



Tools and Techniques for Transformation in Troubled Times

May 5–7, 2004 • Hotel Delta Québec • Québec City, Québec Canada



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North Atlantic Region
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Greetings Colleagues,

Welcome to Québec City and our 2004 North Atlantic Regional Conference! This year's theme, *Tools and Techniques for Transformation in Troubled Times*, marks a convergent celebration of campuses, camaraderie, and culture. We trust you will enjoy the gathering as we share our collective knowledge while savoring the unique character of this historical city.

The conference serves up a diverse blend of provocative plenary sessions, linked concurrent sessions, and memorable social gatherings. All are aimed at providing transferable lessons that we can take back to our individual planning efforts, and to that end, we have provided ample time for both formal and informal discussions. Thanks are extended to all the speakers and presenters who devoted their time and energy towards the sharing of their experiences. These individual efforts for the benefit of our collective knowledge have long formed the basis of our organization.

We also wish to recognize the efforts of our conference committee members who worked diligently to coordinate the various program activities. It is no small task to organize an event such as this. A special thanks goes to those that have generously opened their doors for receptions, tours, and other events. Most notably, this includes our welcome reception at City Hall, co-hosted by Québec City and Université Laval, as well as our gala closing event at La Chapelle Historique de l'Amérique Française. Finally, it is through the generosity of our sponsors that many of these activities are made possible, and their contributions are gratefully acknowledged.

We look forward to an exciting and successful conference and hope that you enjoy your visit in Québec City, ultimately returning to your office energized and rejuvenated. If you are a veteran SCUP member, welcome back and please help us engage our new members and guests. If you are a new member or first-time conference attendee, please consider yourself part of the SCUP family. We look forward to seeing all of you and sharing this special time together.

Roland Proulx, Université de Montréal
Persis C. Rickes, Rickes Associates, Inc
Conference Co-Chairs

Chers Collègues,

La Society for College and University Planning (SCUP)—section nord-est américain et canadien—tient pour la première fois son congrès annuel à Québec. Un programme exceptionnel. Un rendez-vous à ne pas manquer avec vos collègues des universités américaines et des firmes d'architectes oeuvrant au sein des universités. Nous vous y invitons de façon très particulière. Venez accueillir chez nous vos collègues américains.

Program At-A-Glance

Wednesday, May 5, 2004

10:00 AM–6:00 PM	Registration and Hospitality Desk
NOON–1:15 PM	Preconference Luncheon
1:30 PM–4:30 PM	Optional Preconference Workshop
6:00 PM–10:00 PM	Opening Reception and Musical Performance

Thursday, May 6, 2004

7:30 AM–5:00 PM	Registration and Hospitality Desk
7:30 AM–8:45 AM	Continental Breakfast
8:45 AM–10:30 AM	Welcome and Plenary Session
10:30 AM–11:00 AM	Break
11:00 AM–12:30 PM	Concurrent Sessions I
12:30 PM–2:15 PM	Luncheon and Plenary Session
2:30 PM–5:00 PM	Optional Tours and Visits
5:00 PM–6:30 PM	Pre-dinner Reception and Award Ceremony
6:30 PM	Dinner on Your Own

Friday, May 7, 2004

7:30 AM–5:00 PM	Registration and Hospitality Desk
7:30 AM–8:45 AM	Full Breakfast
8:45 AM–10:15 AM	Plenary Session
10:15 AM–10:45 AM	Break
10:45 AM–12:15 PM	Concurrent Sessions II
12:15 PM–2:00 PM	Luncheon and Plenary Session
2:15 PM–3:30 PM	Concurrent Sessions III
3:30 PM–3:45 PM	Break
3:45 PM–5:00 PM	Concurrent Sessions IV
6:30 PM–11:00 PM	Optional Gala Event: Dinner and Musical Performance

Program Agenda

Wednesday, May 5

Wednesday, May 5, 2004

10:00 AM–6:00 PM

Foyer

Conference Registration, Coffee, and Hospitality Desk

Wednesday, May 5, 2004

NOON–1:15 PM

Bistro

Preconference Luncheon

Wednesday, May 5, 2004

1:30 PM–4:30 PM

Duquesne Room

Optional Workshop—Preregistration Required

Understanding Faculty Productivity: Standards and Benchmarks for Colleges and Universities

