WELCOME TO THE
36th ANNUAL CONFERENCE!

Message from President Elect, Paul Shockley

On behalf of the Resort and Commercial Recreation Associations’ Board of Directors, it is my pleasure to welcome everyone to the 36th annual National Conference. We are very excited to be at Hammock Beach Resort in Palm Coast, Florida and hope that everyone will be able to take the opportunity to experience this great property.

The Board of Directors has created an incredible platform for everyone to branch out and reach new heights. At this year’s conference we want you to embrace the theme by branching out and meeting new people, expand your comfort zone, and experience the conference to its upmost potential!

I would like to thank Margo Tighe for her determination to make this year’s conference a success through her creativity and inspiration. Dan Preston, thank you for all of your time and effort with the back of the house preparation as well as putting up with all of my last minute changes. Kari Bowman, thank you for always helping out and volunteering to do whatever is needed regardless of the circumstances or challenges.

I would also like to thank the Board of Directors, vendors, sponsors and speakers for helping make this year’s conference possible.

Lastly, but certainly not least, I’d like to thank Catrina Vargas and the entire team at Hammock Beach for hosting this year’s conference.

Paul Shockley
GENERAL INFORMATION

Registration Desk Hours – Ocean Pre Function
Saturday: 4:00pm - 8:00pm
Sunday: 8:30am - 5:30pm
Monday: 7:45am - 5:00pm
8:00pm - 8:30pm Interview Schedules available for pick up by Job Fair Attendees.
Tuesday: 8:00am - 5:00pm

Sponsor/Vendor Showcase – INSERT LOCATION
Sunday: Vendor Setup from 9:00am - 12:00pm
Showcase 12:00pm - 5:15pm
Vendor Spotlight 2:45pm - 3:15pm
Monday: Vendor Showcase 10:00am - 5:00pm

RCRA’s Membership Breakfast and RCRA Gala
The Membership Breakfast and RCRA Gala are for all RCRA Conference attendees. If traveling with a guest that is interested in attending, please register and purchase a ticket at the Registration Desk. $30 for the Membership Breakfast, $40 for the RCRA Gala.

If you have any dietary requests or restrictions and are attending the Membership Breakfast and/or RCRA Gala, please complete the dietary request form at the Registration Desk.

Internship/Job Fair – Monday, November 7
Internship/Job Fair Introductions - Monday: 3:45pm - 4:30pm
Internship/Job Fair - Monday: 4:30pm - 6:00pm

Internship/Job Fair Interviews – Tuesday, November 8
8:30am – 10:25am, 3:00pm – 4:55pm

Additional Time Slot Interviews
It is possible that professionals and students will have conflicting schedules during the scheduled time for Job Fair Interviews. Separate interview sessions may be scheduled at the discretion of professionals.

Pick-a-Prize Auction
Participate in a great opportunity to win fabulous prizes! The “Pick-a-Prize” Auction will be held on Monday evening at the “Branch Out With Your Out of This World Talent”. Tickets may be purchased from the Ways & Means Committee Members. Come dressed as a STAR - superstar, rock star, pop star or movie star! Tickets: $1 each, $5 for 6, $10/arm length or $20/body length – BRING CASH!

Resort Packages Silent and Live Auction
Choose from FANTASTIC resort packages! During the conference, auction packages will be on display at the RCRA Registration Desk in the Ocean Pre Function Lobby. There are minimum starting bids for each package that reflect extraordinary values. Silent auction bidding begins on Sunday evening at the President’s Social. Live auction will take place on Tuesday evening at the RCRA Gala. Student specific packages at lower price points are available – great for Spring Break! Cash and credit cards are accepted for payment.

Dress Code During the Conference
Business Dress is suggested for all of the sessions unless otherwise stated in the program.

Conference Badge
Please wear to all sessions.

BOARD OF DIRECTORS

Bruce Boliver
President

Paul Shockley
President Elect

Arica Haro
Past President

Garrett Horrell
Treasurer

Dan Preston
Secretary

Margo Tighe
Director-at-Large

Steve Geisz
Director-at-Large

Scott Rood
Director-at-Large

Kyle Smith
Director-at-Large
SATURDAY, NOVEMBER 5, 2016
Dress Code: Evening/Casual “Wear Your Colors”

4:00pm – 8:00pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby
Pick up your conference packet, name badge, and sign up for Sunday’s complimentary recreation activities.

7:00pm – 8:00pm
Speed Networking - “Plant the Seed” Approved Internships and Students Meet and Greet
Location: Ocean Tower Pool South
Start the conference with an introduction to the approved internship sites, and learn more about RCRA and how to have a successful conference.

8:30am – 5:30pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby
Pick up your conference packet, name badge, and sign up for Sunday’s complimentary recreation activities as space is limited.

9:00am – 12:00pm
Open Recreation:
Location: Pool Cabanas
9am - 10am Hula Hoops Fitness Class
Location: Champions Event Lawn
10:45am - 11:45am Aqua Zumba
Location: Ocean Bar Pool
Join some of our sponsors and vendors as they demo their products and services. Be sure to check out everything that the Hammock Beach Recreation team has to offer.

10:45am – 12:00pm
Motivating Your Staff Without Using Cattle Prods
Session #1
Presenter: Melissa S. Weddell, Stephanie West
Location: St. Augustine Board Room
Budgets are tight and morale may be low, but there are still lots of innovative ways for rewarding your staff. Ideas will be collected from across the nation and presented in this interactive workshop on rewarding and recognizing employees. Bring examples to share or come pick up a few ideas for you to take back with you. Prizes will be awarded for the best examples.

12:00pm – 1:00pm
Lunch On Your Own
Delfinos and Ocean Bar in the Fantasy Pool Complex

12:30pm – 5:15pm
Vendor Showcase
Location: Ocean Pre Function Lobby
Visit with our awesome vendors and sponsors to see what’s new and trending.

