



International Society
of Hotel Associations

2025 WINTER CONFERENCE



MISSION PACIFIC RESORT

OCEANSIDE, CALIFORNIA

December 3 - 5, 2025



WEDNESDAY, DEC. 3, 2025

8:30 am - 11:00 am • The Shallows ISHA Board Meeting

Lodging Association CEOs welcome to attend. Please RSVP to cpappas@isha.biz

11:30 am • Longboard Studio Registration

11:30 am - 12:45 pm • Longboard Studio AHA Membership Meeting & Lunch

1:00 pm - 1:10 pm • Longboard Studio Welcome

SPEAKER: Chris Hardman
Georgia Hotel & Lodging Association,
2025 ISHA Chair

1:10 pm - 2:30 pm • Longboard Studio Strategic Innovation: Aligning for Shared Outcomes in Hospitality and Advocacy

SPEAKER: Bill Fournet, The Persimmon Group
In today's complex hospitality landscape, innovation is no longer optional—it's essential for growth and influence. Lodging leaders face workforce challenges, regulatory pressures, and evolving guest expectations. At the same time, associations must demonstrate credibility and unified outcomes to policymakers.

In this session, Bill Fournet shares how CEOs and association leaders can build strategies that deliver operational excellence while also strengthening advocacy. You'll learn how to define shared outcomes, align diverse stakeholders, and embed innovation into daily operations so your organization anticipates change rather than reacts to it. The result: stronger performance and a more influential seat at the policy table. Learn how to:

- Define shared outcomes that matter for both operations and advocacy.
- Align strategies across associations and properties to present a unified voice.
- Build innovation into operations without losing compliance or service quality.
- Lead cultural shifts that support sustainable, cross-functional innovation.
- Strengthen credibility with policymakers by connecting outcomes to advocacy.

2:30 pm - 2:45 pm Break

2:45 pm - 3:45 pm • Longboard Studio Legal Issues in Artificial Intelligence Use in Employment and How to Handle the Dangers of Social Media at Work

SPEAKER: James Fessenden
Partner, Fisher Phillips

AI is all the rage and social media isn't going anywhere. In this session we will discuss the dangers of AI use in employment decisions, the myriad of state regulations governing the use of AI and practical steps and policies your members may want to consider to limit legal liability. We will also cover how to address, reign in, limit or encourage employee social media behavior.

3:45 pm - 4:30 pm • Longboard Studio Telling Our Story: Engaging the Media on Complex Policy Challenges Facing the Hotel Industry

SPEAKERS:
Ralph Posner
AHLA Chief Communications Officer
Haleigh Hilderbrand
AHLA Vice President of Public Affairs

In today's volatile political and economic environment, the hotel industry must navigate a media landscape with extreme nuance. We dread seeing "the American Hotel & Lodging Association declined to comment" in news coverage, but at the same time, we must endeavor to ensure that our work with the media does not detrimentally impact our team's direct lobbying efforts. From proposed tariffs under President Trump that threaten supply chain costs, to chronic workforce shortages that may be exacerbated by the administration's policies, to the industry's position on sweeping tax and budget legislation — the industry faces a range of complex policy issues that demand clear yet cautious communication.

This session will equip state lodging association leaders with practical tools and messaging strategies for effectively engaging with the media on these and other topics. Drawing on real-world examples, we will explore how we are responsive to the media while maintaining constructive relationships with policymakers.

4:30 pm - 5:00 pm • Longboard Studio Hot Tax Issues!

A conversation with IHG and Sonesta Hotels
In this session, learn what's coming in 2026, what's hot and what the lodging industry needs to pay attention to.

6:30 pm - 8:00 pm The Shelter Club at The Seabird Resort Opening Reception

Join us at our Opening Reception and enjoy an evening networking with your peers and colleagues.

THURSDAY, DEC. 4, 2025

7:30 am – 8:30 am • Pacific Garden

Breakfast – Network with ISHA Partners

ISHA Partners provide valuable resources to lodging associations. Join us for breakfast and learn more about what they can offer your association.

8:30 am – 9:00 am • Longboard Studio

ISHA Partner Update: AHLA

SPEAKER: Rosanna Maietta, AHLA

In this update we'll learn about what AHLA is working on and their priorities for 2026.

9:00 am – 9:45 am • Longboard Studio

Beyond the Plan: Strategic Agility & Scenario Thinking in Hospitality

SPEAKER: Bill Fournet, The Persimmon Group

In an era of volatility, uncertainty, complexity, and ambiguity (VUCA), traditional strategic planning often falls short. The hospitality industry – shaped by fluctuating demand, evolving guest expectations, climate pressures, and AI-driven disruption – requires leaders to go beyond static plans and embrace strategic agility.

This session explores how hospitality leaders and associations can leverage foresight and scenario thinking to build adaptive strategies that thrive under multiple possible futures. Through real-world examples and interactive scenario mapping, participants will learn how to identify key uncertainties, develop plausible future narratives, and design flexible pathways that strengthen organizational resilience and innovation capacity.

Leaders will walk away with practical tools to integrate scenario-based foresight into their annual planning and governance cycles – helping their organizations move from reactive to future-ready.

Learning Objectives

- Differentiate between traditional strategic planning and agile foresight approaches.
- Apply a structured method for identifying critical uncertainties and driving forces shaping the hospitality sector.
- Develop 2-3 plausible “future scenarios” that illuminate alternative operating environments.
- Evaluate the robustness of current strategies against multiple scenarios to identify blind spots or opportunities.
- Incorporate scenario thinking into ongoing strategic planning, governance, and risk management practices.

