER'S NECESSITY

Fifth Floor, Salon 1

Industry experts discuss the definition of value in the luxury segment - for guests and owners.



Moderator:

P. Peter Benudiz, Partner, Milbank Tweed Hadley and McCloy LLP

Panelists:

- **Richard Baker**, Executive Vice President, Operations Director for The Americas, Mandarin Oriental Hotel Group
- **Alan J. Fuerstman**, Founder and Chief Executive Officer, Montage Hotels & Resorts
- **John M. Scott, III**, President and Chief Executive Officer, Rosewood Hotels & Resorts
- **Simon Turner**, President, Global Development, Starwood Hotels & Resorts Worldwide, Inc.
- **Homi Vazifdar**, Managing Director, Canyon Equity LLC

■ WORKSHOP II – FINANCE

PRIVATE EQUITY: DEALS? DEALS. DEALS!

Fifth Floor, Salon 2

Panelists discuss the current state of private equity investing in the lodging sector, focusing on the types and structures of investments garnering the greatest investor interest, quality of deal flow, and market opportunities and challenges. How do they manage and reposition their portfolios through this cycle?



Moderator:

Francis J. Nardoza, Chairman and Chief Executive Officer, REH Capital Partners, LLC

Panelists:

- **Richard Gomel**, Managing Director, Starwood Capital Group
- **Michael Klingher**, Senior Managing Director, Westbridge Investment Group
- **Gary Mendell**, Chairman and Chief Executive Officer, HEI Hotels & Resorts
- **Mitesh B. Shah**, Senior Managing Principal and Chief Executive Officer, Noble Investment Group
- **Stephen Tomlinson**, Partner, Kirkland & Ellis LLP

■ WORKSHOP III – DESIGN

CAPITAL EXPENDITURES: A DESIGN FOR PINCHING PENNIES OR SPENDING FOR RECOVERY?

Fourth Floor, Wilder Room

Are hotels still limiting capital spending to a cautious percentage of limited revenues or reinvesting to have a competitive edge as the economy recovers? Have spending patterns changed?



Moderator:

Richard Senechal, Senior Vice President, Facilities, Loews Hotels

Panelists:

- **John DelGrosso**, Vice President Construction, Engineering and Technical Services, Waterford Hotel Group, Inc.
- **Edward Hoganson**, Executive Vice President, Business Development, Crestline Hotels & Resorts
- **Thomas S. Ito**, Principal, Gensler
- **Phil Keipper**, Senior Vice President, Architecture and Construction - Americas, Hilton Worldwide
- **Jonathan C. Nehmer**, President, Jonathan Nehmer + Associates, Inc.

■ WORKSHOP IV – DEVELOPMENT

IF AND WHEN WILL WE SEE THE DEVELOPMENT CYCLE RESURRECTED?

Sixth Floor, Majestic Room

Any sign of global warming for the hotel development cycle?



Moderator:

Phillip Gordon, Partner, Perkins Coie, LLP

Panelists:

- **Troy Furbay**, Executive Vice President of Acquisitions and Development, Loews Hotels
- **Adriana Perez Quesnel**, Chief Executive Officer, FONATUR
- **Martin A. Reid**, Executive Vice President, Development and Acquisitions, Interstate Hotels & Resorts
- **G. Christopher Smith**, President, Ohana Real Estate Investors
- **Rajiv Trivedi**, Executive Vice President and Chief Development Officer, La Quinta Inns & Suites



TINA EDMUNDSON OF MARRIOTT INTERNATIONAL, INC. IN A PANEL DISCUSSION ON INDUSTRY PROFITABILITY DURING A DIFFICULT ECONOMIC TIME AT THE 2010 CONFERENCE.



CONFERENCE AGENDA



SCOTT BERMAN OF PwC, FAR RIGHT, MODERATES A DISCUSSION ON CURRENT LODGING DEVELOPMENT ISSUES AT THE 2010 NYU CONFERENCE. LEFT TO RIGHT: LOU PLASENCIA OF THE PLASENCIA GROUP; MICHAEL LEVY OF MORGAN STANLEY; CLARK HANRATTIE OF HEI HOTELS & RESORTS; MICHAEL DEPATIE OF KIMPTON HOTELS AND RESTAURANTS; AND JACK ADLER OF LOEWS HOTELS.

WORKSHOP V - OPERATIONS

WHO IS THE CUSTOMER?

Fourth Floor, Odets Room

Structural changes in hotel demand that are affecting the bottom line.



Moderator:

Scott D. Berman, Principal, Real Estate Business Advisory Services and Industry Leader, Hospitality & Leisure, PwC

Panelists:

- **Tim Hart**, Executive Vice President, Business Intelligence, Rubicon, A Travelclick Company
- **Kendra G. Hayden**, Director of Business Insights, American Express
- **David R. Roberts**, Senior Vice President, Global Revenue Management, Marriott International, Inc.
- **Michelle Russo**, President, Hotel Asset Value Enhancement

WORKSHOP VI - INDUSTRY

UPSCALE SELECT SERVICE: WILL IT BE THE GROWTH DARLING OF THE FUTURE? WHY?

Fifth Floor, Juilliard Room

Will upscale select service hotels lead the way as construction activity picks up? And will REITS and private equity funds favor the acquisition of hotels in this segment?