1:00pm – 1:30pm
Introduction and Orientation:
Students / Emerging Professionals
Session #2
Presenters: Arica Haro, Kari Bowman
Location: Matanzas Board Room

SATURDAY, NOVEMBER 5, 2016
Dress Code: Evening/Casual “Wear Your Colors”

4:00pm – 8:00pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby
Pick up your conference brochure and name badge. Sign up for Sunday’s complimentary recreation activities.

7:00pm – 8:00pm
Speed Networking - “Plant the Seed” Approved Internships and Students Meet and Greet
Location: Ocean Tower Pool South
Start the conference with an introduction to the approved internship sites, and learn more about RCRA and how to have a successful conference.

8:00pm – 10:00pm
Member Welcome Social - “Stumped?” Get a Clue!
Hosted by Wildly Different
Location: Ocean Tower Pool South
Represent your organization by wearing your resort, team or school colors and attire. Enjoy a night designed to allow participants to meet, greet and network while playing fun games, getting clues and solving our mystery!

SUNDAY, NOVEMBER 6, 2016
Dress Code: Business Casual

8:30am – 5:30pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby
Pick up your conference packet, name badge, and sign up for Sunday’s complimentary recreation activities as space is limited.

9:00am – 12:00pm
Vendor Setup
Location: Ocean Pre Function Lobby

12:00pm – 1:00pm
Lunch On Your Own
Delfinos and Ocean Bar in the Fantasy Pool Complex

12:30pm – 5:15pm
Vendor Showcase
Location: Ocean Pre Function Lobby
Visit with our awesome vendors and sponsors to see what’s new and trending.

1:00pm – 1:30pm
Introduction and Orientation:
Students / Emerging Professionals
Session #2
Presenters: Arica Haro, Kari Bowman
Location: Matanzas Board Room

SATURDAY, NOVEMBER 5, 2016
Dress Code: Evening/Casual “Wear Your Colors”

4:00pm – 8:00pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby
Pick up your conference brochure and name badge. Sign up for Sunday’s complimentary recreation activities.

7:00pm – 8:00pm
Speed Networking - “Plant the Seed” Approved Internships and Students Meet and Greet
Location: Ocean Tower Pool South
Start the conference with an introduction to the approved internship sites, and learn more about RCRA and how to have a successful conference.

8:00pm – 10:00pm
Member Welcome Social - “Stumped?” Get a Clue!
Hosted by Wildly Different
Location: Ocean Tower Pool South
Represent your organization by wearing your resort, team or school colors and attire. Enjoy a night designed to allow participants to meet, greet and network while playing fun games, getting clues and solving our mystery!

SUNDAY, NOVEMBER 6, 2016
Dress Code: Business Casual

8:30am – 5:30pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby
Pick up your conference packet, name badge, and sign up for Sunday’s complimentary recreation activities as space is limited.

9:00am – 12:00pm
Open Recreation:
Location: Pool Cabanas
9am - 10am Hula Hoops Fitness Class
Location: Champions Event Lawn
10:45am - 11:45am Aqua Zumba
Location: Ocean Bar Pool
Join some of our sponsors and vendors as they demo their products and services, be sure to check out everything that the Hammock Beach Recreation team has to offer.

10:45am – 12:00pm
Motivating Your Staff Without Using Cattle Prods
Session #1
Presenter: Melissa S. Weddell, Stephanie West
Location: St. Augustine Board Room
Budgets are tight and morale may be low, but there are still lots of innovative ways for rewarding your staff. Ideas will be collected from agencies throughout the nation and presented in this interactive workshop on rewarding and recognizing employees. Bring examples to share or come pick up a few ideas for you to take back with you. Prizes will be awarded for the best examples.

12:00pm – 1:00pm
Lunch On Your Own
Delfinos and Ocean Bar in the Fantasy Pool Complex

12:30pm – 5:15pm
Vendor Showcase
Location: Ocean Pre Function Lobby
Visit with our awesome vendors and sponsors to see what’s new and trending.

1:00pm – 1:30pm
Introduction and Orientation:
Students / Emerging Professionals
Session #2
Presenters: Arica Haro, Kari Bowman
Location: Matanzas Board Room
**Introduction and Orientation: Professionals, Educators**  
**Session #3**  
**Presenters:** Steve Geisz, Scott Rood  
**Location:** St. Augustine Board Room  
“Need to Know” tips and conference overview for students, professionals, and educators to guide you through the next 3 days for a successful conference experience. Vendor Spotlights and Board Candidates will also be introduced.

1:45pm – 3:15pm

**Welcome And Keynote - Root Down & Branch Out to Grow**  
**Session #4**  
**Presenter:** Darin Eich  
**Location:** Clipper, Harbor, Galleon Room  
What are your roots and your origin story? Would you like to root down and branch out in your work and life this year? Get ready for a fast paced, activity filled, interactive and collaborative keynote experience from expert innovation trainer and leadership development author Dr. Darin Eich. You will get to reflect and gain insight about your own roots, timeline and story. You’ll get to generate many seeds for new ideas for your life and work…and get them growing and branching out.

3:15pm – 3:45pm

**Professionals Meet with Vendors**  
**Location:** Ocean Pre Function Lobby

3:30pm - 4:30pm

**Behind the Microphone: Your On Stage Presence**  
**Session #5 - Students Only**  
**Presenter:** Pam Petcash  
**Location:** Clipper/Harbor/Galleon  
Learn the skills and confidence you need to get on stage and rock the mic.

3:45pm – 5:00pm

**Managing Disruptive Behaviors in Programs and Events; Planting the Roots for Guest Satisfaction.**  
**Session #6**  
**Presenter:** Patty Kleban  
**Location:** Matanzas Board Room  
How do we as leaders effectively minimize those guest behaviors that drive staff and other guests up a tree? How do we distribute our attention and focus to all of our participants when one or two demand so much of our time and focus? This session will focus on developing effective behavior management plans and how recreation leaders can prevent “acting out” with good preparation and planning. Plan to share your successes or those situations that had you stumped.