9:45 am – 10:15 am • Longboard Studio

Adesso Update

SPEAKER: Damon Maetta

Learn what's new with products from Adesso in this update.

10:15 am – 10:30 am

Break

10:30 am – 11:45 am • Longboard Studio

CA Lodging Panel

MODERATOR: Jesse Geremia, CHLA

PANELISTS:

Robert Gleason

President & CEO, Evans Hotels

Vipul Dayal

President, VNR Management

Brandon Parole

VP of Asset Management,

RD Olson Development

Now more than ever, it's important to understand how your state's hotel performance fits into the broader story of tourism in the US. This session will provide a national and state-level look at the hotel industry, to understand the dynamics driving performance today and STR's expectations for the future.

12:00 pm – 1:15 pm • Pacific Garden

Lunch

1:30 pm – 2:30 pm • Longboard Studio

Insights from the Prosecutor's Office

SPEAKER: Bradley Schoenleben

Senior Deputy District Attorney,

Orange County DA's Office

Get the latest on human trafficking and ways that this pressing issue is being addressed. Learn about residential burglary and available technology that may impact crime. Hear directly from the expert at the forefront of these battles and learn what hotels can do to protect their businesses and guests.

2:30 pm – 2:45 pm • Longboard Studio

Hotel Caring Update

2:45 pm – 3:00 pm

Break

3:00 pm – 3:15 pm • Longboard Studio

ISHA Partner Update – AAHOA

SPEAKER: Laura Lee Blake

President & CEO, AAHOA

In this update, we'll learn about what AAHOA is working on and their priorities for 2026.

3:15 pm – 4:15 pm • Longboard Studio

Best Practice Roundtables

Open to state lodging associations only.

Come to this session ready to brainstorm, learn, and share thoughts and ideas on challenges that state lodging associations face every day!

6:30 pm – 9:00 pm

Seagaze Salon at The Seabird Resort

Dinner & BMI Performance

Join us for dinner and a performance by BMI singer/songwriter **Graham Colton**.



Graham Colton

After a chart-topping major label career, numerous TV appearances, and hundreds of sync placements **Graham Colton** continues to expand on the label “singer-songwriter.” He has logged thousands of miles on the road and shared stages with some of music's biggest artists including Dave Matthews Band, John Mayer, Kelly Clarkson, The Wallflowers, Counting Crows, John Mellencamp, Maroon 5, and many more.

It wasn't until he returned home to Oklahoma City however that he truly found his footing. Aside from operating Lunar Manor studios, and regular collaboration with Chad Copelin at Blackwatch Studios, he co-owns and operates Oklahoma City's most talked about music venue, The Jones Assembly.

‘I've learned to find the perfect balance in my life between family, and music and I honestly feel like I've finally found my voice. Graham continues to release new material almost as quickly as he records it and has enjoyed writing songs for new projects including, Upstate, King Rose, and Viv + Co.

Sponsored by BMI.

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9:30 am - 10:45 am • Longboard Studio
**Connecting The Dots:
 Making Sense of Conflicting Data**

SPEAKER: Michael Dominguez
 President & CEO,
 Associated Luxury Hotels International

From disruption of technological forces that are changing the way we work and play to changes in Washington which will take time to understand its full impact, it is important to understand the context of what is taking place. The speed of change is a force that we will all wrestle with over the next decade.

As the economic environment and hotel structure continue to change at a rapid pace, it is important to understand the current outlook, economic concerns and forecasts that will dictate behavior in all business environments. The impacts of global political and economic instability still exist although the global economy is growing together for the first time in modern history.

In this dynamic session, industry veteran and award winner Michael Dominguez shares perspective on the latest trends and the impact in the hotel industry and meeting dynamics.

Gain a better understanding of the economic environment, how structural changes will have an impact in 2025 and beyond, identify ways to optimize your ability to maneuver through this quickly changing environment.

Learner Objectives:

- Understand the need to get past Confirmation Bias and Narratives
- Look at the impact of global political and economic forecasts.
- Review industry forecast for the US and Global sectors
- Understand changes in wealth shifts in our consumer.
- Understand behavior changes and needs around new businesses created

11:00 am
ISHA Winter Conference Concludes



SCAN TO VIEW
 our ISHA
 Partner Directory
 and a digital version
 of this agenda.

FRIDAY, DEC. 5, 2025

7:30 am - 8:30 am • Pacific Garden
Breakfast
- Network with ISHA Partners

ISHA Partners provide valuable resources to lodging associations. Join us for breakfast and learn more about what they can offer your association.

8:30 am - 8:45 am • Longboard Studio
ISHA Annual Business Meeting

Join us for the ISHA Annual Business Meeting where we'll review the status of the association and vote on the 2026 Board.

8:45 am - 9:30 am • Longboard Studio
The Shifting Uses of Room Tax

State Lodging Association Discussion

As local and state governments search for additional revenue to address community issues, such as affordable housing, infrastructure, and public safety, hotel room taxes are becoming regularly targeted for rate increases or diversion of uses.

In this session we will explore the shift in uses of room tax away from tourism marketing and discuss how the reallocation of funds can be combated.



**ISHA SUMMER
 CONFERENCE**
 June 15 - 17, 2026
Hyatt Regency
 Chicago, IL

**ISHA WINTER
 CONFERENCE**
 December 2 - 4, 2026
JW Marriott Savannah
 Plant Riverside District
 Savannah, GA