Moderator:

Joel M. Eisemann, Chief Owner & Franchise Relations Officer and Chief Development Officer, Select Service and Extended Stay Brands, Marriott International, Inc.

Panelists:

- **Craig J. Aniszewski**, Executive Vice President and Chief Operating Officer, Summit Hotel Properties, Inc.
- **Anthony Falor**, Managing Director, Select Service, Hodges Ward Elliott
- **William B. Fortier**, Senior Vice President, Development – Americas, Hilton Worldwide
- **Justin G. Knight**, President, Apple REIT Companies
- **David Pepper**, Senior Vice President, Global Development, Choice Hotels International

WORKSHOP VII - FINANCE

CAPITAL LABYRINTH: WHICH WAY NEXT?

Sixth Floor, Shubert Room

Where is the new capital for hotel transactions sourced, focusing on public and private equity? What do investors expect?



Moderator:

Jeffrey A. Horwitz, Partner, Corporate Department and Head of Lodging & Gaming Group, Proskauer

Panelists:

- **Jason N. Ader**, Chief Executive Officer, Hayground Cove Capital Partners LLC; Director, Las Vegas Sands Corp.
- **Jeffrey Davis**, Executive Vice President, Jones Lang LaSalle Hotels
- **Mark A. Lunt**, Principal, Real Estate and Hospitality, Ernst & Young LLP

12:40 PM TO 2:00 PM

LUNCHEON

Sixth Floor, Broadway Ballroom

WELCOME



Michael C. Alfano, D.M.D., Ph.D., Executive Vice President, New York University

LODGING HOSPITALITY MAGAZINE'S STEPHEN W. BRENER SILVER PLATE AWARD



Recipient:

Randell A. Smith, Owner, STR

Presenter:

Gary E. Dietz, Publisher, *Lodging Hospitality Magazine*



MIT SHAH OF NOBLE INVESTMENT GROUP, LEFT, AND JOEL EISEMANN OF MARRIOTT INTERNATIONAL, INC. AT THE 2010 CONFERENCE.



CONFERENCE AGENDA

1:30 PM TO 2:00 PM LUNCHEON ADDRESS

Sixth Floor, Broadway Ballroom



Guest:

Raymond W. Kelly, Police Commissioner, City of New York



Introduction:

Jonathan M. Tisch, Co-Chairman of the Board and Office of the President, Loews Corporation; Chairman and Chief Executive Officer of its subsidiary, Loews Hotels

2:05 PM TO 3:05 PM THE ECONOMISTS' UPDATE

Sixth Floor, Broadway Ballroom

NYU's own Dr. Bjorn Hanson leads the annual update by two of the most renowned economists.



Moderator:

Bjorn Hanson, Ph.D., Divisional Dean, Clinical Professor, HVS Chair, Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, School of Continuing and Professional Studies, New York University

Panelists:



- **Bernard Baumohl**, Chief Global Economist, The Economic Outlook Group, LLC
- **David Wyss, Ph.D.**, Chief Economist, Standard & Poor's

3:10 PM TO 3:40 PM COFFEE BREAK IN THE EXPO CAFÉ

Fifth Floor, Westside Ballroom

Meet the patrons and sponsors, e-mail the office, and reenergize with refreshments in NYU's network-friendly Patron and Sponsor Expo Café.

3:45 PM TO 5:00 PM CONCURRENT WORKSHOPS

▪ WORKSHOP VIII – FINANCE A TRANSACTIONS UPDATE FOR CHALLENGING TIMES *Fifth Floor, Salon 1*

What does it take to get a deal done and which assets are moving and at what price?



Moderator:

Keith M. Pattiz, Chairman, Real Estate Practice Group / Managing Partner, New York, McDermott Will & Emery LLP

Panelists:

- **Arthur Adler**, Managing Director and Chief Executive Officer, Jones Lang LaSalle Hotels
- **Mark W. Elliott**, Senior Managing Director, Hodges Ward Elliott
- **Robert Koger**, President, Molinaro Koger
- **Kevin E. Mallory**, Senior Managing Director, Practice Leader, CB Richard Ellis Hotels
- **Lawrence Brian Wolfe**, Senior Managing Director, Eastdil Secured

▪ WORKSHOP IX – OPERATIONS SOCIAL MEDIA: THE FINAL FRONTIER (BEAM ME UP, SCOTTY!)

Fourth Floor, Odets Room

To what extent will social media become an integral component of building customer loyalty as well as a vital communications tool of the future for the industry? As is, a source of revenue or another expense?



Moderator:

Adam Weissenberg, Vice Chairman, Tourism, Hospitality, and Leisure, Deloitte & Touche LLP

Panelists:

- **Claire M. Bennett**, Senior Vice President and General Manager, Consumer Travel Network, American Express
- **Flo Lugli**, Executive Vice President, Marketing, Wyndham Hotel Group
- **Chuck Sullivan**, Senior Vice President, Global Online Services, Hilton Worldwide
- **John Wallis**, Global Head of Marketing and Brand Strategy, Hyatt Hotels Corporation



CONFERENCE AGENDA



MICHAEL FISHBIN OF ERNST & YOUNG, FAR RIGHT, LEADS THE PANEL DISCUSSION ON THE FINANCIAL CHANGES IN THE INDUSTRY AT THE 2010 NYU CONFERENCE. LEFT TO RIGHT: DEBRA BATES OF DOLCE HOTELS (NOT PICTURED HERE); DAVID DUNCAN OF DENIHAN HOSPITALITY GROUP; TAMARA LAWSON OF INNVEST REIT/WESTMONT HOSPITALITY GROUP; OLIVIER POIROT OF ACCOR N.A. AND MOTEL 6; AND HARMIT SINGH OF HYATT HOTELS.

