43RD ANNUAL NYU
INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE
NOVEMBER 7–9, 2021
New York Marriott Marquis • NYC

CONFERENCE AGENDA

Conference Chair
Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board, Loews Corporation

Conference Vice Chair
Jeffrey Stewart
Founder and President, Walnut Hill Advisors

Conference Host
Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and Associate Dean, Jonathan M. Tisch Center of Hospitality, NYU School of Professional Studies

Conference Co-Host
Lynn Minnaert, PhD
Academic Director, Clinical Associate Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

Conference Coordinator
Dorothy A. Jennings
Executive Vice President, HVS Conference Coordinator, NYU International Hospitality Industry Investment Conference

@nyuhospitality #nyuhospitality Conference >
sps.nyu.edu/hospitalityconference
In addition to the NYU International Hospitality Industry Investment Conference, the NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality hosts two Distinguished Lecturer Series:

The Stephen W. Brener Distinguished Lecturer Series in Hospitality Management and The Grossinger-Bergman Distinguished Lecturer Series in Travel and Tourism

These events are open to students, faculty members, and industry professionals. They provide lively discussion and an invigorating exchange of ideas. Each features top industry panelists.

We hope to see you at our future lectures!
WORKSHOP I – Finance  
*LODGING’S ALTERNATIVE UNIVERSE: WHAT IS MAINSTREAM, WHAT IS DISRUPTIVE, AND WHAT’S NEXT?*  
Fourth Floor, Odets

WORKSHOP II – Design/Development  
*DESIGN INNOVATION: HERE TO STAY OR GONE TOMORROW?*  
Fourth Floor, Wilder

WORKSHOP III – Industry Segment  
*SELECT SERVICE AND THE ELEMENTS OF ENDURING APPEAL*  
Fourth Floor, Ziegfeld

WORKSHOP IV – Operations  
*HOTEL FRANCHISE AGREEMENTS: PERSPECTIVES FROM THE BRANDS, OWNERS AND OPERATORS*  
Fifth Floor, Booth and Edison in the Lyceum Complex

WORKSHOP V – Finance  
*M&A TODAY: THE URGE TO MERGE*  
Fifth Floor, Salon 4 in the Lyceum Complex

WORKSHOP VI – Industry Data  
*USING CUSTOMER DATA TO FORMULATE A COMPETITIVE ADVANTAGE*  
Fifth Floor, Salon 2 in the Julliard Complex

WORKSHOP VII – Industry Segment  
*LIFESTYLE HOTELS IN THE AFTERLIFE*  
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

WORKSHOP VIII – Finance  
*DEALS AND STRATEGIES FOR THE RACE ALONG THE WINDING ROAD AHEAD*  
Sixth Floor, Winter Garden in the Majestic Complex

WORKSHOP IX – Technology  
*GAME CHANGERS – DIGITAL TRANSFORMATION IN HOSPITALITY*  
Fourth Floor, Wilder

WORKSHOP X – Finance  
*DEALMAKERS: DEALING WITH DEALS*  
Fourth Floor, Odets

WORKSHOP XI – Operations  
*STRUCTURING THE HMA TO IMPACT ASSET VALUE*  
Fourth Floor, Ziegfeld

WORKSHOP XII – Industry Segment  
*HOTEL RESIDENTIAL*  
Fifth Floor, Booth and Edison in the Lyceum Complex

WORKSHOP XIII – Operations  
*ARE THEY GUESTS, OR MEMBERS? LOYALTY, REWARDS, AND CUSTOMER OWNERSHIP*  
Fifth Floor, Salon 4 in the Lyceum Complex

WORKSHOP XIV – Finance  
*THE VIEW FROM THE BANKS: SWIMMING, DROWNING OR TREADING WATER*  
Fifth Floor, Salon 2 in the Julliard Complex
WORKSHOPS & GENERAL SESSIONS AT-A-GLANCE

WORKSHOP XV – Industry Segment
THE ENDURING ATTRACTION OF RESORT HOTELS
Fifth Floor, Belasco and Broadhurst in the Juilliard Complex

WORKSHOP XVI – Operations
DATA PROTECTION, ADTECH & CONTRACTING – UNDERSTANDING AND MANAGING YOUR COMPLIANCE OBLIGATIONS
Sixth Floor, Winter Garden in the Majestic Complex

5:00 p.m. to 6:30 p.m.
A NIGHT WITH HILTON
Fifth Floor, Westside Ballroom

TUESDAY, NOVEMBER 9

7:00 a.m. to 8:15 a.m.
NETWORK AND NOSH
Fifth Floor, Westside Ballroom

8:20 a.m. to 11:45 a.m.
GENERAL SESSIONS

8:15 a.m. to 8:20 a.m.
WELCOME
Sixth Floor, Broadway Ballroom

8:20 a.m. to 9:05 a.m.
INDUSTRY LEADERS DISCUSS CURRENT TRENDS SHAPING THE FUTURE OF TRAVEL AND HOW TO CAPITALIZE ON WHAT’S COMING NEXT
Sixth Floor, Broadway Ballroom

9:10 a.m. to 10:10 a.m.
THE LEADERS CHECK IN – PART TWO: CONSOLIDATION, SCALE, AND THE STRUCTURE OF THE HOSPITALITY INDUSTRY
Sixth Floor, Broadway Ballroom

10:15 a.m. to 11:00 a.m.
INDUSTRY LEADERS’ THINK TANK
Sixth Floor, Broadway Ballroom

11:05 a.m. to 11:45 a.m.
ROUNDTABLE FORGING A NEW PATH TOWARD RACIAL EQUITY IN THE C-SUITE
Sixth Floor, Broadway Ballroom

11:45 a.m. to 12:10 p.m.
COFFEE BREAK IN THE EXHIBITOR AREAS
Fifth Floor and Sixth Floor Foyers

12:10 p.m. to 1:00 p.m.
CONCURRENT WORKSHOPS

WORKSHOP XVII – Industry Segment
BUILDING BACK BETTER: ENVIRONMENTAL AND SOCIAL RESPONSIBILITY IN THE HOSPITALITY INDUSTRY
Fourth Floor, Wilder

WORKSHOP XVIII – NYU Jonathan M. Tisch Center of Hospitality Alumni Panel
HOTEL ASSETS AND PORTFOLIO IN AN INFLATIONARY ENVIRONMENT: RISING INVESTMENT OPPORTUNITIES
Fourth Floor, Odets

1:00 p.m. to 3:50 p.m.
GENERAL SESSIONS

1:00 p.m. to 1:55 p.m.
LUNCHEON
Sixth Floor, Broadway Ballroom

PARTNERING FOR CHANGE; A DEANS’ DISCUSSION
2:00 p.m. to 2:30 p.m.
ONE-ON-ONE
Sixth Floor, Broadway Ballroom

2:35 p.m. to 3:00 p.m.
The Irene C. Everett Johnson Award
Sixth Floor, Broadway Ballroom

3:00 p.m. to 3:50 p.m.
FINANCIALLY SPEAKING: IREFAC INSIDERS
Sixth Floor, Broadway Ballroom

3:55 p.m. to 4:55 p.m.
CONCURRENT WORKSHOPS
Sixth Floor, Broadway Ballroom

WORKSHOP XXIV – Finance
WHAT’S NEXT? Navigating Turbulent Times
Fifth Floor, Belasco and Broadhurst in the Juilliard Complex

WORKSHOP XXV – Industry Segment
THE MIDSCALE SEGMENT EVOLVES: CURRENT TRENDS AND THE SHAPE OF THINGS TO COME
Sixth Floor, Winter Garden

WORKSHOP XXVI – Operations
THE WHO, WHAT, AND WHERE OF HOSPITALITY WORKFORCE MANAGEMENT TODAY
Fifth Floor, Salon 2 in the Julliard Complex

WORKSHOP XXVII – Operations
CYBER RISK
Fifth Floor, Booth and Edison in the Lyceum Complex
PROTOCOLS FOR KEEPING YOU SAFE

The executive order issued by the mayor regarding vaccination requirements in New York City states that all customers and employees are required to be vaccinated for all indoor dining at restaurants, bars, catering/event facilities and any other indoor sit-down dining options.

All conference speakers, attendees, faculty, and employees must be fully vaccinated against COVID-19 and upload proof of their vaccination in advance. Masks will be required to be worn throughout the event.

Due to the university and city’s Covid protocols on-site registration is not available.

TO VIEW THE 2021 NYU HOSPITALITY INVESTMENT CONFERENCE ON YOUR MOBILE PHONE:

Use your phone’s native camera app and hover over the QR code below. Click through the link and earn access to our conference agenda, speaker bios, and more!
Welcome to the 43rd Annual NYU International Hospitality Industry Investment Conference. It is great to finally be back together in person. The pandemic has taken a personal and professional toll on everyone, and while our industry has been impacted harder than most, your presence here is a testament to its resilience.

The Executive Planning Committee has organized an agenda that balances outstanding general sessions with interesting workshops and networking opportunities, all of which will provide insight and value for you and your organization as we continue to navigate challenging times.

This year, our annual CEOs Check In session will feature Keith Barr, chief executive officer, IHG Hotels & Resorts; Sébastien Bazin, chairman and chief executive officer, Accor; Anthony Capuano, chief executive officer, Marriott International; David Kong, president and chief executive officer, BWH Hotel Group; Christopher J. Nassetta, president and chief executive office, Hilton; and be moderated by Sara Eisen, Anchor, “Closing Bell,” CNBC.