**Artzy-SMARTzy! Upgrading the arts and crafts experience for your guests**  
**Session #7**  
**Presenter:** Eileen Callejas  
**Location:** St. Augustine Board Room  
Traveling can easily bring out the creative-side in your guests. Is your resort making the most of its inspiring location and friendly staff when offering “arts and crafts” as a memorable guest experience? How can your staff inspire creativity if they aren’t even crafty? How can you avoid the most basic mistakes in ordering art supplies and really stretch the ROI of your art activity budget? How can your crafting sessions be the highlight of your resort’s social media page? Where can you find local visiting-artist who also have the skills to entertain guests with their teaching style? How can your resort turn art-experiences into charitable community service efforts too? Answers to all of this and more await you when you get Artzy-SMARTzy today!

4:30pm – 5:00pm

**Students Meet with Vendors**  
**Location:** Ocean Pre Function Lobby

5:00pm – 6:00pm

**Dinner On Your Own**  
Delfinos, Sushi Bar, and Loggerheads

6:45pm – 7:45pm

**Ditch the workout, Join the PARTY! - The benefits of fitness programming at your property.**  
**Session #8**  
**Presenters:** Shannon Ryan  
**Location:** Matanzas Board Room  
Learn the current fitness travel trends and the programming benefits it could bring to your facility. Topics to include: revenue enhancement, current trends, vendor relationships, costs, and program successes. And, some crowd participation!
**MONDAY, NOVEMBER 7, 2016**

**Dress Code:** Day/Business Casual; Evening/Casual or Theme

---

### 7:45am – 5:00pm

**Registration Desk Is Open**  
**Location:** Ocean Pre Function Lobby  
8:00pm – 8:30pm: Registration Desk is open for Job Fair Attendees to pick up their interview schedules.

### 8:15am – 10:00am

**RCRA Membership Breakfast**  
**Location:** Atlantic Ballroom  
In addition to our Annual Business Meeting taking place, we will be recognizing members for their contributions to the recreation industry and RCRA by awarding the following: Outstanding Professor Award, Premier Recreation Operation Award, Excellence in Programming Award, Newcomer Award, and Student Scholarships.

### 10:00am – 5:00pm

**Vendor Showcase**  
**Location:** Ocean Pre Function Lobby  
Conference attendees are invited to meet one-on-one with RCRA vendors to learn what’s new in the industry and how to enhance programming and the guest experience.

### 8:00pm – 10:00pm

**President’s Social - Out On A Limb**  
**Hosted by AdLib Theatre**  
**Location:** Atlantic Ballroom  
Enjoy an evening of laughter, fun and entertainment provided by Randy’s Jugband Jamboree: Randy’s Jugband Jamboree performs weekly at AdLib Theatre in Winter Park, Florida and includes founder and director, Lauren Morris. The team was formed to represent the philosophy and community of AdLib. Every member has trained extensively with AdLib and with the theater’s mentor, Paul Vaillancourt, co-founder of iOWest. They have performed and taught at numerous festivals and private events including Miami Improv Festival, Femprovisor Festival (San Francisco), Omaha Improv Festival, DuoFest, West Palm Beach Improv Festival, and Tampa Bay Improv Festival.

---

**Intro to Improv**  
**Session #9**  
**Presenters:** Lauren Morris  
**Location:** Clipper/ Harbor/ Galleon  
The ideas and techniques that fuel successful improv on stage, empower people to work together in exciting and productive ways off stage. Confidence, creativity, and supportive collaboration build better teams, open communication, and build confidence in employees.

During this introductory session, participants will learn and explore the power of “Yes, And”. We begin with warm up exercises that help break the ice and get everyone comfortable. From there we move to exercises that encourage taking risks and supporting one another which builds confidence and good will. The skills and experiences from this introductory session can be translated to co-worker and guest interactions!

**The 3Cs of Innovation in Action: Creativity, Collaboration & Communication**  
**Session #10**  
**Presenter:** Darin Eich  
**Location:** Clipper, Harbor, Galleon Room  
In this fast paced, interactive, and engaging workshop, you will get to experience simple innovation activities and skills firsthand. We will collaborate to demystify innovation so that you can be ignited, take action, and make a deeper impact.

**Key Workshop Goals:**

1. Learn about key creative leadership skills for innovation and how to put them to use in your life and work.

2. Connect to communicate your challenge and innovation so people understand, buy-in, and co-create with you.

3. Gain motivation through innovation by addressing emerging problems and opportunities with applied creativity and collaboration.

---

**MONDAY, NOVEMBER 7, 2016**

**Dress Code:** Day/Business Casual; Evening/Casual or Theme
10:15am – 11:30am

Business Etiquette and Professionalism
Session #11 - Students Only
Presenter: Carey Sue Vega
Location: St. Augustine Board Room
85% of success in business hinges on your soft skills, yet many people do not take the time to invest in the most critical part of their professional training, the crucial social skills that enhance your ability to communicate, negotiate and lead.

11:45am – 12:45pm

Resort Manager’s Wage and Compensation Survey Results
Session #12
Presenters: Scott Rood, Andy Holdnak
Location: Matanzas Board Room
Results of the 2016 Wage and Compensation Survey will be reviewed. The study included not only wages, salaries, and compensation, but also sections on employee satisfaction and general operational issues.

12:45pm – 2:00pm

Lunch On Your Own
Delfinos and Ocean Bar in the Fantasy Pool Complex

1:00pm – 3:30pm

Properties Set Up For Job Fair
Location: Atlantic Ballroom

2:15pm – 3:30pm

Programming For Adults
Session #13
Presenter: Lisa Jennings
Location: Matanzas Board Room
In this session, you’ll discover what’s “hot” right now and how to tie it into programs for adults including leisure guest activities, spouse programs, charitable give-backs and corporate team building. Topics covered include:
• What's trending right now
• How to tie these trends into what makes you unique, so you can create original programs
• How to stand out from your competition and become a “story” for adult guests and groups

From Activity to Entertainment: Using Improv to Enhance Guest Experiences
Session #14
Presenter: Lauren Morris
Location: Clipper/ Harbor/Galleon
Together we will explore relevant issues, encourage collaboration, and develop skills and how to facilitate them effectively. During this highly interactive session, participants will learn and understand the core improv philosophy of “Yes, And”, how it applies to guests, each other, and their roles in resort activities. Additionally, they will learn specific “games” that can be taken back and put into action right away including how to devise an “improv show” or with the use of guests.