WORKSHOP X - INDUSTRY THE BOUTIQUE/LIFESTYLE HOTEL EXPLOSION

Fourth Floor, Wilder Room

It seems nearly every hotel company has introduced a new boutique or lifestyle product, and investors are buying them. While this explosion has created new development opportunities, it has resulted in confusion among some guests, owners and developers. The panel will explore the definition of this segment, and look at the opportunities in boutique and lifestyle properties, both independent and chain, as the industry evolves out of the downturn.



Moderator:

Michael Fishbin, Global Hospitality Leader, Hospitality and Leisure, Ernst & Young, LLP

Panelists:

- **Jonathan Frolich**, General Manager, Andaz 5th Avenue
- **Joseph Long**, Chief Investment Officer and Executive Vice President, Development, Kimpton Hotels and Restaurants
- **Jason Pomeranc**, Co-owner, Thompson Hotels
- **Brad Wilson**, Chief Operating Officer, Denihan Hospitality Group

WORKSHOP XI - FINANCE LOAN COMING DUE! HOLD 'EM OR FOLD 'EM: HOW DO I PLAY THIS HAND?

Fifth Floor, Salon 2

How does the owner decide whether to invest more equity into an asset to extend the loan or refinance, and if so, how much, or is it better to just hand back the keys? To complicate the question, the operator indicates the property needs significant cap ex that the owner needs to fund to bring the hotel up to its standards ... Decision time!



Moderator:

Richard F. Ross, Chair, Hotels and Leisure, SNR Denton

Panelists:

- **Debra Bates**, Chief Financial Officer, Dolce Hotels and Resorts
- **Jason Chrein**, Director - Lodging & Gaming, Crédit Agricole Corporate & Investment Bank
- **Diane M. Morefield**, Executive Vice President and Chief Financial Officer, Strategic Hotels & Resorts
- **Robert Stiles**, Executive Vice President and Head of Western Region, Cushman & Wakefield Sonnenblick-Goldman
- **Robert Winchester**, President and Chief Operating Officer, Waterford Hotel Group, Inc.

WORKSHOP XII - OPERATIONS FINESSING FINANCING FOR A FRANCHISE

Fifth Floor, Juilliard Room

As we begin to emerge from under a cloud, how are franchisors and franchisees working together to develop deals in a still limited capital environment?



Moderator:

James F. Anhut, Chief Development Officer, IHG (InterContinental Hotels Group)

Panelists:

- **Michael George**, President and Chief Executive Officer, Crescent Hotels & Resorts, LLC
- **John Hamilton**, Senior Vice President, Business Development and Acquisitions, Pyramid Hotel Group
- **Naveen P. Kakarla**, President and Chief Executive Officer, Hersha Hospitality Management
- **Robert J. Morse**, Managing Principal and Chief Operating Officer, Noble Investment Group
- **Paul J. Sacco**, Senior Vice President, Development-North America, Starwood Hotels & Resorts Worldwide, Inc.



CONFERENCE AGENDA

WORKSHOP XIII - PROGNOSTICATIONS HOW CLEAR IS YOUR CRYSTAL BALL: A 2011/2012 OUTLOOK

Sixth Floor, Shubert Room

2011 is nearly half over, so it's an excellent time to reflect on the state of the hospitality business, and look forward to the rest of the year and into 2012. A diverse panel of industry analysts provide their outlooks for the coming months and years.



Moderator:
Ed Watkins, Editor, *Lodging Hospitality*

Panelists:

- **Roland de Milleret**, Managing Director, HVS
- **Jeff Higley**, Vice President, Editorial Director, STR/HotelNewsNow.com
- **Warren J. Marr**, Director and Practice Leader, Hospitality and Leisure, PwC
- **Amy Cain Severson**, Director, Strategic Accounts and Industry Relations, Expedia, Inc.

5:00 PM TO 6:30 PM

GRAND NETWORKING RECEPTION

Sixth Floor, Broadway Ballroom

Move directly from an afternoon of workshops into the industry's premier networking event.



THE OPENING NIGHT WELCOME RECEPTION, PICTURED HERE FROM THE 2010 CONFERENCE, IS LEGENDARY FOR BOTH NYU HOSPITALITY AND NETWORKING.

TUESDAY, JUNE 7

7:00 AM TO 8:00 AM

NETWORK AND NOSH

Fifth Floor, Westside Ballroom

Meet, greet, and eat – a powerful way to start your day.

8:20 AM TO 8:30 AM

WELCOME BACK

Sixth Floor, Broadway Ballroom

Divisional Dean Bjorn Hanson and the NYU Faculty

BADGE PICKUP AND INFORMATION

Fifth Floor

Proper photo identification is required for badge retrieval. One (1) set of conference materials per paid registrant is provided at time of badging. Badges must be displayed in all public spaces throughout the conference.

