

# EXECUTIVE *focus*

ISSUE 2  
SUMMER 2017



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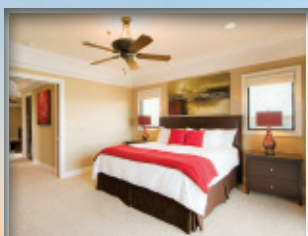
The publication of the Missouri Society of Association Executives





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# EXECUTIVE *focus*

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## SUBMISSIONS

News items from our membership are welcome. The editorial staff reserves the right to edit and/or reject all materials received. Submissions may be condensed in order to fit the allotted space. Local photographs may be submitted by our members for consideration of cover placement. Please submit photo in high resolution and include a photo release. Deadline for submissions is the 15th of the month preceding publication.

## ADVERTISING

Advertising deadline is the 15th of the month preceding publication. For advertising rates or information contact MSAE office at (573) 659-8898. The appearance of advertisers does not constitute an endorsement by the Missouri Society of Association Executives of the products or services featured by such advertisers.

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## 2017 Calendar

**Board Meeting**  
July 27, *MSAE Office*

**Missouri Event Summit**  
August 1, *Capitol Plaza Hotel*

**ASAE Annual Meeting**  
August 12-15, *Toronto*

**Board Meeting, Funfest and Annual Meeting**  
September 18, *Meadow Lake Acres Country Club*

**Board Retreat**  
October 27-28, *Lake Ozark*

**Membership Meeting and Workshop**  
November 3, *Doubletree Hotel*  
Reception Sponsored by  
Embassy Suites by Hilton  
St. Charles

Go to [www.MSAE.net](http://www.MSAE.net) for  
current Calendar of Events

## Cover



One of the greatest assets of any community is its people and Cape Girardeau is no exception. Dedicated to providing exceptional service and warm hospitality, the residents of Cape Girardeau have been welcoming visitors since the mid-1700's. Spectacular natural vistas, new tourism developments, and our historic past all blend together to offer the perfect destination for groups of all types.



# FROM THE PRESIDENT

BY JAY HAHN

Greetings MSAE Members! Summer is almost officially here. As I am writing this, we just finished celebrating Memorial Day weekend. While we marked the holiday with barbecues, family, and friends, we didn't forget the reason for the long weekend as we remembered our men and women serving in the armed forces. We are so lucky to get to live in such a great country with such dedicated heroes.

Speaking of Summer, the General Assembly has completed its regular session for the year. I hope that many of our Members had great success this year with their legislative agendas, even though most legislation was slow moving. We all know how important some of these issues are to our industries and associational membership. On the bright side, we all may get a little more rest and relaxation now that session is out!

With Summer here now, MSAE has lots of opportunities for our Members to take advantage of. MSAE continues to serve its members this summer is the ability to access great online webinars from your home or office, in addition to self-paced online seminars offered 24/7. With summer vacations, or a little extra downtime at the office, these webinars and seminars provide professional development opportunities at your own schedule. I would encourage each of you to check them out! If you have any questions about these webinars or seminars, always feel free to reach out to either Sandy or myself.

This summer, also plan to attend the Missouri Event Summit at the Capitol Plaza Hotel in Jefferson City on August 1<sup>st</sup>. As you know golf season is now in full swing, mark your calendars for 2017 FunFest and Annual Meeting at Meadowlake Acres Country Club in New Bloomfield on September 18.

With lots of opportunities for involvement, and activities for our members, there is something for everyone. As always, our association's success is directly linked to the participation of its Members. I look forward to seeing you there and making MSAE as vibrant as ever.

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## Excellence Through Leadership Scholarship Awarded to Alaze Battagler and Reese Wood

The 2017 Excellence through Leadership Scholarships was awarded to Alaze Dawn Battagler of Richmond and Reese Peyton Wood of Clarksburg.



Alaze attended Richmond High School and received a cumulative grade point average of 4.0748 and was ranked 3rd out of 115 students. She will be attending Missouri State University to major in Psychology/Criminology. Alaze was student body president and was on the National Honor Society of two years. She had perfect attendance since her 2014 school year and received the varsity academic letter with four stars and four metals. She was active in her community as she created and executed "High on Life" campaign, Read Across America book drive, Service Project Breakfast with Santa, planning homecoming activities, plan and work annual Farm Day, helps with local Knights of Columbus fish fries, school cleanup program, and school ambassador during parent teacher conferences. Alaze hopes to receive her certification in forensic child psychology and work with the Federal Bureau of Investigation.