RESEARCH SYMPOSIUM #1
Session #15
Location: St. Augustine Board Room

An Application of the Service Profit Chain (SPC) to Tourism
Presenters: Kudzayi Maumbe
This presentation discusses the application of the Service Profit Chain (SPC) to tourism. SPC is an important tool used to understand and describe the components of customer value as well as articulate how these components can be created and sustained overtime. Central to SPC is the argument that there are direct and strong relationships between outputs (profit, customer loyalty, customer satisfaction and value of goods and services delivered) and employee capability, satisfaction, loyalty and productivity. In this presentation we take this concept that has been applied to other areas of the service sector and apply it to tourism, analyzing the components and drivers of customer value in destination experiences and the relationships among destination quality of outputs, customer value and loyalty.

Sustainable Tourism in Abaco, Bahamas: Are We There Yet?
Presenters: Joshua Carroll, Melissa Brown, Patrick Dillon, Abigail Foster, Emma Rothe, Olivia Williams
The purpose of this study was to determine if tourism businesses in Abaco are moving toward achieving tourism sustainability, and if not, to identify areas of need or improvement. Ten key tourism businesses in Abaco were identified and a series of interview questions aimed at each of the three spheres of sustainability were conducted with each business owner or operator. Results indicate that economically the tourism industry is sustainable with 82% of tourism businesses growing, 18% holding steady, and 0% declining. Also businesses are mostly well-established with 80% of businesses in operation for 15 or more...
years, about half of them content with their size and volume of business, and a third currently expanding. Socially the tourism industry in Abaco seems to be achieving sustainability with 100% of businesses involved in community or inclusive efforts, 91% with positive views of tourists, and 82% serving mostly tourists and 18% serving local residents. Environmentally, however, Abaco seems to be at the forefront of some critical environmental crossroads. While 82% of businesses identified a healthy natural environment as very or extremely important for their business, 60% of tourism operators also noticed environmental changes that are negatively impacting their business. This presentation will depict the conceptual background, methods, results, and recommendations of this study.

**Guest Ratings of the Importance of Factors Attracting Visitors to Beaufort, South Carolina**

**Presenters:** Charles Calvert, Rob Wells

The Beaufort Regional Chamber of Commerce is the Designated Marketing Organization for Tourism Marketing for Beaufort South Carolina and Northern Beaufort County, South Carolina since 1984. (Island News, 2011) What is a Designated Marketing Organization (DMO)? A DMO is basically the same as a Convention and Visitors Bureau, many of which changed names to DMO in order to not seem too “bureaucratic” (2016). The Tourism Division of the Beaufort Chamber of Commerce spends approximately $750,000 on marketing the destination. The majority of these funds come from accommodation tax revenues from local lodging establishments collected by state and local governments. The funds are distributed to the Destination Marketing Organizations to market the destination. Governmental agencies that distribute these funds to DMOS’s are increasingly interested in the success of the marketing campaigns that are paid for with these funds. This pilot study will provide information on how to collect and analyze date that will enable the DMO to properly distribute tourism marketing dollars.

**3:45pm – 4:30pm**

**University Faculty Forum**

**Session #16**

**Session Facilitator:** Scott Rood  
**Location:** St. Augustine Board Room

**4:30pm – 6:00pm**

**Job/Internship Fair Introductions**  
**Location:** Clipper/Harbor/Galleon  
**Presenter:** Lisa Linden  
Job Fair Professionals will each be given a chance to give you a brief overview of what their property or company has to offer and what they’re looking for in a future member of their team.

**6:00pm – 8:00pm**

**Dinner On Your Own**  
Delfinos, Sushi Bar, and Loggerheads

**6:15pm – 6:45pm**

**Job/Internship Draft Preparation for Professionals**  
**Location:** Matanzas Board Room  
Pizza and refreshments will be provided for professionals scheduling interviews.

**6:45pm – 7:30pm**

**Job/Internship Draft**  
**Location:** St. Augustine Board Room  
Only professionals scheduling interviews are required to attend.

**8:00pm – 10:00pm**

**Theme Night Social - “Branch out with your Out of this World Talent” & Pick-a-prize auction.**  
**Hosted by Credible Productions**  
**Location:** Grand Event Lawn & Putting Green  
Dress in your out of this world attire or as a celebrity star, pop star, movie star or superstar to showcase your out of this world talent for our first ever RCRA’s Got Talent event!

**10:00pm – 11:00pm**

**Social at Loggerheads**
8:00am – 5:00pm
Registration Desk Is Open
Location: Ocean Pre Function Lobby

8:30am – 10:25am
Interviews
Location: Atlantic Ballroom
Students and professionals please refer to your interview schedule for time allotments.

10:45am – 12:00pm
Vendor Relations and Getting the Most Out of Your Events
Session #17
Presenters: Scott Keller
Location: Matanzas Board Room
Maximizing vendor relations and getting the most out of your events while avoiding the “P.I.T.A. fee”

Fun Activities With Giant Games
Session #18
Presenter: John Smith
Location: Surf Room
Looking for a few new, fun, exciting, cooperative and competitive games for your facility? Need to add a little spice to your games repertoire? Come join us in this action packed session as we play GIANT Games, Spikeball, Noodle Hockey, 4 Square (singles and doubles), Giant Towers, Up 4 It, Fitness Tic Tac Toe, Jumbo Bucket Stacking and several more great games. These games played around the country in schools, parks and camps by all ages. Bring back some new games for your facility!