Hours:

Sunday, June 5	2:00 pm to 8:00 pm
Monday, June 6	7:00 am to 7:00 pm
Tuesday, June 7	7:00 am to 2:00 pm

NETWORKING – MADE IN MANHATTAN

Eighth Floor, Manhattan Ballroom

Make a connection and make a deal in our revitalizing attendee retreat room.

Available:

Monday, June 6	9:00 am to 5:00 pm
Tuesday, June 7	9:00 am to 2:00 pm

COFFEE BREAK IN THE EXPO CAFÉ

Fifth Floor, Westside Ballroom

Expo Café

Meet the patrons and sponsors, e-mail the office, and reenergize with refreshments in NYU's network-friendly Patron and Sponsor Expo Café.

Breaks:

Monday, June 6	10:35 am to 11:05 am 3:10 pm to 3:40 pm
Tuesday, June 7	11:00 am to 11:25 am

FOLLOW NYU ON twitter
www.twitter.com/nyuhospitality



CONFERENCE AGENDA

8:30 AM TO 9:20 AM

THE IREFAC C. EVERETT JOHNSON AWARD

Sixth Floor, Broadway Ballroom



Recipient:

Mark W. Elliott, Senior Managing Director, Hodges Ward Elliott

Co-Presenters:

- **Laurence Geller**, President and Chief Executive Officer, Strategic Hotels & Resorts
- **Charles S. Henry**, President, Hotel Capital Advisers, Inc.

FINANCIALLY SPEAKING: IREFAC INSIDERS

Facts, figures, and estimates wrapped in experience and expertise.

Co-Moderators and Co-Chairs:



- **Laurence Geller**, President and Chief Executive Officer, Strategic Hotels & Resorts
- **Charles S. Henry**, President, Hotel Capital Advisers, Inc.

Panelists:

- **Monty J. Bennett**, Chief Executive Officer, Ashford Hospitality Trust
- **Mark W. Elliott**, Senior Managing Director, Hodges Ward Elliott
- **Mark Hoplamazian**, President and Chief Executive Officer, Hyatt Hotels Corporation
- **Neil H. Shah**, President and Chief Operating Officer, Hershah Hospitality Trust
- **Michael Shannon**, Managing Director, KSL Capital Partners
- **Arne Sorenson**, President and Chief Operating Officer, Marriott International, Inc.



MODERATOR ALEX KYRIAKIDIS OF DELOITTE, FAR LEFT, LEADS A DISCUSSION ON SURVIVAL STRATEGIES AND THE ULTIMATE PEAKS AND VALLEYS OF THE YEAR AT THE 2010 NYU CONFERENCE. LEFT TO RIGHT: ERIC DANZIGER OF WYNDHAM HOTEL GROUP; STEPHEN JOYCE OF CHOICE HOTELS INTERNATIONAL; CHRISTOPHER NASSETTA OF HILTON WORLDWIDE; SIMON TURNER OF STARWOOD HOTELS & RESORTS; AND W. EDWARD WALTER OF HOST HOTELS & RESORTS.

9:25 AM TO 10:10 AM

THE REIT FACTOR: PROGRESSIVE STRATEGIES IN THE PUBLIC ARENA

Sixth Floor, Broadway Ballroom

A fast-paced, unabashed discussion featuring public REIT executives who will share their experiences in dealing with this economic cycle's challenges and opportunities. The panelists will also provide candid advice on how your business can best capitalize on the current environment.



Moderator:

Lou A. Plasencia, Chairman and Chief Executive Officer, The Plasencia Group, Inc.

Panelists:

- **Monty J. Bennett**, Chief Executive Officer, Ashford Hospitality Trust
- **Kenneth E. Cruse**, President, Sunstone Hotel Investors
- **Dan Hansen**, President and Chief Executive Officer, Summit Hotel Properties, Inc.
- **Richard A. Smith**, President and Chief Executive Officer, FelCor Lodging Trust Inc.

10:15 AM TO 11:00 AM

SPOTLIGHTING INTERNATIONAL LUXURY: IS IT BACK? A GLOBAL UPDATE

Sixth Floor, Broadway Ballroom

The CEOs of international upper upscale and luxury brand management companies debate the post-recession prospects for these segments in major international markets.



Moderator:

Alex Kyriakidis, Global Managing Director, Tourism, Hospitality, and Leisure, Deloitte

Panelists:

- **Raymond N. Bickson**, Managing Director and Chief Executive Officer, Taj Hotels Resorts and Palaces
- **Robert Gaymer-Jones**, Chief Executive Officer, Sofitel Worldwide
- **Gerald Lawless**, Executive Chairman, Jumeirah Group

11:00 AM TO 11:25 AM

COFFEE BREAK IN THE EXPO CAFÉ

Fifth Floor, Westside Ballroom

Meet the patrons and sponsors, e-mail the office, and reenergize with refreshments in NYU's network-friendly Patron and Sponsor Expo Café.



CONFERENCE AGENDA

11:30 AM TO 12:45 PM

CONCURRENT WORKSHOPS

WORKSHOP XIV - INDUSTRY

ADDING A VACATION OWNERSHIP COMPONENT TO RESORT PROPERTIES

Fifth Floor, Juilliard Room

There are more resorts that were planned to have a whole ownership component than there is a market for the whole units, so perhaps other forms of vacation ownership make sense!