Michael F. Middaugh, University of Delaware

This workshop will examine a number of databases and benchmarking tools designed to help institutions describe and understand the various dimensions of faculty workload. The workshop will focus in particular, but not exclusively, on the Delaware Study of Instructional Costs and Productivity, which has become the tool of choice for some 400 colleges and universities across the country seeking to benchmark faculty teaching loads, instructional costs, and externally funded scholarship at the academic discipline level of analysis. The workshop will describe strategies for benchmarking teaching loads and costs, and will explain new developments in the Delaware Study which enable institutions to benchmark selected measures of out-of-classroom faculty activity related to teaching, research, and service. Participants will be provided with handout materials and resources that will assist in measuring, describing, and managing the full spectrum of activities associated with faculty workload.

Convener: Kevin P. Duffy, Boston College

Wednesday, May 5, 2004

6:00 PM–10:00 PM

Offsite at City Hall

Opening Reception

All conference and preconference attendees will be welcomed by Jean-Paul L'Allier, Mayor of Québec City and Michel Pigeon, President of the Université Laval. The reception will be immediately followed by a concert by the Painchaud Quartet. City Hall is a short walk from the Hotel Delta Québec.

Unless otherwise specified, all meetings are at the Hotel Delta Québec.

Thursday, May 6

Thursday, May 6, 2004

7:30 AM–8:45 AM

Foyer

Continental Breakfast

Thursday, May 6, 2004

7:30 AM–5:00 PM

Foyer

Conference Registration and Hospitality Desk

Thursday, May 6, 2004

8:45 AM–10:30 AM

Duquesne

Welcome and Opening Plenary Session

Claude Godbout, Université Laval; Roland Proulx, Université de Montreal; Persis C. Rickes, Rickes Associates, Inc; William R. Tibbs, Facility Resources, Inc

Measure What We Treasure or Treasure What We Measure: A New Call for Action To Serve the 21st Century University

Richard L. Pattenaude, University of Southern Maine

The university planning function and the institutional research function will have even greater importance in the new century. But to do so we have to learn new ways to illuminate the changing context of the university and to provide new tools for university leadership. In this talk we will begin to explore what it means to be a 21st century university and the implications for members of SCUP.

Convener: Thomas B. Flaherty, Central Connecticut State University

Thursday, May 6, 2004

10:30 AM–11:00 AM

Foyer

Coffee Break

Thursday, May 6, 2004

11:00 AM–12:30 PM

Garneau

Roundtable Discussion

Measure What We Treasure or Treasure What We Measure: A New Call for Action To Serve the 21st Century University

Richard L. Pattenaude, University of Southern Maine

This session is an optional continuation of the plenary session, consisting of an open-ended discussion.

Convener: Thomas B. Flaherty, Central Connecticut State University

Thursday, May 6, 2004

11:00 AM–12:30 PM

Brebeuf/Kent

Concurrent Sessions: 1

Confirming Building Performance and Visualizing Implications

Kevin R. Hydes, Keen Engineering, Inc

What is post-occupancy evaluation? What aspects of building operation and occupant satisfaction are important to examine, and why? Why does good campus planning rely on thorough post-occupancy evaluation and what problems arise if the evaluation is neglected? What benefits in terms of operations savings and occupant satisfaction can be confidently expected from a well-implemented post-occupancy evaluation program? How can a campus build post-occupancy evaluation into its development and maintenance programs to make it easy to extract lessons learned? What are the broader financial, social and environmental implications of building operation and occupant satisfaction, for conventional and greener buildings? How can these implications be easily visualized as an aid to campus planning?

Convener: Stephen C. MacLeod, Gordon College

Thursday, May 6, 2004

11:00 AM–12:30 PM

Crémazie

Concurrent Sessions: 1

From Strategy to Effective Change: The Central Role of the Human Factor

Mireille Mathieu, Université de Montreal

Strategic planning has become almost mandatory for designing the future of universities in North America. Although much has been written on the context, on the technical aspects, and on the processes of academic planning, the human factor and its critical role in the implementation of academic plans have seldom been taken into consideration. Through cases drawn from 15 years at the helm of a large Faculty of Arts and Sciences at the Université de Montreal, a systemic approach to effective and lasting change will be presented.