RESEARCH SYMPOSIUM #2
Session #19
Location: St. Augustine Board Room

Characteristics, Motivations, and Evaluations of Vacation Rental Users
Presenter: Patrick Tierney
Vacation rentals (VR) are booming, especially at online booking sites, such as Airbnb. Previous limited studies suggested that VRs are competing directly with traditional hotel and motels. But little research on vacation rental users has been published. In this study persons who attended an event and stayed at a VR in San Francisco were surveyed to determine their demographic characteristics, types of VR units rented, motivations for renting, and their evaluation of the VR experience. Additional research is needed to determine if these results are similar in other locations and for other types of travelers.

A Benefit-Cost Analysis of the Middle Fork Greenway Trail
Presenters: Melissa S. Weddell, John Whitehead, John Lehman
The Greenway Trail located in Boone, North Carolina currently is a 3.84 mile long paved trail with additional unpaved sections that attract many types of users including walkers, joggers, and cyclists. Since its inception, the Greenway has been expanding by means of additional trail miles as part of a larger effort to promote recreation in Boone. The proposed Middle Fork New River extension would add 6.5 miles to the total paved mileage currently available to users and connect the popular tourism towns of Blowing Rock and Boone, NC. In this presentation we demonstrate how a benefit-cost analysis can provide data for stakeholders to increase support for recreation infrastructure that improves local’s quality of life as well as boost economic commerce directly related to tourism.

An Examination of Demographic Characteristics, Preferred Managerial Leadership Style, and Managerial Effectiveness of Full-Service Lodging Managers in Florida
Presenter: Brandon Howell
The resort guest experience heavily depends upon the tone management sets in their respective establishments. During this presentation, Dr. Brandon Howell, from Indiana University – Bloomington, shares his research which seeks to identify, describe, analyze, and explore relationships among demographic characteristics, preferred managerial leadership style, and managerial effectiveness of full-service lodging managers in Florida. The goal of Dr. Howell’s findings is to assist in the improvement of managerial training programs and academic curriculum in resort management.

12:00pm – 1:15pm
Lunch On Your Own
Delfinos and Ocean Bar in the Fantasy Pool Complex
DAY 4

1:30pm – 2:45pm

The Why & How of Name Recognition in Hospitality
Session #20
Presenter: Jessie Decker
Location: Surf Room
Name recognition is one of the top reasons that someone continues to return to a business for service. Attendees will learn the why and how to use guest names in various hospitality settings.

Managing Your Recreation Offering: Making “Things to Do” More Than a Tab on the Website
Session #21
Presenter: John Spencer
Location: Matanzas Board Room
Resorts worldwide are increasingly focused on delivering a unique experience to guests. This often times requires managing reservations with a myriad of outside vendors, managing both remittances to those vendors and commission payments to themselves and enabling guests to plan tours, activities and rental gear on a pre-arrival basis. The complexity and expense of doing this effectively has left many resorts shaking their heads.

RESEARCH SYMPOSIUM #3
Session #22
Location: St. Augustine Board Room

Development of resort and beach tourism in Da Nang, Vietnam
Presenters: Patrick Holladay
Da Nang is a centrally located coastal city of Vietnam. It is recognized for its beaches, friendly people and cultural heritage. The city is also considered a gateway community to the UNESCO World Heritage sites and other external regional interests. In August of 2015, interviews were conducted with 20 key stakeholders from the governmental, private and non-governmental sectors. This baseline research captured perceptions of tourism development opportunities in Da Nang. Resort, beach/coastal and MICE tourism emerged as important development choices from a qualitative analysis of all interviews.

Music Concerts are Making a Loud Noise in Panama City Beach, FL; A Longitudinal Examination of the Tourism Impacts
Presenter: Kate Price-Howard
The current study is a continuous analysis incorporating seven different concerts occurring over 17-months. An intentional design plan of the Bay County Tourist Development Council, the destination mixed up the genre of music events (incorporating country music, jazz, and the oldies) offered based upon the target market of the destination’s specific season and are an opportunity for visitor to make a return trip and have significant effect on social, PR value and image of this destination (O’Brien, 2016). This study will examine the impact the concerts have on this tourism destination and analyze how the impact varies throughout the seasons.

3:00pm – 4:55pm

Interviews
Location: Atlantic Ballroom

6:15pm – 7:00pm

Pre-Dinner Social
Location: Center Courtyard
Meet with your new friends or long lasting friends for an informal Mix n’ Mingle.

7:00pm – 9:30pm

RCRA Gala - Awards, Induction of Officers, 2016 Conference Showcase, Live Auction
Location: Ocean Ballroom
Close out the National Conference in RCRA style at this semi-formal event. Enjoy a wonderful dinner, Induction of Officers, Live Auction for multiple exciting vacation getaways, 2017 National Conference Showcase and Awards Presentations to include: Fellowship Award, Debbie Regnone Service Award, President’s Award, Property Host Award, Excellence in Research Award, Dedication to Success Award, and Exiting Board Member Awards.

9:30pm – 11:00pm

Farewell Social
Location: Ocean Ballroom
Celebrate the end of a great conference with new and old friends, a cash bar will be available throughout the event.
MELISSA BROWN

Melissa Brown is a student pursuing her career in Tourism and Special Events at Radford University. She has planned special events for 2 years on her campus which has allowed her to gain hands on experience with event planning. After becoming a member of RCRA 1 year ago, Melissa is now interning this Fall with Resort Sports Inc. and will graduate in December.

EILEEN CALLEJAS

"The joy is in the process!" Eileen Callejas has been Artzy since she was a kid, but she got her SMARTzy when she went to school for a Master’s Degree in Studio Art and an Art Teaching Certificate. She taught Middle School, and spent her summers as a camp counselor, and running summer playground programs for kids. Later, she began transferring her skills to teaching and hosting events for seniors in retirement communities and nursing homes. Eileen is quick to admit that she is the worst production-artist, which is precisely what makes her a fun and creative art teacher! For as much time-sharing-trading and resort hopping she does; sooner or later Eileen and her family will be visiting your resort and looking to see what fun arts-activities you have to offer!