Reese attended Tipton High School and received a 3.95 cumulative grade point average and was ranked 2nd out of 51 students. She will be attending Missouri Southern State University and major in nursing. She served most recently as student council president. She is a member of the FFA and FBLA, DECA, Art Club, Speech Team, Chamber Choir, and National Honor Society. She participated in volleyball, varsity cross country, varsity track and was the statistician for boys' basketball and football. She has been on the honor roll every quarter. She is a greeter at the First Baptist Church and a nursery worker every month as well as a volunteer for Vacation Bible School. She was a volunteer as part of Mid Missouri Missions Team and served as a Capital Region Volunteer, where she worked in material management, the emergency room and the cancer center. Reese would eventually like to work as a trauma nurse in a hospital emergency room or a critical care unit.

*Congratulations Reese and Alaze and good luck. You have a great future ahead.*



### Welcome Members

*Leslie Havens*

*City Place St. Louis Downtown Hotel*

*Nick Landry*

*Saint Charles Convention and Visitor Bureau*

*Sarah Luetkemeyer*

*Missouri Independent Bankers Association*

*Annie Schrieber*

*Courtyard St. Louis St. Peters*

*Casey Wasser*

*Missouri Soybean Association*

**MSAE welcomes the following individuals to membership!**

**To invite a colleague to join MSAE, ask them to complete an easy, online application.**



## 10,000 Square Feet of NEW Event Space in Springfield, MO

Tyler Hart, Sales Manager, DoubleTree by Hilton

DoubleTree is doubling its meeting space! In 2018 we'll open a state-of-the-art convention center that will accommodate 500 guests. Our award winning service will ensure a world-class experience throughout our 20,000 square feet of space at a hotel ranked in the top 1% of all DoubleTree hotels in the United States.



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## New for Showboat Branson Belle in 2017

The 1880s-style paddlewheeler will undergo a two-year, multi-million dollar project to remodel the interior of the boat, including new carpet, paint, chairs, and the dock. The Showboat Branson Belle will also debut a new show later this year.

The new experience starts with the dock and boarding process. Guests can enjoy updated shops, a Coke stand and better views of the lake with removal of previous ropes. Guests will now wait on the improved loading dock to be called and seated in rows. Among the improvements to the dock, guests will also see a new photo station reminiscent of a "Red Carpet" arrival, new decor, new seating, an expanded "Captain's Club" section, and new seating on the top deck. There will be a new stage set and stage show, and guests can also enjoy live



acoustic performances on the top deck. The outside of the boat is also getting some improvements, too, including new paint.



The Showboat Branson Belle will feature two new shows, "Country on the Lake" and a new version of "Celebrate." The newest show, "Country on the Lake" is set to debut May 27 at noon, and will include a new menu for the show. Guests will also enjoy all of the old school Fanta flavors, and they're even going to start serving Squirt.

Be sure to check out these new, exciting additions to the Showboat Branson Belle on your next vacation!



## Hawthorn Bank News

Lance Stegeman, Business Development Officer

Hawthorn Bank announces the addition of a Business Savings account to their deposit offering with no monthly service fee when you choose to receive electronic statements through Online Banking. See one of our Customer Service representatives for additional details.

Hawthorn Bank introduces 3 new Branch managers at their East, South and Main banking centers in Jefferson City. Jana Lehman will take over for the retiring Chris Allen Henley at the East Branch, Kyla Schrimpf will take the place of the retiring Joyce Finke at the Main Branch and Kara Korte will replace Linda Roettgen at the South Branch who also recently retired.

## New for Cape Girardeau in 2017

Stacy Lane

**"CAUTION"** tape is up and construction trucks are rumbling by across Cape Girardeau. Here's a look at what's coming to Cape Girardeau in 2017!

### Cape Girardeau Sportsplex



121,000 square feet of soccer fields and basketball and volleyball courts are headed your way with the Cape Girardeau Sportsplex, currently under construction and scheduled to open this year.

### Drury Plaza Hotel and Conference Center

A brand new Drury property is taking shape in the footprint of the old Drury Lodge. The Drury Plaza Hotel and Conference Center is scheduled to open this summer, and will include over 160 rooms with 14,000+ square feet of adjacent meeting space. An attached restaurant is also in the works.



### Courtyard by Marriott

For the first time in nearly 50 years, Cape Girardeau's downtown will again boast a hotel in the CVB's former office building at 400 Broadway! A Courtyard by Marriott is under construction in the historic H&H building, and great pains are being taken to preserve and restore some of the building's original character and charm. Plans for the property include a full-service restaurant and approximately 90 rooms.

All of this development promises to put Cape Girardeau on a whole new level when bringing tournaments, sporting events, meetings, conferences and conventions to town. Stay tuned for updates on all of these exciting projects as they get closer to completion this year!





## Branson Zipline to Add Largest Synthetic Snow Tubing Hill in US this Summer

BRANSON MO. Branson Zipline at Wolfe Creek Preserve will soon be home to a unique attraction this summer, a year-round snow tubing hill that will be the largest synthetic tubing hill in the U.S.