Convener: Roland Proulx, Université de Montreal

Thursday, May 6, 2004

11:00 AM–12:30 PM

D'Auteuil

Concurrent Sessions: 1

Open Space Technology: A Whole-Organization Planning Process

Christine Cousineau, Bizdames Collaborative;

Kathleen Mallon, Community College of Rhode Island

Learn how to efficiently and effectively engage more of your organization in planning. This session will explain the "open space" strategic planning technique and share its lessons learned from real case studies. Consistent with the technology's basic assumptions: "whoever attends are the right people," and "whatever happens is the only thing that could happen," the session will use conversation to ensure that the interests of those who attend are addressed.

Convener: Judith S. Steinkamp, University of Massachusetts

Thursday, May 6, 2004

12:30 PM–2:15 PM

Wolfe/Montcalm Room

Luncheon and Plenary Session

Québec: World Heritage City

Claude Dubé, Université Laval; David Mendel, Canadian Cultural Landscapes

With its fortification walls, narrow winding streets, and historic buildings, Québec is renowned for its beauty and history. In 1985, Québec became the first city on the continent to be placed on the World Heritage List of UNESCO. Besieged six times in its history, Québec was finally conquered by the English in the Battle of the Plains of Abraham in 1759. Capital of New France, then capital of British North America, Québec is, today, the heart of French culture in North America. This slide presentation, which provides a colorful and entertaining introduction to the city's dramatic history, is richly illustrated with historic maps, illustrations, and photographs.

Convener: Roland Proulx, Université de Montreal

Thursday, May 6, 2004

2:30 PM–5:00 PM

Meet at the SCUP Registration Desk

Québec City Tour

The walking portion of the tour will begin on the Dufferin Terrace, a magnificent boardwalk overlooking the St. Lawrence River. The next stop is the Seminary of Québec, founded in 1663. Now occupied by the Architecture School of Université Laval, this institution is a remarkable collection of buildings erected around enclosed courtyards. The tour will continue to the magnificent interior of Notre-Dame-de-Québec Basilica. In the lower town participants will discover Place Royale, where the government of Québec has restored merchant's houses from the time of New France. Participants will then board a bus to see the Old Port, exterior of the National Assembly, the fortification walls, and the Plains of Abraham, site of the battle of 1759. The tour was organized by David Mendel, President of Canadian Cultural Landscapes. Buses will return participants to La Fabrique for the award ceremony and reception. Individuals not participating in the city tour are also welcome to attend the reception and award ceremony, below.

Thursday, May 6, 2004

5:00 PM–6:30 PM

Offsite at La Fabrique

Pre-Dinner Reception and Award Ceremony

Québec City is honored with the Prince of Wales Prize, an award given as a means of recognizing a municipal government's exemplary commitment to the preservation of its built heritage. This historic city is recognized both nationally and internationally for its vibrant culture and unique heritage, and for its dedication in the maintenance of four historic districts; the restoration of its religious buildings; and the revitalization of several public spaces. La Fabrique is a short walk from the Hotel Delta Québec.

Thursday, May 6, 2004

6:30 PM

Dinner On Your Own

Restaurant recommendations will be available.

Friday, May 7

Friday, May 7, 2004

7:30 AM–8:45 AM

Wolfe/Montcalm

Full Breakfast

Friday, May 7, 2004

7:30 AM–5:00 PM

Foyer

Conference Registration and Hospitality Desk

Friday, May 7, 2004

8:45 AM–10:15 AM

Duquesne

Plenary Session

Issues and Challenges Confronting Canadian Universities

Jacques Samson, Canadian Association of University Business Officers (CAUBO)

This presentation explores opportunities and challenges facing Canadian universities as demands on teaching, research, and community service continue to grow. Using personal background as past Vice-President at the Université Laval and Executive Director of the Canadian Association of University Business Officers (CAUBO) and using historical perspectives, present-day assessments, and discussion of the drivers of change and growth scenarios, the presenter tackles topics of paramount concern (enrollment, faculty, research, finance, and knowledge transfer) and looks at the likely impacts on Canadian universities over the next ten years.

Convener: Roland Proulx, Université de Montreal

Friday, May 7, 2004

10:15 AM–10:45 AM

Foyer

Coffee Break

Friday, May 7, 2004

10:45 AM–12:15 PM

Crémazie

Roundtable Discussion

Issues and Challenges Confronting Canadian Universities

Jacques Samson, Canadian Association of University Business Officers (CAUBO)

This session is an optional continuation of the plenary session, consisting of an open-ended discussion.

