



Monday, March 4th

11:00AM – 12:00PM Registration

12:00PM – 12:45PM Welcome Lunch with Introductory Remarks

12:45PM – 1:00PM Attendee/Sponsor Introductions

1:00PM – 1:15 PM Lodging Industry Overview –The lodging industry has finally recovered from the disruption caused by the global pandemic. CUHOS will kick off with an overview of where the lodging industry is today and its outlook for the future.

Presented by Pinnacle Advisory Group

1:15PM – 2:15PM Operating Issues that Impact Top Line Revenues - Generating top line revenue at a college or university owned hotel might differ from more traditional hotel revenues. In this session hotel operators will discuss a number of key issues that impact top line revenues for college/university hotels such as decisions regarding servicing college demand vs public demand, establishing room rates based on school events, how school leadership changes impact operations, and revenue management.

Panel – Charlestown Hotels, Pyramid Hotel Group, Olympia Hospitality. Moderated by Pinnacle Advisory Group

2:15PM-3:15PM Legal Issues - Goulston & Storrs will discuss a myriad of legal issues to include tax structuring/UBTI considerations, key issues that involve hotel litigation, and legal decisions that related to the extension of an educational brand to investment activities.

Panel – Goulston & Storrs

Tax Structuring for Hotels (UBTI): Overview of applicable federal income tax implications for educational institutions owning and operating hotels and conference centers, exploring different ownership structures and their respective tax and business implications.

Hospitality Litigation for Hotel Owners. Overview and discussion of litigation trends affecting owners and operators of hospitality properties, including: wage-and-hour claims; federal and state class actions involving minimum wage requirements, overtime payments, tipped employees and tips pools; disability discrimination claims and class actions brought by guests and “tester” plaintiffs under the federal Americans with Disabilities Act and equivalent state laws; data privacy and other consumer-class action issues, including resort fees; employee claims of workplace harassment and discrimination continue to present litigation risk.

What’s in a Name? Review and discussion of key considerations in extending an educational brand to investment activities, including management distractions, allocation of internal resources, credit rating considerations, reputational damage, local political risks and ever-present headline risk.

3:15PM – 3:30PM Break

3:30PM – 4:00PM Case Study – Harvard University, our host college, will share their experience with an overview of a conference center that is currently being developed on Harvard’s Allston campus. Representatives from Harvard will provide an overview of the conference center development, including the design plans and operating plans once the facility opens.

Presented by Harvard University

4:00PM – 5:00PM Conference Centers, Learning Centers, and Multi-Purpose Space – A panel of experts will discuss how these multi-facet hospitality assets may have to address ownership issues, legal elements, financial structuring, and management structure.

Panel: Group One Partners, a JCJ Architecture Studio, Pyramid Hotel Group, Goulston & Storrs. Moderated by Pinnacle Advisory Group

6:00PM – 9:00PM Cocktails, Networking and Dinner – The evening will start with a personally guided tour of the TRACK at New Balance, a 455,000 square foot facility housing a track and field stadium, and the Warrior Arena, the Boston Bruins official ice hockey practice facility. Both facilities are owned by New Balance and are located adjacent to the New Balance Headquarters. Following the tour, Pinnacle and Sponsors will host a networking/dinner venue at Broken Records where we have secured the restaurant for our private event.

Tuesday, May 5th

8:00AM – 9:00AM Breakfast

9:00AM – 10:00AM Capital Planning and Development – Colleges and Universities are always looking ahead and planning for the future, but what does that look like. What are the incoming students looking for and how have the needs of the campus evolved. Universities are becoming more engrained with their local communities, work from home, educate from home, all these challenges are affecting the campus life. In looking at hospitality, athletic buildings, event buildings and overall campus lifestyle, what does the future hold and how do we plan for this?

Panel: Group One Partners, a JCJ Architecture Studio, Olympia Hospitality, Pinnacle Advisory Group. Moderated by Group One Partners, a JCJ Architecture studio

10:00AM – 10:30AM Case Study – In October 2022, a \$130.5 m hotel and conference center broke ground on the **University of Virginia** campus. This 214-room hotel and conference center is expected to open in late Summer 2025. A representative from Univ of Virginia Foundation will share their experience starting with the market study through development, along with a discussion on how this major project was financed.

Presented by University of Virginia Foundation

10:30AM – 11:30AM Operating Issues that Impact Profits - Our panel of experts will discuss how to translate the revenue into acceptable profit levels for the college or university owner. Discussion topics will include: higher labor and benefit costs for college owned hotels, how/if operating standards differ from traditional hotels, shared expenses with college operations, and how does a college or university define success for a hotel that it owns.

Panel – Charlestown Hotels, Pyramid Hotel Group, Olympia Hospitality. Moderated by Pinnacle Advisory Group

11:30AM – 12:00PM Wrap Up - Attendees will have the opportunity to ask questions and Pinnacle/Sponsors will summarize symposium.

12:00PM-12:45PM Farewell Lunch

Two Optional Tours Available (advance sign up required)

- Harvard University, Cambridge Campus – Student Led Tour – 1:30PM-2:30PM
- Enterprise Research Campus, Allston – 2:00PM – 3:00PM – Tour Harvard’s “new” campus with Sean Caron, Vice President for Campus Services