Moderator:

John Melicharek, Partner, Baker & Hostetler LLP

Panelists:

- **John M. Burlingame**, Global Head, Residential Development, Hyatt Hotels Corporation
- **Franz Hanning**, President and Chief Executive Officer, Wyndham Vacation Ownership, Inc.
- **Howard Nusbaum**, President and Chief Executive Officer, American Resort Development Association
- **Aran Ryan**, Real Estate Business Advisory Services Director, PwC

WORKSHOP XV - FINANCE

HOTEL CAPITAL MARKETS REBOUND

Fifth Floor, Salon 1

IPO Scorecard – how have we done and what does the future hold for lodging Initial Public Offerings? An in-depth look at the IPO market for lodging companies. What alternatives exist for companies that do not have access to the public equity markets?



Moderator:

Drew Goldman, Managing Director, Head of Real Estate Investment Banking-Americas, Deutsche Bank Securities Inc.

Panelists:

- **Mark J. Gerstein**, Managing Director, Real Estate, Lodging and Leisure Group, UBS Investment Bank
- **Rick S. Kirkbride**, Chair/Resort, Restaurant & Recreation Practice Group, Paul Hastings Janofsky & Walker
- **Benjamin Thomas Leahy**, Managing Director, Goldman Sachs
- **Paul M. Whyte**, Managing Director, Head of Real Estate, Investment Banking, U.S., Credit Suisse Securities (USA) LLC

WORKSHOP XVI - OPERATIONS

WASHINGTON POLITICAL UPDATE: HOW THE ADMINISTRATION AND THE CONGRESS ARE CHANGING THE HOTEL BUSINESS

Sixth Floor, Shubert Room

What are implications for development, expenses, and operations?



Moderator:

Stephen P. Joyce, President and Chief Executive Officer, Choice Hotels International

Panelists:

- **Marlene Colucci**, Executive Vice President for Public Policy, American Hotel & Lodging Association
- **Jeffrey D. DeBoer**, President and Chief Executive Officer, The Real Estate Roundtable
- **Roger J. Dow**, President and Chief Executive Officer, U.S. Travel Association
- **Kathleen Matthews**, Executive Vice President, Global Communications & Public Affairs, Marriott International, Inc.

WORKSHOP XVII - FINANCE

ARE CURRENT WORKOUTS AND RESTRUCTURINGS THE LAND OF OPPORTUNITY?

Fifth Floor, Salon 2

This session explores the recapitalization of existing deals, new financing techniques to structure new capital while navigating control covenants. How new equity is entering the market through bankruptcies, and how flags are helping (perhaps even pivotal) in recapitalizations.



Moderator:

Jay A. Neveloff, Partner, Kramer Levin Naftalis & Frankel LLP

Panelists:

- **Gary E. Axelrod**, Partner, Latham & Watkins LLP
- **Neil H. Shah**, President and Chief Operating Officer, Hersha Hospitality Trust
- **Kimberly A. Wachen**, Partner, Arent Fox LLP
- **David J. Weymer**, Managing Principal, Capital Markets, and General Counsel, Noble Investment Group



NEIL H. SHAH OF HERSHA HOSPITALITY TRUST AT THE 2010 NYU CONFERENCE.



CONFERENCE AGENDA

WORKSHOP XVIII - DEVELOPMENT

INTERNATIONAL HOTEL DEVELOPMENT: CONTRASTS AND COMPARISONS

Seventh Floor, Duffy-Columbia Room

Do differences in economic trends, debt and equity markets, and cultural factors mean that the outlook for growth will be best other than in the U.S.? The experts weigh in on hotel development trends internationally, including trends in management and franchise agreements, development models, financial markets, economics, and travel trends.



Moderator:

Karen E. Rubin, Senior Vice President, Global Development Policy and Feasibility, Starwood Hotels & Resorts Worldwide, Inc.

Panelists:

- **Arthur de Haast**, Global Chief Executive Officer, Jones Lang LaSalle Hotels
- **Christian Karaoglanian**, Chief Development Officer, ACCOR SA
- **Amish Naik**, Vice President of Global Development, Operations, and Planning, Choice Hotels International
- **Roger Zampell**, Senior Vice President of Development, Portman Holdings



ARNE SORENSON OF MARRIOTT INTERNATIONAL, INC., LEFT, AND JAY SHAH OF HERSHA HOSPITALITY TRUST, IN A DISCUSSION ON LEADERSHIP AND STRATEGIC DIRECTION AT THE 2010 CONFERENCE.

WORKSHOP XIX - OPERATIONS

BRANDING IN THE DIFFERENT SECTORS

Fourth Floor, Odets Room

Everything new is old again!



Moderator:

Dennis Nessler, Editor, *Hotel Business*

Panelists:

- **Angela Bray**, Chief Operating Officer, North America, IHG (InterContinental Hotels Group)
- **Alexandra Jaritz**, Senior Vice President, Brand Planning and Management, Choice Hotels International
- **Brian J. King**, Senior Vice President, Select Service & Extended Stay Lodging, Marriott International, Inc.
- **Ron Pohl**, Senior Vice President, Brand Management and Member Services, Best Western International, Inc.