CHARLES L. CALVERT

Dr. Calvert is a full Professor and Department Chair for Hospitality Management at the University of South Carolina Beaufort (USCB). He was the founding Program Director in 1997. He received his Bachelor of Science Degree in Business from the University of Florida, a Master of Science Degree in Hotel Administration from the University of Nevada, Las Vegas and a Doctorate in Higher Education Administration from North Carolina State University.

His research interests include hospitality education and training. He has developed articulation agreements with schools in Switzerland, England and Canada. He is an active member of the Council of Hotel Restaurant and Institutional Education. In addition to teaching, Dr. Calvert is an entrepreneur who has started businesses in the field of Contract Services on Hilton Head Island and International Human Resource Training.

JESSIE DECKER

Jessie Decker is a graduate of the University of New Hampshire and holds a BA in Recreation Management and Policy. She has been a member of RCRA since 2000. Jessie started her career as a recreation intern at Chatham Bars Inn, a Leading Hotel of the World in Chatham, Cape Cod, MA. At Chatham Bars Inn, she’s held the positions of Activities Coordinator, Recreation Manager, Human Resources Manager and is currently in the position of Corporate Trainer for the luxury resort. In addition, Jessie is a certified hula hoop fitness instructor and runs her own hula hoop fitness company, Cape Fit Hoops.

DARIN EICH

Keynote speaker, Darin Eich Ph.D., the author of “Root Down & Branch Out: Best Practices for Leadership Development Programs” and “Innovation Step-by-Step: How to Create & Develop Ideas for your Challenge.” He is a global innovation training facilitator and the founder of InnovationLearning.org. Darin’s passion involves helping people to become themselves, find and live their strengths, and become more creative, innovative and successful leaders.

ANDY HOLDNAK

Dr. Andy Holdnak, Ph.D., is the Assoc. Chair of Regional Programs for the Global Hospitality and Tourism Management Department at the Univ. of West Florida, Fort Walton Beach Campus. His operational background includes 12 years of managerial experience in the resort industry at locations. Holdnak served as President of the Commercial Recreation and Tourism Section of the National Recreation and Park Association (NRPA). He has also served as a board member of the Florida Recreation and Parks Association and is a past president of RCRA. He received his B.S. & M.S. from FSU and his Ph.D. from the Penn State Univ. He has two children.

PATRICK HOLLADAY

Dr. Patrick J. Holladay is an Assistant Professor in the School of Hospitality, Sport and Tourism Management at Troy University-Brunswick. He earned his Ph.D. from Clemson University in Parks, Recreation & Tourism Management. For nearly 20 years he has had the great privilege to professionally engage in both the social and natural sciences. His research focuses on eco- and sustainable tourism, community development and networks of people. He has worked in Eastern Europe, the Caribbean, Central America, South America, and Central Asia as well as across the United States.
KATE PRICE-HOWARD

Dr. Price received a Bachelor’s and Master’s from Florida International University and her PhD in Parks, Recreation, and Tourism from the University of Utah. She instructed at the University of Utah, University of West Florida, and Florida State University prior to her PhD. Her work experience includes recreation positions onboard cruise ships, summer camps, psychiatric units, nursing homes, and she has worked in commercial recreation as Director of Recreation for several Florida resorts. She founded and ran her own recreation consulting company, Go Play, Inc. for 15 years and she currently continues to consult. She lives in Destin, FL with her husband and son.

BRANDON HOWELL

Brandon Howell, Ed.D., from Indiana University – Bloomington, serves in the Department of Recreation, Park, and Tourism Studies. The Department, one of the oldest of its kind in the world, is housed in the School of Public Health – Bloomington. Dr. Howell has over 15-years of managerial experience in food and beverage, lodging, and theme parks with The Walt Disney Company and Six Flags.

While at Indiana University, Dr. Howell has assisted in the redevelopment of the Tourism, Hospitality, and Event Management curriculum, serves on the School’s Academic Council, and advises two student-clubs: Graduate Recreation Society and Professional Tourism Management Club.

LISA JENNINGS

Lisa Jennings is passionate about delivering play-based events because she believes what Leo Buscaglia so eloquently summed up when he said, “It is paradoxical that many still differentiate between a time for learning and a time for play without seeing the vital connection between them.”

As the Chief Experience Officer for Wildly Different and Hunt Master for Masters of the Hunt, Lisa delivers unique interactive events. Primarily serving the corporate market, Wildly Different (http://www.WildlyDifferent.com) offers team building, networking and charitable activities. Wildly Different’s sister company, Masters of the Hunt (http://www.MastersOfTheHunt.com) specializes in one-of-a-kind treasure and scavenger hunts to help brands promote their message.

SCOTT KELLER

Scott Keller is the founder of Laser Tag & More by Tropical Extremes, Inc. After leaving the University of Maryland 21 years and moving to Naples FL, Scott worked in commission sales and management. In 2006, Scott started Laser Battle, a local mobile infrared laser tag service. The business grew from being in Naples to the Dallas TX area and then re-designed to travel nationwide for events. Scott enjoys providing unique event experience thus he added other intense entertainment and then created his newest business platform, underwater drone entertainment.

PATTY KLEBAN

Patricia Kleban, M.S., C.T.R.S. Patricia Kleban is a Senior Instructor and Director of the Student Success Center in The Department of Recreation, Park and Tourism Management at University Park. Prior to joining the faculty at Penn State, Ms. Kleban was employed as a clinician and administrator in Therapeutic Recreation working primarily in psychiatric hospitals. As a Certified Therapeutic Recreation Specialist, Ms. Kleban has worked on multi-disciplinary teams developing and implementing treatment plans for children, adolescents and adults. Ms. Kleban has presented at national conferences such as the National Child Life Council conference and National Recreation and Park Association Conference. She was an instructor for Penn State’s Inclusive Recreation for Wounded Warriors certificate program held in conjunction with the Department of Defense and the military’s Morale, Welfare and Recreation. She co-developed the “Including customers with disabilities in MCCS programs and services” trainings for the United States Marine Corps (USMC). She is the co-developer of the WAMMER ™ model of inclusive customer service. Ms. Kleban is a private consultant in the areas of customer service, inclusion and internal/external communication.