On Monday afternoon, in the Beyond the Boardroom segment, I’ll have a conversation with Jamie Dimon, chairman and chief executive officer, JPMorgan Chase & Co. where we will engage in a provocative discussion about the complex forces shaping the business environment and what it means for our industry and for investors.

The NYU School of Professional Studies and the Jonathan M. Tisch Center of Hospitality are honored to host this conference and are proud to play a role in educating and preparing the next generation of industry leaders. Some of those students will be assisting with the Conference and we encourage you to interact with them over the next couple of days. Monies raised with the support of the sponsors over the years have allowed us to build a unique and ambitious scholarship program that benefits the students. We are excited to share an important announcement about this on Tuesday afternoon.

We are grateful for your participation and generosity, and hope you have a productive and enjoyable conference.

Sincerely,

Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board, Loews Corporation
Conference Chair
On behalf of the students, faculty and staff members, alumni, and the entire Jonathan M. Tisch Center of Hospitality and NYU School of Professional Studies (NYU SPS) community, it is our great pleasure to welcome you to the 43rd Annual NYU International Hospitality Industry Investment Conference.

For more than four decades, the Conference has served as a forum for industry leaders and practitioners to discuss timely and trending topics, and as access to the networking opportunities that are so critical for this continually evolving field. The Conference’s longevity and continuous record-setting attendance are true testaments to its tremendous value and significance. As always, our commitment is to offer a program that addresses the industry’s most pressing issues and to provide thought leadership, workshops on the latest trends, and endless opportunities to engage with industry professionals on a global scale.

We extend our profound thanks to Conference Chair Jonathan M. Tisch, Vice Chair Jeffrey Stewart, and the Executive Planning Committee for once again curating an extraordinary program. The Conference could never have achieved this level of success without their exceptional stewardship.

We also are greatly appreciative of the tireless efforts of Dorothy A. Jennings, and Karen Rubin for their unparalleled dedication and extraordinary service.

Finally, with deepest gratitude, we recognize and thank the Conference sponsors for their generous contributions and support, which help to fund student scholarships and academic initiatives for the Tisch Center.

With sincere appreciation,

Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and Associate Dean, Jonathan M. Tisch Center of Hospitality, NYU School of Professional Studies
Conference Host
More than 60 Tisch Center and Howard University student volunteers are on-site as hosts to assist attendees throughout the Conference. Please introduce yourself if you have a moment. Tisch Center and Howard University students applied and competed for this opportunity to meet with and learn from industry leaders. These students represent the next generation of conference attendees, panelists, and moderators.

If you are interested in recruiting interns or temporary, part-time, or full-time employees, we can introduce you to exceptional students and alumni who are seeking opportunities. For more details, visit page 37 or contact Rachel Frint, assistant dean, NYU School of Professional Studies Wasserman Center for Career Development at rachel.frint@nyu.edu

Visit sps.nyu.edu/hospitalityconference to view our sponsors, special recognitions, our speaker biographies, and other important conference information.
CONFERENCE CHAIR
JONATHAN M. TISCH
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board, Loews Corporation

CONFERENCE VICE CHAIR
JEFFREY STEWART
Founder and President, Walnut Hill Advisors

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CONFERENCE COORDINATOR
DOROTHY A. JENNINGS
Executive Vice President, HVS Conference Coordinator, NYU International Hospitality Industry Investment Conference

REZA AKHAVI
Deutsche Bank Securities

GARY E. AXELROD
Latham & Watkins

GEOFF BALLOTTI
Wyndham Hotels & Resorts

SCOTT D. BERMAN
PwC

MICHAEL D. BLUHM
Morgan Stanley - Investment Banking

JANIS CANNON
Choice Hotels International

EILEEN CROWLEY
Deloitte & Touche

JOEL M. EISEMANN
IHG Hotels & Resorts

SCOTT B. ELLMAN
Eastdil Secured

JAMES A. FRANQUE
Hyatt Hotels Corporation

SEAN HENNESSEY
NYU SPS Tisch Center of Hospitality

JEFFREY A. HORWITZ
Proskauer

KEVIN JACOBS
Hilton

DOROTHY A. JENNINGS
HVS

MICHAEL MAGRANS
EY

CAROLINE MAHL
Wells Fargo Corporate & Investment Banking

AMANDA MALTOS
Expedia

HEATHER MCCORORY
Accor

R. TYLER MORSE
MCR

FRANCIS J. NARDOZZA
REH Capital Partners

GILDA PEREZ-ALVARADO
JLL Hotels & Hospitality

RON POHL
BWH Hotel Group

SCOTT P. ROSENBERG
Nehmer

RICK ROSS
Dentons

KAREN RUBIN
Karen Rubin Hotels

STEPHEN RUSHMORE, JR.
HVS

MIT SHAH
Nobel Investment Group

NOAH J. SILVERMAN
Marriott International

JEFFREY STEWART
Walnut Hill Advisors

LEN WOLMAN
Waterford Hotel Group

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Waterford Hotel Group
CONFERENCE REGISTRATION AND ADDITIONAL INFORMATION

CONFERENCE NAME BADGE PICKUP
Fifth Floor

Hours:
• Sunday, November 7
  2:00 p.m. to 8:00 p.m.
• Monday, November 8
  7:00 a.m. to 6:30 p.m.
• Tuesday, November 9
  7:00 a.m. to 2:00 p.m.

Due to the university and city’s Covid protocols on-site registration is not available.

NETWORKING LOUNGE
Fifth Floor, Westside Ballroom

Available:
• Monday, November 8
  7:00 a.m. to 3:00 p.m.
• Tuesday, November 9
  7:00 a.m. to 5:00 p.m.

COFFEE BREAKS
Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments prior to attending Concurrent Workshops.

Breaks:
• Monday, November 8
  11:55 a.m. to 12:15 p.m.
  3:40 p.m. to 4:00 p.m.
• Tuesday, November 9
  11:45 a.m. to 12:10 p.m.

EXHIBITOR AREAS
Fifth and Sixth Floor Foyers

Hours:
• Monday, November 8
  7:00 a.m. to 6:30 p.m.
• Tuesday, November 9
  7:15 a.m. to 4:00 p.m.

PHONE CHARGING STATIONS
For your convenience, we will have charging stations available in the designated areas on the fifth floor and sixth floor!

CONTACT US
For registration, or general NYU Hospitality Investment Conference inquiries, please visit us on the fifth floor or email hospitality.conf@nyu.edu.

@NYUHOSPITALITY
SUNDAY, NOVEMBER 7

6:00 p.m. to 8:00 p.m.
MARRIOTT WELCOME RECEPTION
9th Floor Lounge

Join us as we open the 2021 NYU International Hospitality Industry Investment Conference! Meet, mingle, and network with the professionals who drive this stimulating, evolving, and fascinating industry. *(Dress is business casual.)*

MONDAY, NOVEMBER 8

7:00 a.m. to 7:55 a.m.
NETWORK AND NOSH
Fifth Floor, Westside Ballroom

Enjoy a great breakfast with reunited colleagues as you prepare for an enlightening day that will focus on changes and trends in the industry.

8:00 a.m. to 11:55 a.m.
GENERAL SESSIONS

8:00 a.m. to 8:15 a.m.
WELCOME FROM NYU JONATHAN M. TISCH CENTER OF HOSPITALITY
Sixth Floor, Broadway Ballroom

Nicolas Graf, PhD, Jonathan M. Tisch Chaired Professor and Associate Dean, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality, will provide opening remarks to kick off the first day of the Conference, which is packed with high-energy panels and informative breakout sessions.

8:15 a.m. to 8:25 a.m.
CONFERENCE CHAIR’S OPENING REMARKS
Sixth Floor, Broadway Ballroom

An introduction on what is happening in the industry, why the Conference is important, and how it is structured to provide the most relevant and timely information.

Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and Associate Dean, Jonathan M. Tisch Center of Hospitality, NYU School of Professional Studies, Conference Host

Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board, Loews Corporation
8:30 a.m. to 9:10 a.m.
GOVERNMENT UPDATE
Sixth Floor, Broadway Ballroom

MODERATOR:
Jeffrey Stewart
Founder and President, Walnut Hill Advisors, Conference Vice Chair

PANELISTS:
Roger Dow
President and Chief Executive Officer, U.S. Travel Association

Ken Greene
President and Chief Executive Officer, AAHOA

Andy Ingraham
President, Founder and Chief Executive Officer, National Association of Black Hotel Owners, Operators and Developers (NABHOOD)

Chip Rogers
President and Chief Executive Officer, American Hotel and Lodging Association (AHLA)

9:15 a.m. to 10:15 a.m.
THE CEOs CHECK IN: A VIEW FROM THE TOP
Sixth Floor, Broadway Ballroom

Learn from top hospitality executives about the evolving investment landscape and the changing consumer base, as well as the ways in which the competition is pressing these CEOs to lead their brands and to differentiate their companies.

