

TTRA's Board of Directors
Saturday, February 21st at 9:00 AM EST
Held in Auburn Hills, MI
Minutes

Committee Members:

<u>Present</u>	<u>Name</u>	<u>Company</u>	<u>Present</u>	<u>Name</u>	<u>Company</u>
√	Rick Cain	TNS Travel and Leisure	√	Denise Miller	Strategic Marketing & Research
√	John Markham	Markham and Associates	√	Brian Ruf	Ruf Strategic Solutions
√	Cathy Hsu	Hong Kong Polytechnic Institute	√	Norma Nickerson	University of Montana
√	Sue Beeton	La Trobe University	√	Sheila Flanagan	Dublin Institute of Technology
√	Dee Ann McKinney	Missouri Division of Tourism			

Teleconferenced in:

<u>Present</u>	<u>Name</u>	<u>Company</u>
√	Kevin Bagger	Las Vegas CVB
√	Susan Bruinzeel	San Diego CVB
√	AnnDee Johnson	Arizona Office of Tourism
√	Tim Tyrrell	University of Arizona
√	Scott Russell	Las Vegas Airport Authority

Staff:

<u>Present</u>	<u>Name</u>	<u>Company</u>
√	Kyle Koehs	Treeline Associates
√	Michael Palmer	Treeline Associates

I. Call to Order:

- 9:11 AM

II. Welcome/President's Address

- Rick asks everyone to note that the agenda is not in a typical order because of the need to establish quorum.
 - It is important that we do not set a precedent with these absences – as Board members, we have an obligation to attend these face-to-face meetings.
- Executive Committee Report
 - Krista is a sharp girl who “told us how we would be running our books from now on.”
- Challenges
 - We have some concerns over website contract – we are basically in a contest against time and MSI to keep the website live
 - Conference – a challenge of perception more than a challenge of cost
 - Treeline is working with hotel to renegotiate the terms of the contract
- February Meeting
 - Typically during this meeting, we have a major Conference update
 - Additionally, the Feb. meeting is where the BOD approves the future BOD slate
 - We usually approve the site selection for the 2 year out Conference (2011, in this case) at the February meeting. This will be put off until June.

III. Treasurer's Report – John Markham

- Cash on hand of \$90,943 will be coming down due to Transition Costs and paying two management companies while the Transition occurs.
- Treeline management fees are “off the budget” – the cost is NOT in the Operating Budget, but is included in the special Transition Budget.

- The creation of the website will also go under the Transition Budget, though maintenance fees after it goes live will be coming out of the web budget.

IV. Review of the Morgan Systems Management Report – Rick Cain

- “We have 761 total members...” Rick says that, by his count, we are somewhere near 600 members.
 - Krista indicates that if they do not pay dues, then they are not really members. We will be working on higher accountability.
- The Board hopes that Treeline can reevaluate the membership list and keep it more clear and functional.
- Conference registration is WAY up over last year - \$15,695 over \$2,945 last year
- \$22,500 in Conference Sponsorships
 - Michael asks if these are signed contracts or just commitments
 - Denise mentions that TTRA has not always been very good at collecting signed contracts
- Michael presents the sponsorship brochure that Treeline developed for SYTA, just indicating the program that will be developed in terms of generating sponsorship dollars.
- Merger between SETTRA and SouthCentral States Chapters has been completed
 - Assets of SC have been remitted to TTRA, which will be forwarded to SETTRA for their operation
- Chapter accountability reports are due on March 31st
 - All chapters have been notified of the details and deadline information
- Website
 - The intention of Morgan Systems is to shut the website down on February 28th
 - We will negotiate to have that remain functional until March 15th in order to spend time developing new site.
- Office Transition
 - 25 boxes have arrived so far, including a digital drive. Treeline will continue to work with MSI to collect appropriate materials and facilitate transition.

V. Chapter Updates - Norma

- What is it that the CLC is supposed to do?
 - The CLC is the Board’s voice to the Chapters *and* the Chapter’s voice to the Board.
 - The challenge is truly one of communication
- All of the Chapters function very differently – makes the CLC’s job a little harder as the home chapter experiences do not translate as well.
- Maybe the goal is to make sure that each of the Chapters’ has a direction and is moving towards the future?
- Recruitment for Conference attendance (especially the International Conferences) will be especially beneficial.
 - The CLC can provide a “personal” invitation to the Conference
- Are Chapters not attending the International Conference because they are getting what they need from Chapter Conferences?
 - Some of the geography (example: Greater Western chapter) can really hamper the attendance
- With Chapter Presidents: discuss what makes a Chapter Conference successful or not successful
 - Perhaps having pre-determined topics of discussion will lead to greater success for Chapter President meetings.
- Norma – would really like to discuss the chapter structure
 - Is this working? Is this setup the way we need it to be for TTRA? Can it be improved? If this IS the way that we think TTRA should function, what can we do to improve this system?
- MSI did not see the Chapter program as useful or as an opportunity
 - Potential members who attend Chapter meetings/Conferences have never been followed up for international membership by management company
- There are regions of the world that currently have no chapter
 - Pacific Rim, US NE
 - **Action Item: Discuss creation of a Virtual Chapter that will allow these members to meet electronically and still feel included.**
- **Action Item:** Treeline to work with CLC (Norma) in development of Chapter Communication plan. Inclusion of Sheila for discussion of Strategic Initiative as it relates to chapter operations.