The zipline attraction just north of Branson on Hwy 65 is partnering with Briton Engineering Developments from the U.K. to bring the one-of-a-kind attraction to their complex that already includes eight zip lines, ten suspension bridges a 40-foot and 100-foot simulated free fall.

Briton Engineering will work with Combs Family Ventures, who own and operate Branson Zipline at Wolfe Creek, to design and build the largest synthetic tubing run in the U.S. using the high-performance snow sports surface Snowflex®.

Phase one of Snowflex® tubing will allow up to eight tubes to run down the slope simultaneously. The run is designed to give maximum thrills to all ages, in the beautiful setting of the Ozark Mountains.

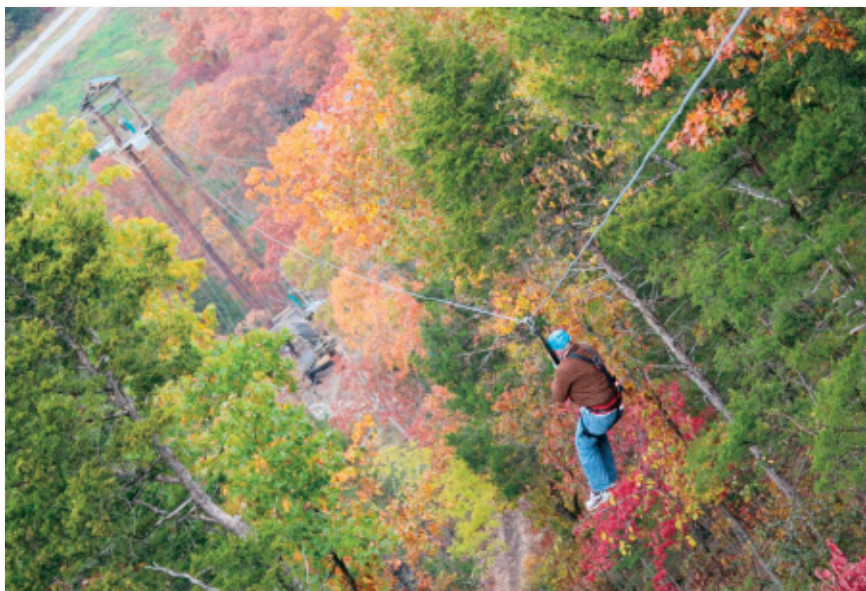
Branson Zipline is continuing to expand and offer guests an experience they will not be able to find anywhere else in the area. Traditionally a winter activity, the Snowflex® tubing hill will also be available throughout the spring, summer and fall.

"We're thrilled to be able to bring this new experience to the Branson market and cannot wait for our guests and their families to start making memories on the slope," said Craig Combs, owner of Branson Zipline.

"This new addition to our area is just one of the many new and exciting attractions we plan to bring to Wolfe Creek. Our goal at Branson Ziplines is to create a place for families to experience the Ozarks in a completely new and exciting way," Combs said.



In addition to the Snowflex® tubing hill, Branson Zipline will also be releasing a new brand, logo, and website that will have full details of all of the attractions coming to the Wolfe Creek area in the coming weeks.







# EVENT SUMMIT

**Formerly the Joint Meeting Planners Trade Show-  
Experience this New and Exciting Event!**

**Capitol Plaza Hotel ~ Jefferson City, MO**  
*Tuesday, August 1, 2017*

Presented by Missouri Society of Association Executives, Missouri Travel Council and  
 Society of Government Meeting Professionals

## Tentative Agenda

<b>7:00-11:00 am</b>	<b>Exhibitor Set-up and Registration</b>		<b>Ins &amp; Outs of Dietary Needs-Not Wants</b> <i>Sarah Young, MS, RD, LD, Wellness Program Dietitian, Missouri Consolidated Health Care Plan; Stacey Busken, Harvest Table Eatery &amp; Miscellany</i>
<b>8:00 am</b>	<b>Meeting Planner Registration</b>		
<b>9:00-9:45 am</b>	<b>CONCURRENT EDUCATION SESSIONS</b> <b>How to Create a Survival Mindset</b> <i>Michael Hague, President &amp; CEO, Security Solutions and Training, LLC</i>	<b>9:45 am</b>	<b>Break</b>
	<b>CAPPitalizing on Your Conference APP</b> <i>Gary Gates, Missouri Park &amp; Recreation Association (MPRA); Sarah Veile, Missouri Park &amp; Recreation Association (MPRA)</i>	<b>10:00-10:45 am</b>	<b>CONCURRENT EDUCATION SESSIONS</b> <i>repeated</i>
		<b>11:00 am</b>	<b>Exhibit Booths Open with Lunch Stations</b>
		<b>2:15 pm</b>	<b>Reception and Prizes</b>

# Thank You to Our Members for Participating in the Annual Food Drive

The Food Bank would like to thank the members of the Missouri Society of Association Executives for hosting a food and fund drive to help us feed our neighbors in need throughout Central & Northeast Missouri. **Your efforts brought in 345 pounds of food and your luncheon gifts totaled \$320.**



Your support goes a long way in helping us fight hunger in our communities. We are a member of Feeding America, which gives us the opportunity to acquire large amounts of bulk foods at a heavily discounted costs. In fact, we are able to purchase \$210 worth of groceries for every \$10 donation. That means to us, your gift is worth 21 times the face value!