Convener: Roland Proulx, Université de Montreal

Friday, May 7, 2004

10:45 AM–12:15 PM

Brebeuf/Kent

Concurrent Sessions: II

An Institutional Response to Uncertain Times: The Development and Implementation of a Transformational Integrated Strategic Planning, Assessment and Budgeting Process

Robert Davis, Robert Golden, and Robert M. Karp, State University of New York - Plattsburgh

A variety of motivating factors during a period of uncertain fiscal resources mandated a four-year comprehensive SUNY unit to reformulate the manner in which it approached strategic planning. This case study describes initial challenges with process development, strategies for obtaining buy-in, and initial implementation of an evolutionary continuous strategic planning paradigm that is designed to incorporate a circular focus on institutional budgeting and assessment.

Convener: William P. Flynn, Saucier + Flynn Landscape Architects

Friday, May 7, 2004

10:45 AM–12:15 PM

Garneau

Concurrent Sessions: II

Planning for Planning

Debra Lynch, Emma Macari, and Meghan Moore-Wilk, City University of New York

Capital funding doesn't come in the form of gift certificates. Public and private funding sources want to know how institutions will spend their dollars before making appropriations. If institutions want to garner support, especially when resources are limited, it is imperative that funding requests not only define construction scopes and cost estimates but also provide project justifications and assurances of achievability.

This session details CUNY's progression from a manual procedures for requesting capital projects to the development of a capital improvement plan database.

Convener: Maria I. Wilpon, Helpen Architects

Friday, May 7, 2004

10:45 AM–12:15 PM

D'Auteuil

Concurrent Sessions: II

Trends: Unified Science Centers

Kenneth Ellis and Charles Kirby, Einhorn Yaffee Prescott Architecture & Engineering

This presentation will demonstrate how the tools and techniques that have been developed effectively program each science department's requests and needs while maximizing the space sharing opportunities among disciplines. The result is a building of reasonable size and scale that achieves each faculty member's request, satisfies all initial requirements, and improves the learning environment.

Convener: Christa Mahar, Graham Gund Associates

Friday, May 7, 2004

12:15 PM–2:00 PM

Wolfe/Montcalm Room

Luncheon and Plenary Session

Millennials in College: Boom or Bust

Kevin P. Duffy, Boston College;

Stephen C. MacLeod, Gordon College

The Millennials are coming. Children born between 1982 and 2003 may total 100 million, exceeding the "Boomer Generation" by one-third. The initial wave of children born to the Boomers and "Generation X" are already on campus and will swell college enrollments at least through 2012. This session will present important information about the defining traits of this latest generation and how they may change our college and university cultures, services, and buildings. Come and join a provocative discussion. Are colleges and universities facing a major wave of change or is millennial watching just the latest hype?

Convener: Persis C. Rickes, Rickes Associates, Inc

Friday, May 7, 2004

2:15 PM–3:30 PM

Brebeuf/Kent

Concurrent Sessions: III

Community Building in the Planning Process: Using Tours, Trust, and Metaphors to Achieve Consensus

George Newbern, Vanderbilt University;

C. Ronald Ostberg, The Stubbins Associates, Inc

Embarking on a planning or design project for a college or university typically involves a large group of stakeholders. The success of a project—and the probability of achieving its full potential—depends on harnessing the creativity of the users. How do you get a diverse group of people with varying goals and vantage points to speak the same language? How are they taught to think creatively about architecture? Through tools and techniques such as tours to other institutions, the use of generative metaphors, scenario planning, and technology assessments, team members can bond and begin to understand one another's goals and motivations. While these tools may appeal to different sides of the brain, they are useful when engaging diverse groups to build trust (among each other and with the designer), act as catalysts for discussion and evaluation of options, and establish a set of common reference points.

Convener: Debi Lacey McDonald, Fuller Associates, Inc

Friday, May 7, 2004

2:15 PM–3:30 PM

Crémazie

Concurrent Sessions: III

Smarter Planning with Performance Indicators

France Sénécal, Mercurium Informatique, Inc

Indicators: we talk and read about them, but are they really useful? This dynamic session will present the performance indicators application implemented at Concordia University in

Montreal. It will focus on the methodology used (based on Value Management), the results, the benefits, and the pitfalls to avoid. A brief demonstration of the deployed “Business Intelligence” solution will allow the participants to see how such a solution can improve their ability to monitor, analyze, and manage their internal activities using performance indicators.