VI. 2009 Conference Update – Dee Ann McKinney

- Dee Ann had a meeting with Kathy Palmer and Kyle Koehs about the Conference. DeeAnn is very enthused about the ideas and the direction that the Conference is heading
- Kathy is working to renegotiate the hotel contract to lower the cost and work to increase the number of room nights

- BEOs are being changed to reflect changes suggested by Treeline – different menu options
- There are still many opportunities to be involved in the development of the Conference
- Committee Chairs:
 - AnnDee Johnson – program chair
 - Michael Kaylen/Myoung Lee – Illustrated papers chairs
 - Denise Miller – Sponsorship Chair
 - Barb Okomoto – Host Committee
 - Jim Petrick – Academic/Papers chair
 - Rick Purdue – Awards chair
 - Andrea Stokes – exhibits chair
- Luau on opening night of Conference
 - TTRA will not be the only people in attendance at the Luau – our group is not big enough to buy out the space. However the plan is that TTRA delegates will all be seated together.
- Networking is key to the success of the Conference – trying to keep room block in same location, notify members when informal gatherings are taking place, etc.
- Schedule: The biggest change between last year’s Conference and this year’s Conference is Wednesday morning. We have increased the number of Academic papers being presented.
 - If more Academics present, then more Academics attend the Conference
 - Last year, there were a number of “borderline” papers that should have been allowed to be presented, but there was not enough presentation time
- Poster (Illustrated Papers) sessions: allows for a great number of presentations in a small amount of space.
 - In general, researchers prefer the Oral presentations as they “get more stars” on their record. Poster presentations are considered barely more than nothing.
 - Is the name appropriate? Idea Factory? Illustrated Presentations? Is the key word “paper” or “presentation”?
 - *Practitioner should question the Academics about their papers.*
- DeeAnn leads a review of the Speaker Sessions developed by the Program Chair
- Call for Presentations – list of Academics and Practitioners should be split, as the presentation types are so different.

VII. 2010/2011 Site Selection Update

- June 20 – 23, 2010 at the Grand Hyatt in San Antonio
 - \$199 room rate
 - Board Dinner on one of the river boats?
- 2011 – Canada rotation
 - Vancouver was the top choice, but our key contact there is no longer employed
 - Current plan is to contact Canada Chapter and discuss options for Conference. Options include:
 - Have in city of their choosing
 - Have Treeline host a competitive bid process through Canadian cities
 - Skip Canada for 2011 and return at a later year

--Achievement of quorum with addition of teleconference Board members--

VIII. Approval of October 2008 Minutes

- Page 4: Amend minutes to reflect that there was important discussion in the executive session that changed the narrative of earlier discussion. Note that minutes were not taken in the Executive Session, but audio recording of the session does exist.
- Spelling correction: date (June 08 – June 2008)
- MSC: Minutes approved as amended

IX. 2009 Board Nominations – Brian Ruf

- Review nominations grid as included in Board packet.
- Cathy Hsu has agreed to re-run for the Board, as her term is complete in June, 2009
 - The current Board feels that leadership continuity is important at this stage in TTRA transition

- Second VP: only nominee is Sheila Flanagan
 - Process questions: Solicitation is sent out to current Board members requesting nominations for Second VP
 - In general, the nominee for Second VP is someone that is currently on the Board or is just about to rotate off
- The nomination process is fairly informal, but the grid as presented only represents those people who:
 - Accepted their nomination
 - Meet the needs of the Board re: geographic diversity, membership category diversity
- Currently, there are 2 open seats with 1 year remaining and 3 – 3 year Board positions that are up for election.
 - **Open Seat 1: Eastern U.S.**
 - Rick: Nominates Joyce Rachelson to replace Will Simmons’ seat
 - **Appointment accepted by Affirmation**
 - **Open Seat 2: Canada**
 - Rick: Wants to leave this seat open until the June meeting, giving the Board an opportunity to find a Canadian to fill the position.
 - Brian – four confirmed “No” and several candidates who have not returned calls
 - Canadian Economic climate is impacting these decisions
 - Rick: we do not necessarily need to fill this seat in June if we do NOT find a Canadian
- **MSC:** Accept the slate as Brian as presented