WORKSHOP XX - LEGAL

HOTEL MANAGEMENT AGREEMENT STRESS POINTS IN THE POST SUB-PRIME MELTDOWN

Sixth Floor, Majestic Room

The panel includes senior attorneys who devote a majority of their time to negotiating, drafting and litigating hotel management agreements. Views will reflect those of owners and operators, and the discussion “stress points” will reveal insights gleaned from 150 years of collective experience, highlighting how HMA issues may be treated differently going forward as a result of the Great Recession.



Moderator:

Michael J. Sullivan, Co-Chair, Hotels, Resorts and Clubs Practice Group/Real Estate, Greenberg Traurig, P.A.

Panelists:

- **William A. Brewer, III**, Partner, Bickel & Brewer
- **Sheri P. Chromow**, Partner, Katten Muchin Rosenman LLP
- **Robert G. Haiman**, Senior Vice President of Business Development and Chief Legal Officer, Remington Hotels
- **Carl B. Lee**, Partner, Akin Gump Strauss Hauer & Feld LLP
- **Andrew S. Robins**, Partner, Real Estate Department, Proskauer



CONFERENCE AGENDA

WORKSHOP XXI - DEVELOPMENT

RECENT ALUMNI REVELATIONS FROM MILLENNIALS

Fourth Floor, Wilder Room

As Millennials, Tisch Center graduates represent the greatest users of social media. Come hear them share their insights and stories about how lodging brands can benefit from and capture their share of the conversation and their business. Alumni will talk about ways in which their use of social media has influenced their perspectives on selecting, purchasing and evaluating lodging options, restaurants, and other services. They will also share their views of our industry and their career future.



Moderator:

Fred Mayo, Ph.D., Clinical Professor, Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, School of Continuing and Professional Studies, New York University

Panelists:

- **Laura Arneson**, Front Office Manager, Residence Inn by Marriott Times Square New York (M.S. Hospitality Industry Studies '10)
- **Emily Ditman**, Account Executive, eMarketing Services, Hospitality eBusiness Strategies (B.S. Hospitality and Tourism Management '10)
- **Diana Longworth Ditto**, Assistant Housekeeping Manager, Le Parker Meridien Hotel (M.S. Tourism Management '10)
- **Ryan Farias**, Director of Product Development – NYC, Tourico Holidays (M.S. Tourism and Travel Management '09)
- **Eugene Ko**, Digital Marketing Coordinator, PhoCusWright, Inc. (B.S. Hospitality and Tourism Management '10)

1:00 PM TO 2:30 PM

LUNCHEON

Sixth Floor, Broadway Ballroom

BEYOND THE BOARDROOM



Interview Guest:

Piers Morgan, Journalist and Host, CNN's "Piers Morgan Tonight"



Interview Host:

Jonathan M. Tisch, Co-Chairman of the Board and Office of the President, Loews Corporation; Chairman and Chief Executive Officer of its subsidiary, Loews Hotels



THE 2010 ANNUAL NYU TISCH CENTER ALUMNI PANEL FROM LEFT TO RIGHT: R. BAILEY WITT, III '09 OF NEW MEADOWLANDS STADIUM; JOHN PAULSEN '09 OF TISHMAN HOTEL CORPORATION; MICHELLE JOHNSTON '06 OF STARWOOD HOTELS & RESORTS; AND LA HYUN BAIK '07 OF HVS GLOBAL HOSPITALITY SERVICES.

CONFERENCE PATRON AND SPONSOR NYU TISCH CENTER SCHOLARSHIP AWARDS

Each year generous contributions from conference sponsorship support graduate and undergraduate Tisch Center scholars and programs. Meet some of our best and brightest.



Presenter:

Bjorn Hanson, Ph.D., Divisional Dean, Clinical Professor, HVS Chair, Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, School of Continuing and Professional Studies, New York University

2:45 PM TO 4:00 PM

CONCURRENT WORKSHOPS

WORKSHOP XXII - DESIGN

THE BRANDING OF INDEPENDENT HOTELS

Fourth Floor, Wilder Room

Independent hotels are being embraced or even pursued by the big hotel companies. Will this approach work to create new brands within the large hotel companies or will it dilute the DNA of the existing brand? Hear from industry experts in design and branding on the approach that is being taken to establish these new brands.



Moderator:

Stacy Silver, Executive Director, *Hotel Management*

Panelists:

- **Glenn V. Colarossi**, Chief Business Development Officer, WTS International
- **Dennis McCarty**, Vice President Design and Construction – Americas, IHG (InterContinental Hotels Group)
- **George Scammell**, Vice President, Global Design, Wyndham Worldwide
- **Adam D. Tihany**, President, Tihany Design
- **Christopher Tompkins**, Corporate Vice President, Brand Marketing, B Hotels and Resorts
- **Kip W. Vreeland**, Vice President, Autograph Collection, Marriott International, Inc.



CONFERENCE AGENDA

■ WORKSHOP XXIII - FINANCE

BACK IN THE SADDLE

Fifth Floor, Salon 1

After spending months (or years!) advising owners rather than doing deals, hotel brokers are back in business, riding the start of a wave of transactions that are carrying our industry forward.