Convener: William R. Tibbs, Facility Resources, Inc

Friday, May 7, 2004

2:15 PM–3:30 PM

Garneau

Concurrent Sessions: III

The Intentional Campus

Michael A. Flusche, Syracuse University

This session is based on the premise that every aspect of a campus has the potential to be educational for students. The five propositions around which the argument is based have to do with creating a sense of community and inclusion among students, with conveying the institution’s history and values, with enriching the esthetic and visible intellectual environment, with promoting sound ecological and physiological well-being, and with conveying an appropriate sense of student “ownership” of the campus. Examples of these propositions will be presented for discussion.

Convener: Robert J. Joy, Joy McCoola & Zilch Architects & Planners

Friday, May 7, 2004

2:15 PM–5:00 PM

Special Double Session

Offsite at Université Laval—Meet at the SCUP Registration Desk

Université Laval’s Strategic Plan: Shaping the Future in Uncertain Times

Robert Mantha, Université Laval

In presenting the recent strategic plan of the Université Laval, which is still a work in progress, this session will illustrate the purposes of the planning process within a given context, the issues at stake, the strategic goals to be pursued, the strategies and the scenarios to be carefully envisioned, and the action plan to be implemented.

Université Laval’s Master Plan: A Strategic Issue for a University Located in the Heart of Québec’s Historic Capital City

Claude Dubé, Université Laval

Specializing in architecture and urban land economics, Dubé has been working for the last 35 years in urban design, environmental planning, territorial planning, and development. He has been recently appointed as President of the Université Laval Planning Commission with the mandate of proposing a master plan that would take into account the new realities related to master planning, territory, and environment. Dubé will present an outline of the work already done, the mandate, the context, the planning process, the preliminary results, and the impact. His presentation will be interactive, seeking reactions, comments, and suggestions.

Convener: Roland Proulx, Université de Montreal

Friday, May 7, 2004

3:30 PM–3:45 PM

Foyer

Refreshment Break

Friday, May 7, 2004

3:45 PM–5:00 PM

D’Auteuil

Concurrent Sessions: IV

Diagnosing the Town-Gown Relationship: An Interactive Discussion of the Key Indicators of Mutual Stress

Rob J. Holzman and Michael Scott Rudden, The Saratoga Associates
The unique “data survey technique” was developed to evaluate the campus and community profiles to identify key indicators of “mutual stress.” Many neighborhoods adjacent to academic institutions are subject to the stresses and transitions found in most communities, amplified by the pressures of a large and transient student population. Concurrent with these external pressures is the institution’s need to balance its on-campus residential and academic space requirements and project a positive town-gown image. Often strategies to stabilize and revitalize both the community and campus can be determined when both entities engage in meaningful dialogue before conditions suggest drastic measures by either party.

Convener: Michael McCormick, Brown University

Friday, May 7, 2004

3:45 PM–5:00 PM

Brebeuf/Kent

Concurrent Sessions: IV

Linking Internal Campus Goals and Community Planning Priorities

Judith S. Steinkamp, University of Massachusetts

The current concerns for expansion, fundraising, and competition for scarce resources are not limited to colleges and universities. Communities face their own challenges, including diminished budgets for basic education and social services. Campuses raise tuition and fees; communities raise taxes. Difficult economic times encourage colleges and communities to devise creative solutions to the problems they share. This session examines tools and processes to foster planning synergies and strategies that increasingly focus on: promoting economic development and revitalizing local neighborhoods; building new cultural venues and recreational facilities; and developing sustainable communities with a particular emphasis on affordable housing needs.

Convener: Katharine Mace Learned, Learned I LLC

Friday, May 7, 2004

6:30 PM–11:00 PM

Optional Event—Preregistration Required

Dinner and Musical Performance at La Chapelle Historique de l’Amérique Française

The evening will be capped by rousing renditions of musical numbers from stage and screen, presented by costumed professional performers during and after a memorable dinner in an historic setting.

