



Marriott International, Inc.
Corporate Headquarters

Marriott Drive
Washington, D.C. 20058
301/380-3000

October 8, 2003

Ms. Carol L. J. Hustoies
Vice President for Legal Affairs
and General Counsel
Western Michigan University
Seibert Administration Building
Kalamazoo, MI 49008-5203

Dear Ms. Hustoies:

Thank you for your letter dated September 19, 2003 regarding Marriott International's interpretation of Universities as government entities. As I indicated to you on the phone earlier in the year, our position is that we do indeed recognize your school (as well as all state owned schools) as a government agency.

Having indicated our interpretation, it should be important to detail some of the processes of reservations and inventory control for discounted rates at hotels. While you qualify as government agents, that does not guarantee that you will always be able to find rooms in line with your state's prescribed per diem limitation. Hotels (like airlines) typically reserve a portion of their inventory at reduced rates. As that inventory is filled, the discounted rates are yielded to higher rates to meet with the resulting demands. In those instances, rates that a given hotel may be selling at the time may be higher than the deep discounts typically in line with per diem limitations. When demand is soft, you should be able to find accommodations in line with your budgetary needs. Keep in mind that in our experience, the further out you book your travel, the greater the likelihood of securing rooms at discounted rates.

Internally all of our training relative to government sales and marketing indicates that state owned schools are government institutions, and their employees should be regarded as agents of the government, and afforded access to per diem rates as available according to the hotel's sales strategy.

Should you need further clarification, please do not hesitate to call my office at 301-380-8181.

Sincerely,

Curtis Jensen (CJ)
Director of Government Segment Strategy
Marriott International, Inc.