Moderator:

Anne R. Lloyd-Jones, Managing Director, HVS

Panelists:

- **Jose Alvarez**, Managing Director, Molinaro Koger
- **Peter E. Dannemiller**, Executive Vice President, Hodges Ward Elliott
- **Mark G. Fair**, Managing Director, Jones Lang LaSalle Hotels
- **Thomas P. McConnell**, Senior Managing Director, Global Hospitality Group, Cushman & Wakefield Sonnenblick Goldman, LLC.
- **Daniel C. Peek**, Senior Managing Director, HFF - Holliday Fenoglio Fowler LP

■ WORKSHOP XXIV - OPERATIONS

PHANTOM OF THE ONLINE TRAVEL AGENTS (OTA): DISTRIBUTION GONE WILD

Fourth Floor, Odets Room

Let's discuss (friend or foe?)



Moderator:

Eric Pearson, Chief Marketing Officer, The Americas, IHG (InterContinental Hotels Group)

Panelists:

- **Mark G. Carrier**, Senior Vice President, B. F. Saul Company Hotel Division
- **Thomas J. Corcoran, Jr.**, Chairman of the Board, FelCor Lodging Trust
- **Steve Hood**, Senior Vice President Research, STR
- **Melissa Maher**, Global Vice President of Strategic Accounts and Industry Relations, Expedia
- **Michael Andrew Murphy**, Senior Vice President, Global Sales, Choice Hotels International
- **Amy Severson**, Director of Industry Relations, Expedia

■ WORKSHOP XXV - INDUSTRY

THE NEW LUXURY RESORT MODEL

Fifth Floor, Salon 2

In the past it has relied on the timeshare/fractional and whole ownership real estate market to make the numbers work. What's in the future?



Moderator:

William A. Weber, Partner, Hughes Hubbard & Reed LLP

Panelists:

- **Jim Alderman**, Executive Vice President, Development, Wyndham Hotel Group
- **Alex Alt**, Senior Vice President, Global Development & Strategy, Rosewood Hotels & Resorts
- **Cecelia L. Fanelli, ESQ.**, Partner, Steptoe & Johnson LLP
- **Jonas Niermann**, Manager, Real Estate and Business Advisory Services, PwC

Conference Agenda as of June 1, 2011



NYU POLICIES AND GENERAL INFORMATION

CONFERENCE REGISTRATION

Registration for the 33rd Annual NYU International Hospitality Industry Investment Conference is \$1,975 USD. This fee includes access to scheduled breakfasts, luncheons, receptions, workshop sessions, and one (1) set of materials for each paid participant. Invited speakers are pre-registered. There are no discounts and no partial attendance fee options. Spouses, visitors, and guests are not granted access unless fully registered and badged. Registrations (online, mail, or fax) must be received by 12:00 pm on Friday, June 3, 2011 (Eastern Standard Time). To register on-site, visit the NYU information desk beginning at 2:00 pm on Sunday, June 5, 2011 on the fifth floor of the New York Marriott Marquis.

ELECTRONIC CONFIRMATION

Confirmations of registrations will be sent by e-mail to the e-mail address provided to NYU. If confirmation is not received within two business days, e-mail hospitality.conf@nyu.edu to request a duplicate copy.

CANCELLATIONS, REFUNDS, AND TRANSFERS

Advance written notice is required for all cancellation and refund requests. Cancellations and refund requests must be received before close of business on Friday, May 27, 2011 (Eastern Standard Time). You must submit your request via e-mail: hospitality.conf@nyu.edu or fax: (212) 995-4676 and indicate registrant name, organization, contact information and confirmation number. Please note a \$300 USD cancellation fee will apply. Cancellations received after May 27 are non-refundable. **No on-site cancellations may be permitted.**

A transfer of registration will be accepted if written notice is received by close of business on Thursday, June 2, 2011 (Eastern Standard Time). Submit the request by e-mail: hospitality.conf@nyu.edu or fax: (212) 995-4676 and indicate registrant name, organization, contact information and confirmation number. Please note a \$150 USD transfer fee will apply. Transfer requests received after June 2 will not be accepted. **No on-site transfer of registrations may be permitted.**

BADGES AND MATERIALS

The 33rd Annual NYU International Hospitality Industry Investment Conference information desk will open, with badges and materials available, beginning 2:00 pm on Sunday, June 5, 2011 on the fifth floor of the New York Marriott Marquis. The information desk is also available beginning at 7:00 am on both Monday, June 6, 2011 and Tuesday, June 7, 2011.

Proper photo identification is required for badge retrieval. One (1) set of conference materials per paid registrant is provided at time of badging. Badges must be displayed in all public spaces throughout the conference.

PARTICIPANT LIST

A participant list derived from information provided to NYU at time of registration will be distributed to all attendees. Early registration is vital to ensure inclusion on the participant list. To appear, your registration must be received and processed by NYU before close of business on Tuesday, May 17, 2011 (Eastern Standard Time). Please plan accordingly.

LODGING RESERVATIONS

Update as of May 11, 2011: The NYU hotel block is sold out. The New York Marriott Marquis will now accept reservations on a rate- and space-available basis only, so do not delay securing your hotel accommodations.