KUDZAYI MAUMBE

Dr. Kudzayi Maumbe is an Assistant Professor in the Recreation, Parks and Tourism Resources program at West Virginia University. She completed her Masters and Doctoral degrees in Parks, Recreation & Tourism Resources at Michigan State University and a Masters in Business Administration from Eastern Kentucky University. Kudzayi’s research areas of interest include, among others: Tourism destination competitiveness; tourism/destination marketing and management; destination branding; visitor travel patterns and behavior; and accountability research. Kudzayi teaches one graduate and two undergraduate courses in the Recreation, Parks and Tourism Resources program.

LAUREN MORRIS

Lauren Morris founded AdLib Theatre Company, LLC, the only improv theater dedicated to training and performing long form improv in the Orlando area. Within a year of opening AdLib, the theater went from one performance group and two shows per month to all levels of the training program being sold out on a regular basis, multiple teams under the artistic direction of Lauren, shows almost every Saturday night, and a dedicated space for training and performances.

Lauren is a veteran of numerous improv and theater festivals where she has been invited to perform and teach. Recent festivals include The Orlando Fringe Festival, Omaha Improv Festival, Tampa Improv Festival, Miami Improv Festival, Duofest, Femprovisor Festival in San Francisco, Duofest in Philadelphia, Palm Beach Improv Festival and internationally at the Ireland Improv Festival.

Lauren’s corporate workshops focus on stronger communication, inter-personal skills, team building, and strong presentation skills.
John Smith currently resides in Midland Park, New Jersey and is the National Educational Consultant for Flaghouse Inc. John was a Physical Education Teacher 40 years and won many accolades and awards including 1989 National Physical Education Teacher of the Year, and 2005 National High School Basketball Coach of the Year. He has been a Presenter in over 40 States and has done over 300 Presentations on local, state and national level. John also received the NJAHPERD Honor Award and YMCA Most Courageous Adult Award.

Scott Rood is the Assistant Department Chair in Grand Valley State University’s Hospitality & Tourism Management program (Grand Rapids, MI). He worked as General Manager, Operating Partner and Area Manager in the commercial recreation industry. Scott has owned and managed various café locations. He has experience in the regulatory side of the industry having served on the State of Michigan’s Carnival and Amusement Safety Board; and experience with destination marketing organizations, as former Vice-President of the Grand Haven Visitor’s Bureau. He is a former council member for the City of Norton Shores, MI and former president of RCRA. He has three children.

Shannon Ryan is the Recreation Manager at the Omni Hilton Head Oceanfront Resort in Hilton Head, SC. She was awarded Manager of the Year in 2015. She has over 8 years of experience in hotel and timeshare Recreation programming, and has worked prior for Wyndham Vacation Club and Bluegreen Vacations. She has 7 years of fitness programming experience, and is a licensed Zumba® fitness, and certified Les Mills Body Pump™ instructor. Shannon was also a model for several Zumba® Fitness campaigns and has been a featured presenter for multiple fitness events.

Pam Petcash from Pittsburgh, Pennsylvania is an Events Management Professional with extensive domestic and international experience in the Hospitality and Tourism Industries. 14 years of her career were at sea with Norwegian Cruise Line, Royal Viking Line and Princess Cruises serving in most Cruise Staff positions, most notably as NCL’s first female Cruise Director onboard the S/S Norway. Giving up her sea legs, she moved to south Florida for the start-up operation of the Florida Fun-Train as VP Entertainment. Living on land she has worked with Atlantis, Paradise Island, Bahamas and Palm Jumeriah, Dubai; Ta’Facil Corporation; Celebrity Cruises; Kerzner International Resorts and Special Projects Consultant with Norwegian Cruise Line. Currently she is the Director, Entertainment Operations with Oceania Cruises and Regent Seven Seas Cruises, overseeing the Entertainment Operations for 10 cruise ships around the world. She has a proven background in creating and delivering a unique experience setting an organization apart from their competitors, exceeding guests’ expectations and having a positive impact on the bottom line.

John Spencer is the co-founder of OnceThere, which he started in 2014 with partner John Weimer. The two envisioned a central platform for tour and activity booking that would resemble an airline reservation system - real time booking, real time pricing, real time reservations across dozens of different operators, all managed through a single platform. Their flagship product is now used by leading resorts, hotels, Destination Marketing Organizations and property managers to book tours, activities and rental gear. Prior to OnceThere, John ran product marketing and enterprise sales for Vignette Corp, which the team took public in 1999. After leaving Vignette, John spent 12 years managing hunting and fishing businesses in Crested Butte, CO and Arroyo City, TX before returning to Austin to start OnceThere.

Patrick Tierney has a Ph.D. from Colorado State University in Recreation Resources Management. He is a Professor in the Recreation, Parks, and Tourism Department at San Francisco State University. Pat was co-owner for 25 years of an adventure travel business. Pat has completed over 75 research studies ranged from park visitor counts and user surveys, the economic impact of the California ski industry, to traveler green practices. Dr. Tierney is co-author of the books Recreation, Event and Tourism Businesses; Startup and Sustainable Operations (2009) and Research Methods for Leisure, Recreation and Tourism (2012) and Adventure Programming and Travel in the 21st Century (2014).

For ten years, Carey Sue honed her skills with an international audience as Cruise Director for the Norwegian Cruise Line. She has been featured in numerous radio and television shows and magazine articles, sharing her etiquette expertise. But don’t expect this Miss Manners to be stuffy and uptight; Carey Sue is a “regular person” who has simply learned to use professionalism to her advantage. “Etiquette is not about being hoity-toity with your pinky in the air,” says Vega. “No matter what situation you are in, having good conversational and social skills helps you feel comfortable and helps the people around you feel comfortable.”