MODERATOR:
Sara Eisen
Anchor, “Closing Bell,” CNBC

PANELISTS:
Keith Barr
Chief Executive Officer, IHG Hotels & Resorts

Sébastien M. Bazin
Chairman and Chief Executive Officer, Accor

Anthony Capuano
Chief Executive Officer, Marriott International

David Kong
President and Chief Executive Officer, BWH Hotel Group

Christopher J. Nassetta
President and Chief Executive Officer, Hilton
10:20 a.m. to 11:15 a.m.
CAPITAL OUTLOOK
Sixth Floor, Broadway Ballroom
With a cautiously optimistic outlook, where are owners and other capital sources intersecting, and where diverging? Expert panelists discuss the current capital climate, including: new acquisitions and the transactions market, rescues, and distressed asset opportunities. For owners, how are capex on existing assets versus new acquisitions being prioritized? Where – and for what – is debt available, on what terms, and what can we expect to see from lenders at the negotiating table? Who is building new, and where is the funding coming from? Listen to these leaders discuss what the capital stack looks like today - at both the asset and the corporate level - and what this means for tomorrow.

MODERATOR:
Jeffrey A. Horwitz
Senior Partner, Proskauer

PANELISTS:
Michael D. Bluhm
Managing Director, Global Head of Gaming and Lodging, Morgan Stanley - Investment Banking
Ted Darnall
Partner and Chief Executive Officer, HEI Hotels + Resorts
Rob Hays
President and Chief Executive Officer, Ashford Hospitality Trust
Michael I. Lipson
President and Chief Executive Officer, Access Point Financial
Thomas C. Morey
Executive Vice President and Chief Investment Officer, Park Hotels and Resorts
Jay H. Shah
Chief Executive Officer, Hersha Hospitality Trust

11:20 a.m. to 11:55 a.m.
STATISTICALLY SPEAKING
Sixth Floor, Broadway Ballroom
Data is a critical factor in the hospitality industry for planning, growth, expansion, and taking advantage of new and emerging opportunities. Learn from top industry research and consultation specialists about current trends, and hear their forecasts.

INTRODUCTION:
Rachael S. Rothman
Head of Hotels Research and Data Analytics, CBRE

COPRESENTERS:
Rod G. Clough, MAI
President, HVS Americas, HVS
Amanda Hite
President and Chief Executive Officer, STR

11:55 a.m. to 12:10 p.m.
COFFEE BREAK IN THE EXHIBITOR AREAS
Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers
Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments in the Exhibitor Areas.

12:10 p.m. to 1:00 p.m.
CONCURRENT WORKSHOPS:
The Conference’s concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.
WORKSHOP I – Finance
LODGING’S ALTERNATIVE
UNIVERSE: WHAT IS
MAINSTREAM, WHAT IS
DISRUPTIVE, AND WHAT’S
NEXT?
Fourth Floor, Odets

AirBNB started the disruption of our sector with its home-sharing model and is now developing a hotel in Rockefeller Plaza. Start-ups are partnering with them and others to buy entire apartment complexes. Marriott, a blue-blood of the traditional lodging sector has now developed its Homes-and-Villas home-sharing platform. Wyndham’s European Vacation Rental business is in the same space with emerging property managers such as Vacasa and Evolve. There also are a number of more urban-oriented disruptors. How is our industry morphing and what does it mean for customers, brands, and traditional owners, financiers, and lawyers? When disruption becomes part of the mainstream is it still disruptive? In short, Dad… are we there yet?

MODERATOR:
Rick Ross
Partner, Global Chair, Hotels & Leisure & Global Co-Chair, Family Office & High Net Worth, Dentons

PANELISTS:
Morgan Brown
Vice President, Real Estate Strategy, Inspirato

Joseph DiTomaso
Co-Founder and Chief Executive Officer, AllTheRooms

Hari Nair
Global Senior Vice President and General Manager, Account Management, Expedia Group

Paul Sacco
Chief Development Officer, Mint House

WORKSHOP II – Design/Development
DESIGN INNOVATION: HERE TO STAY OR GONE TOMORROW?
Fourth Floor, Wilder

Experts review what has changed temporarily in the hotel design and what is here to stay based upon what we have learned over the past year. Take a deep dive into public and F&B spaces, guestrooms, and amenities to understand how or if they will change.

MODERATOR:
Scott P. Rosenberg
President, Nehmer

PANELISTS:
Michael Damitio
Managing Director of Asset Management, Geller Capital Partners

Kavitha C. Iyer
Head of Design, IHG Hotels & Resorts

Kat Kim
Vice President, Creative, Dream Hotel Group

Meredith Zimmerman
Vice President – Design, RLJ Lodging Trust
WORKSHOP III – Industry Segment
SELECT SERVICE AND THE ELEMENTS OF ENDURING APPEAL
Fourth Floor, Ziegfeld

This segment has been the industry darling of an entire community of owners, operators and developers through the entire cycle. As the cycle shifts, will we see doubling-down or selling? Can owners expect values to hold? Will new supply be constrained, or will new construction technologies and new design priorities (such as smaller room sizes, showers-only bathrooms, and so forth) lower development costs enough to maintain momentum? What can owners and investors expect from this segment when an economic stress test arrives?

MODERATOR:

Stephanie Ricca
Editorial Director, Hotel News Now

PANELISTS:

James Carroll
President and Chief Executive Officer, Crestline Hotels & Resorts

Chip Ohlsson
Executive Vice President and Chief Development Officer, North America, Wyndham Hotels & Resorts

Adam Sherer
Senior Vice President for Lodging Development (East) – Marriott Select Brands, Marriott International

Jim Tierney
Senior Vice President, Development and Owner Relations, Hyatt Hotels Corporation

WORKSHOP IV – Operations
HOTEL FRANCHISE AGREEMENTS: PERSPECTIVES FROM THE BRANDS, OWNERS AND OPERATORS
Fifth Floor, Booth and Edison in the Lyceum Complex

How will franchise agreements and brand standards evolve as industry disruptors continue to innovate? How will the increasing number of new hotel brands affect the marketplace? How can franchisors help owners through a tightening market? Does the franchisee or third-party operator have the ability to influence the brands?

MODERATOR:

Julienne Smith
Senior Vice President, Development, IHG Hotels & Resorts

PANELISTS:

Bill Fortier
Senior Vice President, Development Americas, Hilton

Kate Henriksen
Co-Chief Investment Officer, RLJ Lodging Trust

Naveen P. Kakarla
President and Chief Executive Officer, HHM

Mehul Patel
Managing Partner and Chief Executive Officer, Newcrestimage

Monday, November 8
WORKSHOP V – Finance
M&A TODAY: THE URGE TO MERGE
Fifth Floor, Salon 4 in the Lyceum Complex

REIT’s do it. Data analytics entities do it. Technology companies do it too. And branded hotel companies have been doing it for years now. The urge to merge persists. Is this driven by the need for scale? By the lack of availability of other growth opportunities? Or is it simply the continual proving out of capitalism’s economic model where efficiency must win? The players and experts discuss the big picture, the strategies behind some of the recent M&A activity in the news, and what we can look forward to for the rest of the year.

MODERATOR:
Todd E. Soloway
Co-Chair Litigation/Head of Hotel + Hospitality Group and Real Estate Litigation, Pryor Cashman

PANELISTS:
Nicolas Broussaud
Head of Transactions, Accor

Arthur Goldfrank
Managing Director, Mergers and Acquisitions, Deutsche Bank Securities

Richard S. Hoffman
Global Business Development Officer, Marriott International

Daniel Lesser
President and Chief Executive Officer, LW Hospitality Advisors

Thomas Song
Chief Financial Officer, Aimbridge Hospitality

WORKSHOP VI – Industry Data
USING CUSTOMER DATA TO FORMULATE A COMPETITIVE ADVANTAGE
Fifth Floor, Salon 2 in the Julliard Complex

How can the hotel owners and managers leverage data insights to understand competition and portfolio performance? Who are your customers, who else should be your customers, and what do these customers want? And can you understand this without violating their privacy? With a proliferation of data collection technologies, where are smart owners and managers spending data dollars and how is the investment return measured? Exactly how does data collection and utilization translate into a competitive advantage, and how are owners and managers playing in this space?

MODERATOR:
Rachael S. Rothman
Head of Hotels Research and Data Analytics, CBRE

PANELISTS:
Tom Buoy
Executive Vice President and Chief Commercial Officer, Radisson Hotel Group Americas

Jeffrey Emenecker
Senior Director, Analytics, Cvent

Isaac Esseku
Global Head of Execution, Evidence Lab Innovations, UBS AG

Vail S. Ross
Senior Vice President, Global Business Development and Marketing, STR
WORKSHOP VII – Industry Segment  
**LIFESTYLE HOTELS IN THE AFTERLIFE**  
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

With their social lobbies, hot bars, and buzzy lifestyle hotel restaurants, were hard-hit a year ago. Now, in this COVID-informed world, how does the underlying gestalt hold up? Panelists will discuss the challenges and opportunities within the lifestyle hotel realm, not only from the development and operations standpoint but also from the perspective of sheer creativity. How and where are these experts finding inspiration to apply to their brands, development plans, and ongoing operations? In an arena that was already getting crowded, what feels fresh today? And, what non-hotel-industry brands, influencers, authors and artists will directly influence our industry moving forward?