X. Executive Director Selection Process

- Rick Cain reviews the process that was used to select the new management company.
- **MSC:** TTRA accept Treeline as TTRA’s AMC starting on a transition basis retroactive to February 1st with full time services effective March 1st and to empower them to work as agents on our behalf, effective immediately.
- John Markham presented 3 motions regarding banking, incorporation and relocation of offices. All motions were seconded and approved by affirmation.
 - *To relocate our corporate offices from Boise, Idaho to the Treeline Associates office in Lake Orion, Michigan.*
 - *To move our banking services to Oxford Bank & Trust, based in Oxford, Michigan and to establish merchant services and credit card services as needed.*
 - *To reincorporate TTRA in Michigan and to move all of our Idaho assets to that corporation and to dissolve the corporate charter in Idaho.*

XI. Management Company’s Next Steps

- **Staffing**
 - Michael Palmer reviews staff responsibilities as laid out in corresponding documents.
 - Mike explains reasons for taking COO title and not Executive Director
 - Avoid MP vs. Patty Morgan comparisons
 - Make transition easier down the line – Mike will work intensively with Board for a period of 6 months – 1 year (or so) to help develop our strategic initiatives. At this time, a new Executive Director may be appointed
- **Transition Status**

- Normally in transition situations, the “new” AMC sets out the Transition Plan, and the “old” company works to it. That is **not** the case in this instance – MSI has set the transition plan and the dates/deadlines for turnover.
- Mike Palmer reviews Transition Status Report dated 2/19/2009
- **Website**
 - When Mike Palmer met with the executive committee in late January, several solutions were presented for the development and the continuation of the website.
 - Treeline is proposing that TTRA moves forward with Atomic North for a semi-customizable solution.
 - There is clear language in the contract re: ownership of website (belonging to TTRA, not Treeline or Atomic North).
 - **MSC:** Empower Rick Cain to sign the contract (pending changes as discussed by Board) for the development of TTRA.com by Atomic North New Media Development.
- **Membership/Sponsorship**
 - Recruitment plan needs to be developed with a focus on International expansion and utilization of Chapters
 - Sponsorship procedures need to be created
 - Budget for 2009 Conference is \$70K in sponsorships, current sales are appx. \$50K
 - It is important to create a comprehensive benefits package to encourage sponsor participation
 - **Action Item:** Rick Cain, Sheila Flanagan, Norma Nickerson to work towards recruitment/raise Conference attendance numbers at their local Conferences in the next 3 months
- **Student Travel Trends Symposium (produced/managed by Treeline)**
 - A symposium focusing on Student Travel research, currently scheduled for July 14/15, 2009 in Chicago, IL
 - As a potential conflict of interest, Mike describes the STTS and asks TTRA Board to endorse/support the concept.
 - Additionally, the potential for incorporating this event into future TTRA Conferences has been discussed
 - **MSC:** TTRA to endorse the Student Travel Trends Symposium
 - This gives Treeline permission to contact TTRA members for attendance purposes
- **Other**

XII. TTRA Strategic Plan

- Developed from a focus on:
 - Growth of International Membership
 - Chapter Liaison responsibilities
 - Stem attrition of Academics
 - We tend to attract young Academics, but do not hold onto them throughout career
- The goal of the Strategic Plan is to provide measurable goals that we can review each year
- Sheila: is this enough, or do we need more out of this plan?
- Chapter inclusion in the planning process?
 - Perhaps allow them to create a similar plan for their future endeavors

- Michael Palmer discusses the need to “Operationalize” the plan
 - Perhaps the idea is to look for Chapter buy-in so that they feel more included in the future of TTRA
 - “Adopt in Principle,” then take to membership for their support before we formalize/finalize
- **MSC:** Adopt the presented Strategic Plan “in Principle.”
 - Now, take the plan to Chapter Presidents and Past Presidents for input/buy-in

XIII. Next Board Meeting

- Saturday, June 20th – 9 AM HST in Honolulu, Hawaii

XIV. Old Business

- N/A

XV. New Business

- European Chapter to fund Michael Palmer to attend meeting in Holland April 22-24th
- Membership materials: marketing funds?
- **Potential Strategic Partners:** Council of Australian University Tourism and Hospitality Educators (CAUTHE)
- **Potential New Chapters:** Austral/Asia, Pacific Rim or just Asia?

XVI. Adjournment

- 3:33 PM