The 33rd Annual NYU International Hospitality Industry Investment Conference will be held at the New York Marriott Marquis, located at 1535 Broadway at 45th Street, New York City. The NYU lodging rate became available in November 2010, beginning at \$316 USD plus tax. The New York Marriott Marquis will hold a block of rooms until Wednesday, May 11, 2011, based on availability. After this date, reservations will be accepted only on a rate- and space-available basis. Attendees are responsible for costs and coordinating their own lodging and travel arrangements. For hotel reservations at the New York Marriott Marquis, please call (506) 474-2009 or (800) 266-9432 and ask for the **NYU Hospitality Conference** or visit their website to arrange lodging accommodations online.

SPECIAL NEEDS AND REQUESTS

Participants with special needs, such as physical or dietary, are encouraged to e-mail hospitality.conf@nyu.edu or call (212) 998-9140 by Tuesday, May 31, 2011 to indicate their particular requirement(s).

LIFELONG LEARNING

The School of Continuing and Professional Studies at New York University (NYU-SCPS) is a recognized leader in graduate, undergraduate, and continuing education. The 33rd Annual NYU International Hospitality Industry Investment Conference meets the educational requirements of many organizations and agencies. New York University is an affirmative action/equal opportunity institution.

PROGRAM UPDATES

New York University reserves the right to cancel, modify, or reschedule programs and speakers. Visit our website for the most updated conference program.

IREFAC

New York University and the Executive Planning Committee of the 33rd Annual NYU International Hospitality Industry Investment Conference are grateful for the guidance of the Industry Real Estate Financing Advisory Council (IREFAC) of the American Hotel & Lodging Association (AH&LA), whose past and present chairs include: Archie Bennett; Stephen F. Bollenbach; Stephen W. Brener (deceased); Thomas J. Corcoran, Jr.; Gregory R. Dillon (deceased); Laurence S. Geller; Matthew J. Hart; Charles S. Henry; Jackson Hsieh; C. Everett Johnson (deceased); Peter C. Krause; William G. McDonald; Michael Murphy; Stephen Rushmore; Randell A. Smith; Arne M. Sorenson; Kathleen Taylor; and Gary Wilson.

SAVE THE DATE

The 34th Annual NYU International Hospitality Industry Investment Conference will be held June 3 – 5, 2012 at the New York Marriott Marquis in New York City. Please bookmark www.nyu.edu/hospitalityconference.



REGISTRATION INFORMATION

ONLINE REGISTRATION

- **VISIT** www.nyu.edu/hospitalityconference
- Highly recommended for fastest response
- Automated e-mail confirmation will be sent to the e-mail address provided to NYU at time of registration
- Major credit cards accepted: American Express®, Discover®, MasterCard®, or Visa®

OTHER REGISTRATION OPTIONS

- **MAIL** – To register by mail, complete this registration form, and return with credit card authorization, or a check or money order payable to New York University to the below address. Payment must accompany the registration form. An e-mail confirmation of registration will be sent. Please provide an original business card for badge accuracy. Fill out a separate form for each registration. Send to: SCPS Budget Office, New York University, 25 West 4th Street, Room 203, New York, NY 10012, Attention: 2011 Hospitality Conference.
- **FAX** – To register by fax, complete this registration form, and submit with credit card authorization. You may register by fax 24 hours a day by dialing (212) 995-4677. An e-mail confirmation of registration will be sent. Please provide an enlarged, photocopied business card for badge accuracy. Fax a separate form for each registration.

All registrations (online, mail, or fax) must be received by 12:00 pm on Friday, June 3, 2011 (Eastern Standard Time). To register on-site, visit the NYU information desk beginning at 2:00 pm on Sunday, June 5, 2011 on the fifth floor of the New York Marriott Marquis. **We do not accept wire transfers as a form of payment.**

SAVE THE DATE

The 34th Annual NYU International Hospitality Industry Investment Conference will be held June 3 – 5, 2012 at the New York Marriott Marquis in New York City. Please bookmark www.nyu.edu/hospitalityconference.

CONFERENCE REGISTRATION FORM

ONLINE: www.nyu.edu/hospitalityconference

FAX TO: (212) 995-4677

MAIL TO: SCPS Budget Office, New York University
25 West 4th Street, Room 203
New York, NY 10012
Attention: 2011 Hospitality Conference

FIRST NAME M.I. PREFERRED FIRST NAME FOR BADGE (IF DIFFERENT)

LAST NAME

TITLE (NO ABBREVIATIONS PLEASE)

ORGANIZATION

DIVISION (IF ANY)

ADDRESS

CITY

STATE

ZIP

COUNTRY

BUSINESS PHONE

E-MAIL (REQUIRED FOR AUTOMATED CONFIRMATION)

BUSINESS FAX

- Please register me for the 33rd Annual NYU International Hospitality Industry Investment Conference** – Sunday, June 5, 2011, 2:00 pm (NYU registration desk opens) to Tuesday, June 7, 2011, 4:00 pm; conference registration \$1,975 USD.

PAYMENT METHOD NOTE: *Registration valid only when payment received*

- Payment (check or money order) is enclosed or
- I authorize you to charge my credit card \$1,975 USD. It is my understanding that should there be a cancellation (\$300 USD) or transfer of registration (\$150 USD), as per policy, my credit card will be charged accordingly.
- American Express® Discover® MasterCard® Visa®

CREDIT CARD NUMBER

EXPIRES

AUTHORIZED SIGNATURE (REGISTRATION WILL NOT BE PROCESSED WITHOUT SIGNATURE)