**MODERATOR:**  
Jeff Weinstein  
Editor in Chief, HOTELS

**PANELISTS:**  
Michael Fuerstman  
Co-Founder and Creative Director, Pendry Hotels & Resorts  
Kathleen Reidenbach  
Chief Commercial Officer, Kimpton Hotels & Restaurants  
Jay Stein  
Chief Executive Officer, Dream Hotel Group  
Homi Vazifdar  
Chief Executive Officer, Canyon Equity  
Philippe Zrihen  
Head of Americas, Ennismore

WORKSHOP VIII – Finance Segment  
**DEALS AND STRATEGIES FOR THE RACE ALONG THE WINDING ROAD AHEAD**  
Sixth Floor, Winter Garden in the Majestic Complex

Private capital continues to shape the lodging industry allocating resources to some deals and not to others, under certain structures but not others. In the current environment, where it is tougher than ever to forecast the future, where is private capital placing its bets? These expert panelists are in the day-to-day business of investing in the lodging sector, and they’ve promised to share their investment rationales, and where – and under what forms – they are putting their money down.

**MODERATOR:**  
Francis J. Nardozza  
Chairman and Chief Executive Officer, REH Capital Partners

**PANELISTS:**  
Jarrad Evans  
Chief Investment Officer, Remington Hotels  
Joseph Delli Santi  
Senior Vice President, Acquisitions and Development, MCR  
Clark W. Hanrattie  
Partner, HEI Hotels & Resorts  
Michael Magrans  
Principal, EY  
Jeffrey Stulmaker  
Principal, Investments, KHP Capital Partners

Monday, November 8
2:35 p.m. to 3:20 p.m.
PERSPECTIVES IN LEADERSHIP

Even before the pandemic, the lodging industry was at a pivot point, being impacted by numerous vectors of change, including competition from short-term rentals, shifts in technology, and the increasing importance of ESG-related issues. But now, a new, post-pandemic world is emerging under our feet. After a year of “not-normal”, it is difficult to truly know which changes are permanent, which are transitory, and which will come next. Navigating the business world as this transmutation occurs calls for keen strategic vision, flawless tactical execution, and smarts. These trailblazers are leading the lodging industry into its future: hear about the business issues and concerns that each is focusing on today.

MODERATOR:
William J. Ferguson
Chairman and Chief Executive Officer, Ferguson Partners

PANELISTS:
Liam Brown
Group President, U.S. and Canada, Marriott International

Kristin Campbell
Executive Vice President, General Counsel & Chief ESG Officer, Hilton Worldwide

Heather McCrory
Chief Executive Officer, North and Central America, Accor

Mit Shah
Chief Executive Officer, Noble Investment Group

INTERVIEW GUEST:
Jamie Dimon
Chairman and Chief Executive Officer, JPMorgan Chase & Co.

INTERVIEW MODERATOR:
Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board, Loews Corporation
3:25 p.m. to 3:40 p.m.  
**REIMAGINING THE WORKFORCE: LABOR CHALLENGES AND OPPORTUNITIES IN TRAVEL AND LODGING**

Recruiting, retaining, and managing labor cost has never been more challenging in travel and lodging. The pandemic exacerbated and accelerated ongoing concerns about the career prospects in hospitality. Learn about the latest evidence on trends, root causes, implications, and potential solutions that point toward the future of work in the lodging industry.

**PRESENTERS:**

- Vanja Bogicevic, PhD, M.Arch.  
  Director of HI Hub Experiential Learning Lab and Clinical Assistant Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality
- Tom McCaleb  
  Managing Director and Partner, Boston Consulting Group
- Oliver Bonke  
  Advisor, The Boston Consulting Group and Advisory Board, NYU Tisch Center of Hospitality

**MODERATOR:**

- David Woolenberg  
  Chief Executive Officer, Duetto

**PANELISTS:**

- Tom Botts  
  Chief Commercial Officer, Uplift
- Andrew Jordan  
  Chief Marketing Officer, Aimbridge Hospitality
- Laura B. Mutterperl  
  Chief Legal Officer, Dream Hotel Group

3:40 p.m. to 4:00 p.m.  
**COFFEE BREAK IN THE EXHIBITOR AREAS**  
Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments in the Exhibitor Areas.

4:00 p.m. to 5:00 p.m.  
**CONCURRENT WORKSHOPS**

The Conference’s concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.
WORKSHOP X – Finance
DEALMAKERS: DEALING WITH DEALS
Fourth Floor, Odets

With the complexities of new technology, global tensions, M&A activity, and a nail-biting economy, dealmaking is more of an art form than ever before. Hear from some of the industry's best "execution experts" about today's hot button issues, where capital is coming from and what it is looking for, who's playing and who's not, and the creativity, expertise, and perseverance required to get a deal done in the current climate.

MODERATOR:
Keith M. Pattiz
Partner, McDermott Will & Emery

PANELISTS:
Jeffrey Davis
Senior Managing Director – Co-Head Hotels Investment Sales, JLL Hotels & Hospitality Group

Daniel C. Peek
President, Hotel Group, Hodges Ward Elliott

Louis Stervinou
Managing Director, Eastdil Secured

Robert J. Webster
Vice Chairman, CBRE Hotels Institutional Group, CBRE

Lawrence B. Wolfe
Vice Chairman, Co-Head of Lodging, Newmark

WORKSHOP XI – Operations
STRUCTURING THE HMA TO IMPACT ASSET VALUE
Fourth Floor, Ziegfeld

The price at which a hotel trades is impacted not only by whether it is encumbered by management, but also by the unique characteristics of any such encumbrance. Management contract terms can impact the asset's perceived value and perceived upside potential, its tradability, and the size and character of the potential pool of buyers. These expert panelists discuss this complex issue, and strategies for structuring the management agreement to optimize the hotel's underlying value.

MODERATOR:
Michelle S. Russo
Founder and Chief Executive Officer, Hotel Asset Value Enhancement (hotelAVE)

PANELISTS:
Chad L. Crandell
Managing Director and Chief Executive Officer, CHMWarnick

John S. Hamilton
Executive Vice President, Business Development, Pyramid Hotel Group

Greg Hartmann
Senior Vice President, Luxury, Lifestyle, Resort Residential & Corporate Development, Hilton

Rick S. Kirkbride
Partner, Paul Hastings

Mark Schoenholtz
Vice Chairman, Co-Head of Lodging, Newmark
WORKSHOP XII – Industry Segment
HOTEL RESIDENTIAL
Fifth Floor, Booth and Edison in the Lyceum Complex

Branded residential in a hotel context has greatly evolved since the Great Recession. Mixed-use and luxury projects are increasingly featuring some form of for-sale product. From stand-alone branded residential projects to condominium-hotels and rental programs, this panel will explore lessons learned and leading practices for the development, sale and operations of hotel residential.

MODERATOR:
Isabelle Claver
Director, PwC

PANELISTS:
Rachel Bates
Partner, Latham & Watkins

Dana Jacobsohn
Chief Development Officer, U.S. Luxury Hotels and Global Mixed-Use, Marriott International

Stacey E. Nadolny
Senior Partner, Managing Director, HVS

Jonathan Wingo
Global Head of Residential Programs, Hilton

WORKSHOP XIII – Operations
ARE THEY GUESTS, OR MEMBERS? LOYALTY, REWARDS, AND CUSTOMER OWNERSHIP
Fifth Floor, Salon 4 in the Lyceum Complex

With data pointing to the increasing costs of new customer acquisition compared to the cost of retaining an existing customer, loyalty programs are no longer the purview of the airline and hotel industries. Retailers, restaurants, the auto parts store, – everyone seems to be converting customers to “members”. And they are ready with the goodies, offering to buy your loyalty with all manner of points, rewards, membership ID’s, and discounts. Our industry’s own OTA’s are offering loyalty programs. What does the proliferation of the membership model mean for lodging? Are hotel loyalty programs more important than ever or are they being diluted, lost in the ambient noise of everyone else’s membership offers? Is the idea that the prizes must be enlarged or can they be pared back without customer protest? Are there any cutting-edge changes coming to hotel loyalty programs? How do we know how well they are working?

MODERATOR:
Noah Brodsky
President, Travel + Leisure Group, and Chief Brand Officer, Travel + Leisure Co.

PANELISTS:
Eliot Hamlisch
Executive Vice President, Loyalty and Revenue Optimization, Wyndham Hotels & Resorts

Ari Levin
Vice President, Partnerships, Hyatt

Robert McDowell
Chief Commercial Officer, Choice Hotels International

Ron Pohl
Senior Vice President and Chief Operations Officer, BWH Hotel Group

William White
Senior Vice President, Acquisitions and Development, MCR
WORKSHOP XIV – Finance
THE VIEW FROM THE BANKS: SWIMMING, DROWNING OR TREADING WATER
Fifth Floor, Salon 2 in the Julliard Complex

How are the banks responding in the river of economic tension and political uncertainty? What makes some deals do-able and others not? What kinds of deals are attracting debt and equity, under what kinds of terms, and what does underwriting look like today? Leading sources of capital for the lodging sector describe the tide, the waters, and the direction of the current. How hard and in what direction do owners and developers need to swim in order to attract capital?

MODERATOR:
Reza Akhavi
Managing Director and Co-Head of Real Estate Investment Banking, Deutsche Bank Securities

PANELISTS:
Scott B. Ellman
Managing Director, Eastdil Secured

Kellan Florio
Managing Director, Goldman Sachs

Davin Thigpen
Managing Director, JP Morgan Chase & Co.