Cary Sue Vega
MELISSA WEDDELL

Dr. Weddell is an Associate Professor of Parks, Recreation and Tourism Management at Appalachian State University in Boone, North Carolina. She received her undergraduate degree in Small Business Management from Ball State University and an MBA from Southern Illinois University before earning her doctorate in Parks, Recreation and Tourism Management from Clemson University. She has worked in private industry as a small business consultant, corporate trainer, and human resource manager. She values working with federal, state, and local organizations to develop management plans to educate the public and assist with responsible development of recreation and tourism destinations that provide numerous benefits to users as well as boost economic commerce. Through her research she understands the unique local concerns in developing protected areas, encouraging recreation, and attracting tourism, while working collaboratively to foster policy change and provide large scale benefit based recreation to improve overall quality of life.

ROBB WELLS

Robb Wells is the Vice President, Tourism Division for the Beaufort Regional Chamber of Commerce and is responsible for branding, advertising, public relations, and social media efforts. His primary focus is to align more closely Beaufort’s travel and tourism industry with the area’s complete economic development efforts. Previously, Wells served as the senior director of marketing for the Knoxville Tourism & Sports Corporation, as well as the executive director for Duplin County Tourism. He’s a graduate from Montreat College with a degree in business.

STEPHANIE WEST

Dr. Stephanie West is a Professor in Recreation Management at Appalachian State University with degrees from Auburn University, Georgia Southern University and Texas A&M University. Prior to working as a professor, she was an Assistant Director of Campus Recreation & Intramural Sports at the University of North Florida and then Texas A&M University. She also worked many moons ago as a transportation hostess for the College Program at Walt Disney World. In her free time she travels and bikes. If you have time for a long conversation, ask her about her 2014 coast to coast bike ride across the country.

DR. MARY WISNOM

Dr. Mary Wisnom is a Professor and Coordinator of the Spa Management program in the School of Resort and Hospitality Management at Florida Gulf Coast University. Mary boasts over 30 years of experience in the hospitality industry as a practitioner and educator. Hospitality industry experience includes work primarily in resorts and private clubs in Michigan, Colorado, and Florida. In 1996, she began teaching full time and in 2006 joined the FGCU faculty. Research interests and primary areas of teaching involve resort amenities and spa management.

5 TIPS TO MAKE RCRA WORK FOR YOU

#1 NETWORK
Increase your professional connections in the Recreation field by attending as many conferences, seminars and roundtables as possible. Use the Member Directory to locate RCRA members in your area and form a monthly roundtable discussion. RCRA’s National Conference is a MUST attend networking event, as students, professionals, educators and vendors attend from around the world. Regional Workshops are also emerging as ways to gain knowledge of the latest trends and how to facilitate them effectively.

#2 RECEPTION & AWARDS
RCRA is proud to recognize the outstanding contributions of its members with awards that are presented at the National Conference.

Nominate your colleagues, programs or properties for going above and beyond! YOU can make it happen!

#3 RECRUIT EMPLOYEES & STUDENT INTERNS
Contact RCRA to have job listings posted on the RCRA website. This is also a great student tool when looking for an internship. RCRA has 28 Approved Internship Sites! The National Conference hosts the annual RCRA Job Fair & Internship Fair where a majority of our professional members recruit for full-time and internship positions.

#4 GET NOTICED
Write an article and share photos of your property and be showcased in an upcoming newsletter. Consider making this an assignment for student interns; providing great experience and exposure for them. The articles will make a great addition to your personal portfolio and will have a definite impact on your manager.

#5 GET INVOLVED
RCRA is successful because of the dedication its members devote to the Association’s future. Sharing new ideas and creativity is accomplished through active participation in the Association’s committees. Contact RCRA and see what committee is right for you.
Please Join Us...

37th National Conference

Sign Up Now at the Registration Desk

November 11-14, 2017
THANK YOU RCRA SPONSORS!

PLATINUM

CREATIVE INFLUENCE

Tropical Extremes

Unique Activities

SILVER

www.rcra.org
Wildly Different

Play Outside the Cubicle™
1 Lobby Bar
2 Coffee Bar
3 Ocean Ballroom
4 St. Augustine Board Room
5 Matanzas Board Room
6 Concierge, ext. 5555
7 Breezes Boutique, ext. 5514
8 Atlantic Ballroom
9 Indoor Pool
10 Delfinos & Sushi Bar, ext. 5650
11 Fitness Center (lower level) ext. 5589
12 Loggerheads Lounge & Cigar Bar, ext. 5655
13 The Spa & Salon (N. lower level) ext. 5580
14 Grand Event Lawn
15 Putting Course
16 Putting Course Hut, ext. 5501
17 Ocean Event Lawn
18 Ocean Bar
19 Fantasy Pool Complex
20 Volleyball Court
21 Ocean Course, 388-447-4611
22 Beach Access
23 The Villas
24 A-C South Ocean Towers
25 A-B North Ocean Towers
26 South Ocean Tower Pool
27 The Lodge
28 Lodge Event Lawn
29 Lodge Pool
30 Champions Event Lawn
31 Ocean View Room 1 & 11
32 Ocean Course Pro Shop, ext. 4611
33 Atlantic Grille & Bar, ext. 4610
34 Ocean Course Driving Range

Located at Yacht Harbor Village
Yacht Harbor Pool
Tennis Courts, ext. 5020
Sundance Yacht
CUSTOM APPAREL

TO ENHANCE BRANDS AND SHOWCASE PERSONALITY.

WE’RE DEFINITELY NOT YOUR AVERAGE SHIRT GUY.

With a unique printing process, Alpha Authentics produces custom full-color performance apparel that meets the demands of businesses, entertainers and athletes.

SHIRTS | HOODIES | JACKETS | BAGS | AND MORE

AlphaAuthentics.com

ALPHA AUTHENTICS IS PRODUCED BY RCRA SPONSOR...