Society for College and University Planning
39th Annual International Conference and Expo
Hard Choices . . . Smart Planning

July 17-21, 2004
Sheraton Centre Toronto
Toronto, Ontario Canada

You are invited to attend higher education's premier planning conference in July 2004 in Toronto, Ontario, Canada. As a senior leader in higher education, you know that reaching an institutional goal depends on a good plan. If other colleges and universities are dealing with the same issues, then why reinvent the wheel? Why not save time and expense and learn firsthand what other leaders are doing at colleges and universities in the US and abroad?

SCUP-39 offers real solutions to real challenges!

SCUP's annual international conference and expo will expose you to a wider range of higher education planning issues than will any other conference:

- academic planning
- budgeting and financial planning
- classroom and laboratory design
- emerging technology
- environmental sustainability
- facilities planning
- master planning
- restoration and renovation of heritage buildings
- space planning and management
- strategic planning
- student housing
- town/gown relationships
- transportation and parking
- . . . and more!

SCUP-39 is designed to stimulate your thinking and build your effectiveness:

- Concurrent sessions focused on best practices, applications, and trends
- Intensive workshops on planning issues to strengthen your current knowledge or prepare you for your next challenge
- Insider campus tours of higher education institutions in the Toronto area
- An expo with new products, services, ideas, and solutions

Destination: Toronto

Toronto is a family-friendly city that is easily accessible by air, rail, and automobile. In fact, one-third of Canada's population is located within a 160 km radius of Toronto, and nearly half of the population of the United States is within a day's drive.

Enjoy the warm hospitality of the Sheraton Centre Toronto Hotel, which is located in the heart of Toronto's lively theatre, business, and entertainment districts. The hotel is directly connected to the underground Eaton Centre shopping mall, which features more than six blocks of upscale shops and services.

Program At-A-Glance

- Saturday, July 17, 2004:** Workshops and Campus Tours (optional)
Sunday, July 18, 2004: Workshops, Campus Tours (optional), Conference Kick-off, and Plenary Session
Monday, July 19, 2004: Concurrent Sessions
Tuesday, July 20, 2004: Concurrent Sessions
Wednesday, July 21, 2004: Concurrent Sessions and Closing Plenary Session

Plan to Attend SCUP-39

Great opportunity to meet and network with colleagues from across the country. Find out what others are doing and apply it to your specific professional assignment. Great opportunity to learn about many types of planning.

—Joan Racki, Associate Director of Business and Finance, Board of Regents, State of Iowa

Gives the participant a good sense of what the issues are in comprehensive planning. Planning within the context of the big picture and the long-term are emphasized, and ideas are shared to help organize strategies for implementation.

—David Stoddart, Assistant Director of Residence Life, Oklahoma State University

SCUP offers the only meeting where the interdisciplinary aspects of higher education planning are discussed and debated.

—Christa Mahar, Marketing Director, Graham Gund Architects

SCUP's annual conference provides a diverse array of presentations that address timely topics and current practices. Between the formal presentations and the vendor information, I always come away better informed, with new tools to apply to my profession. I would encourage higher education administrators, as well as those involved in the planning fields, to attend.

—Judith Steinkamp, Director of Space Management, University of Massachusetts

Register Today

Additional information and online registration is available at www.scup.org/annualconf/39/.



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North Atlantic Regional Conference Committee

Conference Co-Chair
Roland Proulx, Université de Montreal

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Persis C. Rickes, Rickes Associates, Inc

Sponsorship Coordinator
Charles N. Tseckares, CBT/Childs Bertman Tseckares, Inc

Kevin P. Duffy, Boston College

Thomas B. Flaherty, Central Connecticut State University

William P. Flynn, Saucier + Flynn Landscape Architects

Fran Gast, Rhode Island School of Design

Karen Hinton, Rickes Associates, Inc

Robert J. Joy, Joy McCoola & Zilch Architects & Planners

Debi Lacey McDonald, Fuller Associates, Inc

Stephen C. MacLeod, Gordon College

Michael McCormick, Brown University

Monica C. Meyerhoff, Rickes Associates, Inc

William R. Tibbs, Facility Resources, Inc



AIA Continuing Education Credits

SCUP is a registered provider of continuing education units from the American Institute of Architects. As an AIA member, you are eligible to earn continuing education units for attending preconference workshops, concurrent sessions, and campus tours. AIA forms for the conference will be available at the SCUP registration desk.

Hotel Information

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