Paul M. Whyte
Managing Director, Wells Fargo

WORKSHOP XV – Industry Segment
THE ENDURING ATTRACTION OF RESORT HOTELS
Fifth Floor, Belasco and Broadhurst in the Julliard Complex

Resorts and resort hotels can be among the most complex types of lodging properties. They can include costly and land-intensive amenities, such as golf or ski slopes. They can adjoin – or reside on – public land such as beaches and national parks. There are often multiple types of accommodations, a mix of ownership models including pure hotel, condo-hotel, timeshare and villas and all kinds of operational, financial, and managerial challenges. Why then does this segment continue to attract some of the most prominent investors in the world? Experts discuss the nature of the industry’s continuing love affair with this genre, current trends in customer preferences, what investors are looking for today, and what will we see next?

MODERATOR:
Andrew Wharton
Managing Director, REH Capital Partners

PANELISTS:
James A. Francque
Global Head of Transactions, Hyatt Hotels Corporation

Evan Laskin
Chief Investment Officer, Margaritaville

Mark Purcell
Senior Vice President, Development, Accor
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You also can recharge your cell phone at one of our Conference charging stations while you enjoy breakfast.

Interested in learning more about the NYU School of Professional Studies and its programs? Visit our admissions booth or talk to a student at the Tisch Center booth. Both will be located in the 5th floor foyer. We look forward to seeing you!

EXHIBITOR AREAS

*Fifth Floor Foyer and Sixth Floor Foyer*

Monday, November 8 from 7:00 a.m. to 6:30 p.m.
Tuesday, November 9 from 7:15 a.m. to 4:00 p.m.
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The NYU International Hospitality Industry Investment Conference thanks Jonathan M. Tisch for his continuous dedication and ongoing support of the NYU School of Professional Studies and the Jonathan M. Tisch Center of Hospitality.

Photo Credit: Scott McDermott for Loews Hotels
Changes to privacy and data protection laws around the world and, increasingly, on the state-level in the US, have made managing compliance obligations and setting up business-enabling privacy programs seemingly more challenging than ever for the hospitality industry. In this session, we will overview some of the recent developments as well as some of the changes to expect over the next year. Panelists will discuss the ways in which they are thinking about matters of respecting customer privacy, complying with rules in different global jurisdictions, handling new vendor contracting issues, and more in the “privacy-first era.”

MODERATOR:

Darren J. Abernethy
Shareholder, Greenberg Traurig

PANELISTS:

Courtney Ingraffia Barton
Vice President and Senior Counsel, Privacy and Data Security, Marriott International

Jason Koye
General Counsel N.A. and Worldwide Privacy Officer, Omnicom Media Group

Noga Rosenthal
Chief Privacy Officer and General Counsel, Ampersand

5:00 p.m. to 6:30 p.m.
A NIGHT WITH HILTON
Fifth Floor Westside Ballroom

Enjoy your favorite beverages and savor tasty selections. It’s the perfect way to begin your evening as you mingle with friends and colleagues and take in the lights and the excitement of Times Square.
TUESDAY, NOVEMBER 9

7:00 a.m. to 8:15 a.m.
NETWORK AND NOSH
Fifth Floor, Westside Ballroom
Enjoy a tasty breakfast with colleagues, as you prepare for an enlightening day that will focus on changes and trends in the industry.

8:15 a.m. to 11:45 a.m.
GENERAL SESSIONS:

8:15 a.m. to 8:20 a.m.
WELCOME BACK
Sixth Floor, Broadway Ballroom
Lynn Minnaert, PhD
Academic Director, Clinical Associate Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality, Conference Co-Host

8:20 a.m. to 9:05 a.m.
INDUSTRY LEADERS DISCUSS CURRENT TRENDS SHAPING THE FUTURE OF TRAVEL AND HOW TO CAPITALIZE ON WHAT’S COMING NEXT
Sixth Floor, Broadway Ballroom
Accomplished industry leaders share their perspectives on current developments and events that are shaping the future of travel and hospitality industries. Will brand proliferation continue in the hospitality industry or is there some finite limit to the number of brands (and are we close to reaching it)? Will it be robotics or AI, or other nascent new technologies, that will be part of every traveler’s daily life 5 years from now? What are the smart leaders doing to be ready for – and to capitalize on – these trends?

MODERATOR:
Eileen A. Crowley
Partner; Vice Chair – U.S. Travel, Hospitality and Services Co-Leader, Deloitte & Touche

PANELISTS:
Jim Alderman
Chief Executive Officer, Radisson Hotel Group Americas

John Cohlan
Chief Executive Officer, Margaritaville

Sloan Dean
Chief Executive Officer and President, Remington Hotels

Carlos R. Flores
President and Chief Executive Officer, Sonesta International Hotels Corporation

Jeff Wagoner
President and Chief Executive Officer, Outrigger Hospitality Group
9:10 a.m. to 10:10 a.m.
THE LEADERS CHECK IN – PART TWO: CONSOLIDATION, SCALE, AND THE STRUCTURE OF THE HOSPITALITY INDUSTRY
Sixth Floor, Broadway Ballroom

Is technology leveling the playing field so that participants of any size can compete, or is it making scale more important than ever? With the big guys getting bigger and a lot of little start-ups in our industry, are we headed towards a future where a handful of major chains control a large number of brands? The OTA stable has shrunk through M&A to two powerful mega-providers: how is this impacting the hotel business? Savvy leaders share their innovative thinking.

MODERATOR:
Scott D. Berman
Principal and U.S. Hospitality Industry Leader, PwC

PANELISTS:
Geoff Ballotti
President and Chief Executive Officer, Wyndham Hotels & Resorts

Michael J. Deitemeyer
President and Chief Executive Officer, Aimbridge Hospitality

Stephanie Linnartz
President, Marriott International

Elie Maalouf
Chief Executive Officer, Americas, IHG Hotels & Resorts

Patrick Pacious
President and Chief Executive Officer, Choice Hotels International

10:15 a.m. to 11:00 a.m.
INDUSTRY LEADERS’ THINK TANK
Sixth Floor, Broadway Ballroom

Organic changes in consumer behavior. Pandemic-driven changes to consumer behavior. Permanent changes to business and meeting travel patterns. New technology at every level of every lodging enterprise: advertising and marketing, vendor selection, payment, security, workforce management, guest interaction, accounting, service standards, building construction techniques, acquisition financing, capital market changes..... just to name a few. If the current business environment were an ocean, it would be heaving. Join the captains of these ships as they share their out-of-the-box perspectives on how to navigate in this weather.

MODERATOR:
Umar Riaz
Managing Director, EY

PANELISTS:
Reggie Aggarwal
Chief Executive Officer and Founder, Cvent

Ray Bhai
Chief Executive Officer and Chairman, IBF Hospitality

Brent Handler
Founder and Chief Executive Officer, Inspirato

Jean-Jacques Morin
Deputy Chief Executive Officer and Chief Financial Officer Group, Accor
11:05 a.m. to 11:45 a.m.
**ROUNDTABLE**
**FORGING A NEW PATH TOWARD RACIAL EQUITY IN THE C-SUITE**
Sixth Floor, Broadway Ballroom

The hospitality landscape is in the midst of a dynamic shift, presenting new demands and complexities for the industry. This was true pre-pandemic, but has only been accelerated as a result of the pandemic and the past year’s racial unrest. This moment of change has created new opportunities and ways of doing business while also illuminating existing problems related to race and equity. The industry prides itself on being an inclusive, diverse, and global business, yet it has struggled to advance leaders of color into C-Suite positions. How do we tackle this problem with sustainable solutions? What must change within our businesses to ensure that new strategies become business as usual? Hear from visionary leaders on how their institutions are shifting the paradigm and boldly stepping forward to say, “The time is now. It’s not too late, but we must be urgent and disruptive in our actions and partnerships to unlock solutions to this problem.”

**MODERATOR:**
David Marriott
Marriott Board of Directors, Marriott International

**PANELISTS:**
Wayne A. I. Frederick, MD
President, Howard University

Andrew Hamilton, PhD
President, New York University

11:45 a.m. to 12:10 p.m.
**COFFEE BREAK IN THE EXHIBITOR AREAS**
Fifth Floor Foyer and Westside Ballroom and Sixth Floor Foyers

Meet Conference sponsors, as well as other industry leaders. Network as you reenergize with refreshments in the Exhibitor areas.

12:10 p.m. to 1:00 p.m.
**CONCURRENT WORKSHOPS**
The Conference’s concurrent workshops focus on specialized topics of interest, allowing attendees to customize their experience, while gaining critical industry information from interactive panel discussions.

**WORKSHOP XVII – Industry Segment**
**BUILDING BACK BETTER: ENVIRONMENTAL AND SOCIAL RESPONSIBILITY IN THE HOSPITALITY INDUSTRY**
Fourth Floor, Wilder

Coinciding with the growing demand and need for corporations to embed social and environmental responsibility into their business strategy, the hospitality industry has experienced a significant shift in the past few years as to how it approaches sustainability and social impact issues. This shift has only been accelerated by the COVID-19 pandemic, with an increased focus on racial justice and equity, and constant reminders of the dangers of climate change. Topics that previously seemed difficult to address, at least publicly, such as plastics, carbon reduction, and human trafficking, have become cornerstones of hospitality companies’ environmental and social strategies as ESG (environmental, social, governance) has become crucial to business success, resilience and longevity. This panel will explore this ESG journey including: discussion of key issues, external interest/demand, challenges that have been faced in addressing these critical issues and their current status, broader trends and where the industry is expected to head next.

**MODERATOR:**
Tricia Primrose
Executive Vice President, Global Chief Communications and Public Affairs Officer, Marriott International

**PANELISTS:**
Kevin F. Carey
Executive Vice President and Chief Operating Officer, American Hotel & Lodging Association

Lynn Minnaert, PhD
Academic Director, Clinical Associate Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

Marta Molina-Seal
Managing Partner and Chief Operating Officer, Alójica & CPG Hospitality
WORKSHOP XVIII – NYU
Jonathan M. Tisch Center of Hospitality Alumni Panel
HOTEL ASSETS AND PORTFOLIOS IN AN INFLATIONARY ENVIRONMENT: RISING INVESTMENT OPPORTUNITIES
Fourth Floor, Odets

With the favorable debt backdrop and abundant equity, there are increasingly sizeable hotel refinance and acquisition deals. Which hotel assets and portfolios are good buys? How to weather uncertainties during and post COVID in markets home and abroad? The panel offers a dynamic conversation on seizing the opportunities to leverage synergies for operational efficiency and higher returns.

MODERATOR:

Jing Yang, PhD
Clinical Assistant Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

PANELISTS:

Ivan Colmenares
Vice President of Asset Management, LWHA Asset Management Group

Didio Pequeno
Senior Consultant, Carpeedia Hospitality

Estelle (Zihan) Wang
Financial Analyst, Hotels Debt & Structured Finance, CBRE Capital Markets

WORKSHOP XIX – Industry Segment
THE EVOLUTION OF THE ECONOMY LODGING SEGMENT: CURRENT THINKING AND THE SHAPE OF THINGS TO COME
Fourth Floor, Ziegfeld

Changes in building technologies, changes in AI, new robotics, changing customer preferences: how is the Economy Segment adapting to today’s environmental stresses? Will an economic downturn benefit or harm this segment? Who is playing in this space today from an investment standpoint – both debt and equity – and what are some of their investment theses? Players share their game secrets and strategies.

MODERATOR:

Len Wolman
Chairman, Waterford Hotel Group

PANELISTS:

Ron Burgett
Senior Vice President, Extended Stay Development, Choice Hotels International

Thomas Giuliani
Managing Director, Development, BWH Hotel Group

Jared Meabon
Senior Vice President, Development, Wyndham Hotels & Resorts
WORKSHOP XX – Finance
HOTEL ASSET-LEVEL DEBT IN A WORLD FLUSH WITH CASH
Fifth Floor, Booth and Edison in the Lyceum Complex

It is no secret that there is a lot of money in the world today chasing investments. How does this impact hotel lenders and hotel lending, especially at a time when many owners and operators are expecting at least some market contraction? Who is lending on hotel assets and asset portfolios? What are today’s underwriting criteria, and are future cash flows expected to decrease? For asset-level deals, how important is the brand, and to what extent will lenders look at new build versus existing? Are there markets which are “go”s and “no go”s? Active players who are immersed in this part of the capital stack share their thinking.

MODERATOR:
Phillip Gordon
Partner, Perkins Coie

PANELISTS:
Thomas Barber
Managing Director, Mission Hill Hospitality, a KSL Company

Kevin Davis
Senior Managing Director, JLL Hotels & Hospitality Group

Deric S. Eubanks
Chief Financial Officer, Ashford

Jared Kelso
Executive Managing Director, Cushman & Wakefield

Mark Lanspa
Managing Director, Wells Fargo Bank

Lori Tirado
Managing Director, Head of Business Development, Access Point Financial

WORKSHOP XXI – Industry Segment
THE LODGING INDUSTRY LANDSCAPE: VIEW FROM THE UPSCALE SEGMENT
Fifth Floor, Salon 4 in the Lyceum Complex

The numbers are testament to the enduring appeal of the upscale segment. But with midscale brands becoming more aspirational in terms of amenities, with the luxury segment always ready to hog the spotlight, and with lots of buzz about self-described lifestyle and boutique hotels, what is upscale’s “secret sauce” and is the recipe being changed? Are customer profiles changing, and if so, how? Who are today’s upscale travelers and what do they value? How are the big brands staying relevant and who are the disruptors and ankle-biters? A panel of experts takes us inside the anatomy of this segment.

MODERATOR:
Christina Trauthwein
Vice President, Content and Creative, Hotel Business/InspireDesign

PANELISTS:
Janis Cannon
Senior Vice President, Choice Hotels International

Amy Hulbert
Vice President, Boutique and Upscale Brands, BWH Hotel Group

Alex Kuhl
Vice President Development, Upscale and Luxury, IHG Hotels & Resorts

Diane Mayer
Vice President & Global Brand Manager for Classic Select Brands, Marriott International

Agnès A. Roquefort
Global Chief Development Officer, Accor

CONFERENCE AGENDA
AS OF NOVEMBER 5, 2021
WORKSHOP XXII – Operations
THE FUTURE OF HOTEL MANAGEMENT AGREEMENTS
Fifth Floor, Salon 2 in the Juilliard Complex

The hotel management agreement blueprints the contractual relationship at the center of the modern lodging industry – the relationship that permits passive investment. Although it has evolved, there are those who consider it a fossil. Is the gap widening between the rights of owners and operators? Is there new common ground based upon shared threats such as the OTA’s, cyber-crime, and too-new-to-regulate technology? Experts hash out ideas on what could and should change to reflect the operating realities and professional climate of the modern-day business world.

MODERATOR:
Yuval Tal
Partner, Proskauer Rose

PANELISTS:
Kimo Bertram
Vice President Development, Hyatt Hotels

Greg Bingaman
Director, Asset Management, Westmont Hospitality Group

Allison Reid
Chief Development Officer, Kimpton Hotels & Restaurants

WORKSHOP XXIII – Design
CONSTRUCTION COSTS: PREDICTIONS FROM THE EXPERTS
Fifth Floor, Belasco and Broadhurst in the Juilliard Complex

A panel of experts review past trends of labor and material costs during recent recession and recovery periods. Is the past the only predictor or are things different this time? Should you build/renovate now or wait a little longer?

MODERATOR:
Stacy S. Shoemaker
Rauen
Editor in Chief, Hospitality Design magazine and Senior Vice President, Design Group Emerald

PANELISTS:
Craig Amos
Executive Vice President Design and Construction, RLJ Lodging Trust

John C. Boettger
Managing Director, Westmont Hospitality Group

Warren G. Feldman
Chief Executive Officer, Nehmer/HVS Design

Carl A. Mayfield
Executive Vice President, Park Hotels and Resorts
CONFERENCE AGENDA
AS OF NOVEMBER 5, 2021

1:00 p.m. to 3:50 p.m.
GENERAL SESSIONS

1:00 p.m. to 1:55 p.m.
LUNCHEON
Sixth Floor, Broadway Ballroom

PARTNERING FOR CHANGE; A DEANS’ DISCUSSION
Learn about the new partnership between the Marriott-Sorenson Center for Hospitality Leadership at Howard University and the NYU Jonathan M. Tisch Center of Hospitality.

Howard University and NYU are partnering to realize the full potential of a racially inclusive and equitable hospitality industry. Learn about the newly established partnership and future developments that aim at bringing change to the executive echelons of the hospitality industry. Learn how to become part of the solution and how the power of “We” can change the world.

PRESENTERS:
Nicolas Graf, PhD
Jonathan M. Tisch Chaired Professor and Associate Dean, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

Anthony D. Wilbon, PhD, PMP
Dean, Howard University, School of Business

2:00 p.m. to 2:30 p.m.
ONE-ON-ONE
Sixth Floor, Broadway Ballroom

INTERVIEW MODERATOR:
Patrick Clark
Reporter, Bloomberg News

INTERVIEW GUEST:
Sébastien M. Bazin
Chairman and Chief Executive Officer, Accor

2:35 p.m. to 3:00 p.m.
THE IREFAC C. EVERETT JOHNSON AWARD
Sixth Floor, Broadway Ballroom

The Industry Real Estate Finance Advisory Council (IREFAC), annually presents an award to an individual in the hospitality community who has shown remarkable business acumen in leading his/her organization to new levels of financial success.

RECIPIENT:
Christopher J. Jordan
Managing Director, Head of Specialty Real Estate Finance, Wells Fargo Corporate & Investment Banking

CO-PRESENTERS:
Laurence S. Geller
Chairman, Geller Capital Partners

Michael Murphy
Head of Lodging and Leisure Capital, First Fidelity Companies
3:00 p.m. to 3:50 p.m.
FINANCIALLY SPEAKING: IREFAC INSIDERS
Sixth Floor, Broadway Ballroom

IREFAC is a highly respected organization, operating under the American Hotel & Lodging Association umbrella. Its members convene twice a year to discuss the latest deals, industry occurrences, and trends. In addition, many IREFAC participant firms provide the funding that enables deals to come to fruition. This session affords Conference attendees an “inside look” at an IREFAC meeting. The latest (and greatest) from IREFAC.

CO-MODERATORS:

Mit Shah
Chief Executive Officer, Noble Investment Group

Neil H. Shah
President and Chief Operating Officer, Hersha Hotels and Resorts

PANELISTS:

Laurence S. Geller
Chairman, Geller Capital Partners

Kevin Jacobs
Chief Financial Officer and President, Global Development, Hilton

Christopher J. Jordan
Managing Director, Head of Specialty Real Estate Finance, Wells Fargo Corporate & Investment Banking

Michael G. Medzigian
Chairman and Chief Executive Officer, Watermark Lodging Trust

R. Tyler Morse
Chairman and Chief Executive Officer, MCR

Gilda Perez-Alvarado
Global Chief Executive Officer, JLL Hotels & Hospitality Group

3:55 p.m. to 4:55 p.m.
CONCURRENT WORKSHOPS

WORKSHOP XXIV – Finance
WHAT’S NEXT? NAVIGATING TURBULENT TIMES
Fifth Floor, Belasco and Broadhurst in the Juilliard Complex

From Chinese insurance companies to family wealth offices: changing economic, political, and legal factors mean that the universe of typical hotel buyers is morphing. Or is it? Who is driving the bus today? Where are investors coming from, who are they and what are they looking for? What asset types are hot and what are not? This panel of experts will discuss how changing market conditions are impacting their worlds, and what hotel buyers and sellers need to know.

MODERATOR:

Chelsey Leffet
Senior Vice President – Northeast Leader, HVS

PANELISTS:

Peter E. Dannemiller
Managing Director, Hodges Ward Elliott

Diana Ovsepian
Senior Associate, Sidley Austin

Mark K. Owens
Executive Vice President and Co-Head of Hospitality Capital Markets, CBRE

Nick Scribani
Senior Managing Director, Newmark

Evan Weiss
Chief Operating Officer, Principal, LW Hospitality Advisors
**WORKSHOP XXV – Industry Segment**

THE MID-MARKET EVOLVES: CURRENT TRENDS AND THE SHAPE OF THINGS TO COME

Sixth Floor, Winter Garden

Fitness centers, high quality beds, sophisticated design and breakfast – the requirements of today’s midscale customers sound more like those of their upscale counterparts. In a market which has seen both significant new construction plus several new brands, what does it take to remain relevant? What attracts customers as well as investors – debt and equity? Midscale players discuss the innovations impacting this market, the investment theses that keep buyers and developers interested, and a future vision.

**MODERATOR:**
Karen Rubin
Principal (CRE, CHA, MAI, FRICS), Karen Rubin Hotels

**PANELISTS:**
- Michael J. Heaton
  President, Waterford Hotel Group
- Nina Kleiman
  Executive Vice President, Hotel Asset Value Enhancement (hotelAVE)
- Talene Staab
  Global Head - Tru by Hilton, Hilton
- David Wilner
  Senior Vice President of Development, Wyndham Hotels and Resorts

**WORKSHOP XXVI – Operations**

THE WHO, WHAT, AND WHERE OF HOSPITALITY WORKFORCE MANAGEMENT TODAY

Fifth Floor, Salon 2 in the Julliard Complex

Even with the continued acceleration of digital transformation and technologies that promise less labor-intensive hotel operations in some areas, our industry needs human capital. But the environment for talent is highly competitive in this latter-pandemic era, especially for roles that cannot include WFH protocols. What do we need to do to attract and retain talent? Who is our workforce today – and whom will we need tomorrow? And where can we find them?

**MODERATOR:**
Michelle Rutledge
Managing Director, Ferguson Partners

**PANELIST:**
- Andrea Grigg
  Head of Global Asset Management, JLL Hotels & Hospitality Group
- Mark Heymann
  Chief Executive Officer, UniFocus
- Julie Jurta
  Vice President – Human Resources, Americas Hotel Operations, IHG Hotels & Resorts
- Chris Pfohl
  Executive Vice President, Business Development & Acquisitions, Pyramid Hotel Group
- Jennifer Rinck
  Vice President, Learning, Human Resources, Hilton
WORKSHOP XXVII – Operations

CYBER RISK

Fifth Floor, Booth and Edison in the Lyceum Complex

As AI becomes more pervasive and as international tensions become more exacerbated, cyber threats are escalating in number and complexity.

For hoteliers, cyber-danger is expanding in diverse directions – from beyond the organization’s walls and IT environments to "on property". As hotels and their guests become increasingly connected, how is management solving the intricacy of contemporary cyber-challenges from the boardroom to the hotel room?

MODERATOR:

Mary E. Galligan
Managing Director, Cyber Risk Services, Deloitte & Touche

PANELISTS:

David A. Jordan
Senior Vice President, Chief Information Security Officer, IHG Hotels & Resorts

Gretchen A. Ramos
Global Co-Chair Data, Privacy and Cybersecurity Practice, Greenberg Traurig

Jason Stead
Chief Information Security Officer, Choice Hotels

Arno Van Der Walt
Senior Vice President and Chief Information Security Officer, Marriott International
Founded in 1831, NYU is one of the world’s foremost research universities and is a member of the selective Association of American Universities. NYU has degree-granting university campuses in New York, Abu Dhabi, and Shanghai; has eleven other global academic sites, including London, Paris, Florence, Tel Aviv, Buenos Aires, and Accra; and both sends more students to study abroad and educates more international students than any other U.S. college or university. Through its numerous schools and colleges, NYU is a leader in conducting research and providing education in the arts and sciences, engineering, law, medicine, business, dentistry, education, nursing, the cinematic and performing arts, music and studio arts, public administration, social work, and professional studies, among other areas.

For 87 years, the NYU School of Professional Studies (NYU SPS) has been a deeply respected institution of higher education that is grounded in applied learning. From its early years, training returning World War II veterans to fulfill the nation’s urgent need for skilled technical workers, it has evolved into a professional education powerhouse that offers 20 graduate degrees, 14 bachelor’s degrees for traditional and post-traditional students, four associate’s degrees, and a plethora of continuing education courses and credentials.

NYU SPS is a thought leader, and serves as an incubator for new ideas in industries that are constantly changing, including real estate, real estate development, and construction management; hospitality, tourism, travel, and event management; global affairs and global security, conflict, and cybercrime; global sport and sports business; publishing; marketing; public relations; project management; executive coaching and organizational consulting, human resource management and development, and human capital analytics and technology; management and systems; translation; and professional writing. It is focused on building skills that open doors to opportunities in emerging fields and global markets.

NYU SPS faculty members are leading experts in their areas of discipline, with a hands-on approach that encourages students to push beyond their limits and to break new ground.

Home to some of the largest and most prestigious industry conferences in the world, including the Schack Institute of Real Estate’s Capital Markets Conference, REIT Symposium, and National Symposium of Women in Real Estate; and the Jonathan M. Tisch Center’s International Hospitality Industry Investment Conference, the School’s invaluable connections to industry leaders is a truly distinguishing factor in the education that it provides. Through career development services and resources provided by the NYU Wasserman Center for Career Development at NYU SPS, guest lecturers, site visits, participation in numerous conferences and events, and Global Field Intensives, students benefit from an NYU education that will set them apart. In addition, they have the opportunity to learn from and network with more than 39,000 NYU SPS alumni who live, work, and contribute to innovation in industry around the world. To learn more about NYU SPS visit: sps.nyu.edu.
The NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality, now celebrating 25 years of academic excellence, is a leading center for the study of hospitality, travel, and tourism. The Tisch Center was established in response to the growing need for hospitality and tourism undergraduate and graduate education. Its cutting-edge curricula attract bright, motivated students who seek to become leaders in their fields.

Through its undergraduate degree in hotel and tourism management, its graduate degrees in hospitality industry studies, tourism management, and event management; a plethora of Professional Pathways programs; and its world-renowned hospitality investment conference, students gain the knowledge and the skill sets that enable them to manage change, to communicate, to thrive in complex work environments, and to advance the businesses of hospitality, travel, and tourism. The Tisch Center recently launched the Hospitality Innovation Hub (HI Hub), which will foster entrepreneurship and creative solutions for the industries it serves. The state-of-the-art facilities offer students, start-ups, established industry partners, and investors opportunities to learn, discover, innovate, and invest.

For more information about the NYU SPS Jonathan M. Tisch Center of Hospitality, visit sps.nyu.edu/tisch.

For additional information on the Tisch Center, call 212-998-9100 or visit sps.nyu.edu/tischcenter.

Tisch Center Educational Offerings

Degree Programs

Bachelor of Science Degree
- Hotel and Tourism Management

Master of Science Degrees
- Event Management
- Global Hospitality Management
- Travel and Tourism Management

Professional Pathways Programs

Certificates
- Events and Convention Management
- Food and Beverage Entrepreneurship and Innovation
- Restaurant Management

Career Advancement Courses
- Destination Marketing
- Hotel Management
- Meeting, Conference, and Event Management
- Restaurant Management

Connect with and Hire Tisch Center Students

Extraordinary career opportunities are created for students of the Tisch Center through internships and industry partnerships, and our location in New York City. 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 prepared to assume global leadership roles in our sectors.

For additional information about the Tisch Center, visit sps.nyu.edu/tischcenter.

If you are interested in recruiting interns or temporary, part-time, or full-time employees, we can introduce you to exceptional students and alumni who are seeking opportunities. For more details, visit page 37 or contact Rachel Frint, assistant dean, NYU School of Professional Studies Wasserman Center for Career Development at rachel.frint@nyu.edu
The NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality offers three graduate degrees: the Master of Science in Event Management, the NEW Master of Science in Global Hospitality Management and the NEW Master of Science in Travel and Tourism Management. Students choose from a selection of concentrations and electives, enabling them to tailor their education to their career aspirations.

In addition to comprehensive course work, Tisch Center graduate students conduct industry research and complete a capstone project that focuses on global trends and issues. Students also may complete an optional internship that provides professional experience in the field. New graduates of the program are invited to join the Tisch Center Alumni Society, a network of alumni who maintain connections to the Center while working around the world in the industry.

**MS IN EVENT MANAGEMENT**

The MS in Event Management is a 36-credit program that includes a core curriculum, which provides the critical business skills required of event professionals, in the areas of finance and accounting, marketing, event production, risk management, and data analytics. The program also includes an internship requirement, affording students the opportunity to gain valuable work experience in the event sector prior to graduation.

The program offers elective classes in three tracks—business development, sport event management, and event operations. Students can select courses from across these tracks, allowing them to tailor the program to their own interests and professional goals. A capstone class provides students with the option to choose between a consulting practicum and an individual thesis.

Taught by faculty members who are leading industry professionals, the program is structured to meet the needs of working professionals and full-time students. Typically, students complete the degree within one-and-a-half years of full-time study or in two to three years of part-time study. Learning occurs in the classroom and in the field. Networking opportunities, lecture series, research projects, and internships provide students with valuable pathways to achieve their professional objectives—whether they are just launching their event career or have been working in the industry for years.

Those individuals with relevant work experience may be eligible to waive a core course with departmental approval. Waivers allow students to take alternative courses in their field of interest; they do not reduce the number of credits required to earn the degree.

**MS IN GLOBAL HOSPITALITY MANAGEMENT**

The MS in Global Hospitality Management is designed to prepare leaders for working in a dynamic and multifaceted field that is essential to local and regional economies around the world. Course work includes industry specific case studies that provide a framework for mastering analytical methods, strategic management, and business principles. The knowledge and skills gained enable graduates to contribute to the profitability, market competitiveness, and effective branding of domestic and international hospitality companies and organizations. Students enrolled
in the program become familiar with the legal requirements that impact hotel operations—from labor issues and regulations related to national security, to contracts that must be enforceable across different legal systems. They acquire the expertise to identify opportunities, develop strategies, and implement best-practice models for a single property or a global brand. Integrating the needs of all key stakeholders—clients, employees, corporate partners, shareholders, and host communities—they learn innovative techniques to guide an organization to success.

**MS IN TRAVEL AND TOURISM MANAGEMENT**

The **MS in Travel and Tourism Management** provides students with a comprehensive understanding of the global tourism industry. The curriculum explores issues such as sustainability, policy, and development for students who are interested in the governmental, private, and nonprofit tourism sectors. Utilizing the advantages of its location in New York City—the world’s premier destination for international travel and business—the program integrates real-world application and academic theory to prepare students to excel in this multibillion-dollar industry.

Students learn about the use and the development of natural and cultural resources in tourism projects, the methods employed to reinvent a destination, and the opportunities to engage a destination’s local population. The program challenges them to discover how to apply technology in new ways to support a destination, how to attract and retain markets, and how to procure funding for development projects. The international scope of the program provides a framework for students to understand the interrelationship between business and politics, as well as the ways in which lawmakers develop policies that govern the flow of people and businesses within and between countries. Faculty members are respected experts in areas such as cultural heritage, customer management, and government policies that foster and sustain tourism and promote broader social and economic development objectives.

If you would like to learn more about Tisch Center academic programs or research opportunities, contact Academic Director, Lynn Minnaert, at 212-998-9137 or l.minnaert@nyu.edu.

For admissions information regarding the graduate programs or to learn more about other NYU SPS programs, please visit the NYU School of Professional Studies table in the Exhibitor Area during the Conference, or contact the NYU School of Professional Studies Office of Admissions.

NYU School of Professional Studies
Office of Admissions
7 East 12th Street, Suite 921
New York, NY 10003
212-998-7100
sps.gradadmissions@nyu.edu
tisch.center@nyu.edu
sps.nyu.edu/tischcenter
twitter.com/nyutischcenter
tischcenterblog.com
BS IN HOTEL AND TOURISM MANAGEMENT

The BS in Hotel and Tourism Management prepares students for management positions in some of the largest and fastest-growing economic sectors worldwide. Students learn how to develop new hotel and resort concepts; lead ecotourism initiatives; manage tourism bureaus, conference centers, and marketing agencies; succeed as meeting and special event managers; and take leading roles in restaurant and catering businesses. In this program, students acquire essential industry knowledge and leadership skills in hospitality finance and development, marketing and revenue management, conference and special event planning, tourism destination policy and promotion, and food and beverage operations, both in and out of the classroom. They gain hands-on experience through internships and industry events in New York City and around the world. They also build a valuable portfolio of professional experience and an extensive network within the industry. Concentrations include event management, hotel development, marketing and revenue management, organizations and operations, and tourism development.

If you would like to learn more about Tisch Center academic programs or research opportunities, contact Academic Director, Lynn Minnaert, at 212-998-9137 or l.minnaert@nyu.edu.

If you are interested in learning more about other NYU SPS programs, please visit the NYU School of Professional Studies table in the Expo Café during the Conference.

For admissions information regarding the undergraduate degree program, please contact the NYU Office of Admissions.

New York University
Office of Admissions
383 Lafayette Street
New York, NY 10003
212-998-4500
admissions@nyu.edu
tisch.center@nyu.edu
sps.nyu.edu/tischcenter
twitter.com/nyutischcenter
tischcenterblog.com
Internships and Recruiting

GETTING INVOLVED WITH THE TISCH CENTER OF HOSPITALITY AS AN EMPLOYER

Whether you are seeking interns or temporary, part-time or full-time employees, we can introduce you to exceptional students and alumni who are seeking employment opportunities. Please inform your HR department or recruiters about the following.

HOSTING INTERNS

Undergraduate students at the NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality are required to complete internships as part of their academic experience. Many graduate students complete internships for credit as an elective. In the role of an internship supervisor, you gain access to talented students, while helping to train the next generation of hospitality and tourism professionals.

STUDENT ENGAGEMENT

A variety of hybrid programs are available that promote interaction and expertise sharing with students at the Tisch Center. Speaking on a panel, serving as a guest lecturer, hosting students at your company (on-site or virtual), and conducting mock interviews are just some of the ways to be involved.

HIRING STUDENTS AND ALUMNI

Employers can post available jobs and internships on Handshake, our free, online database for professional opportunities. Once you complete the registration process, you can post positions and requirements for roles in your company or organization. https://www.sps.nyu.edu/homepage/careers/hire-nyu-talent.html

For more information, contact Rachel Frint, assistant dean, NYU School of Professional Studies Wasserman Center for Career Development at rachel.frint@nyu.edu
NYU SCHOOL OF PROFESSIONAL STUDIES
DEAN AND JONATHAN M. TISCH CENTER
OF HOSPITALITY FULL-TIME FACULTY
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Jonathan M. Tisch Chaired Professor and Associate Dean, Jonathan M. Tisch Center of Hospitality, NYU School of Professional Studies

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Clinical Assistant Professor

RECEP “RICHIE” KARABURUN, DPS
Clinical Assistant Professor

JUKKA M. LAITAMAKI, PHD
Clinical Professor

LYNN MINNAERT, PHD
Clinical Associate Professor and Academic Director

JING YANG, PHD
Clinical Assistant Professor
The New York Marriott Marquis is the host hotel for the 43rd Annual NYU International Hospitality Industry Investment Conference. The hotel is located in the heart of Times Square at 1535 Broadway (45th Street and Broadway) in New York City.

**MAIN LOBBY**

The lobby of the hotel is located on the eighth floor and is accessible from the main entrance on Broadway via the escalator. The eighth floor houses guest registration, and the hotel’s restaurants and lounges, with the exception of The View. New York’s only revolving rooftop restaurant, The View is located on the 47th floor. To access The View, take the private elevators located on the third floor.

**Smoking Policy:** Please be advised that the New York Marriott Marquis enforces a no-smoking policy in all guest rooms and public areas of the hotel. Violators of this policy may be fined.

**EXHIBITOR AREAS**

*Fifth Floor Foyer and Sixth Floor Foyers*

**Hours:**
- Monday, November 8: 7:00 a.m. to 6:30 p.m.
- Tuesday, November 9: 7:15 a.m. to 4:00 p.m.

**PHONE CHARGING STATIONS**

For your convenience, we will have charging stations available in the designated areas on the fifth floor and sixth floor!

**CONTACT US**

For registration, or general NYU Hospitality Investment Conference inquiries, please visit us on the fifth floor or email hospitality.conf@nyu.edu.

**SAVE THE DATE**

The 44th Annual NYU International Hospitality Industry Investment Conference will be held **June 5 -7, 2022** at the New York Marriott Marquis in New York City. Please bookmark sps.nyu.edu/hospitalityconference.