Across our service area, one in six adults and one in five children are facing food insecurity on a regular basis. By making a monetary gift to The Food Bank, you have not only shared food, you have brought hope for a better tomorrow. On behalf of the 104,000 people we serve on a regular basis, thank you!

Lindsay young Lopez, Food Bank Executive Director



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# Exercise as Medicine

Tips from Certified Fitness Coordinator and Exercise Instructor Sarah Harbour

Prescribed By: Sam B. Cook Healthplex Fitness Center

- People are happiest and healthiest when we're on the move. If we don't use it...we lose it! Bed rest and sedentary lifestyle are prime examples.
- **Physical activity (PA)** is any movement that burns energy, usually informal and unstructured, short duration and low intensity, such as: standing, walking, cleaning, gardening, yard work, childcare, taking stairs, some jobs, leisure, etc.
- Daily PA of >30min most days (150min/week) has been shown to reduce risk factors for chronic diseases such as heart disease, stroke, diabetes, cancer, osteoporosis. Promoting active lifestyle basic part of disease prevention.
- Effects of PA are accumulated throughout day, should be done frequently every hour to disrupt sedentary activities. "Deskercise". active hobbies, active transport. Goal to minimize sitting in all ages: screen time, in car, work/school.
- Find several new activities that you enjoy, alone and with a group, so that you increase the opportunities to be healthy: dancing, yoga, Tai Chi, gardening, playing with kids/grandkids, walking or hiking outdoors with others, group exercise classes, strength training, swimming, biking, wash car by hand, etc.
- Exercise is a more formal and structured type of PA, usually done to improve components of health related fitness: *Aerobic capacity muscle strength, endurance, flexibility, and body composition.* Performance and injury prevention.
- Each type of fitness has its own recommended "dose": **F**requency, **I**ntensity, **T**ime, **T**ype of activity. Ex. Brisk walking 3 days/week for 30min at 30bpm above resting heart rate will result in stronger heart, lower BP, better BS control.



- PA and exercise can be used as medicine to improve the structure and function of almost every system of the body, including mental health. And like a drug it has a dose-response relationship: the more you do the bigger the results and the faster you achieve them. Activity helps your medicine work better!
- Healthcare systems must begin to think of exercise as a medication that should be prescribed to patients. Health professionals should assess and review patient's PA program at every visit and encourage meeting guidelines for PA. If patient is willing and interested, refer them to a certified fitness professional.
- Medical fitness is the bridge between health club/gym and healthcare system. Medical fitness professionals have the education, experience, and facilities to adapt and modify exercise to make it safe and effective for everyone.
- Let exercise and daily physical activity provide the balance to improve your quality of life, prevent future disease, and lead you to overall wellness.



# Johnny Morris' Wonders of Wildlife National Museum

**Johnny Morris' Wonders of Wildlife National Museum & Aquarium to celebrate grand opening on September 21, 2017 commemorating the beginning of National Hunting & Fishing Days**

*National celebration planned with commemorative events honoring positive conservation impact of hunters and anglers*

**Springfield, Mo.** – Johnny Morris, founder/CEO of Bass Pro Shops and leading conservationist, in partnership with noted conservation partners from around the world, today announced the all-new Wonders of Wildlife National Museum and Aquarium in Springfield, Missouri will celebrate its grand opening on National Hunting & Fishing Day, September 21, 2017.

"I am proud and excited that this special facility dedicated to those who love the outdoors will open in the heart of America in our hometown, Springfield, Missouri," said Johnny Morris. "We are deeply grateful to the many remarkably talented individuals and world-class conservation organizations that have come together for the past nine years to help make this vision a reality. It is our shared hope that the tremendous investment of time, energy and resources will have a profound, positive long-term impact on the future of hunting, fishing and conservation in America."

**Wonders of Wildlife National Museum and Aquarium will be the largest, most immersive fish and wildlife attraction in the world.**

"Wonders of Wildlife has the opportunity, like no other attraction before it, to have a positive national impact on wildlife and conservation," said Colin O'Mara, President and CEO of the National Wildlife Federation, a key partner organization. "Johnny's investment in this not-for-profit facility through the Johnny Morris Foundation will establish one of the most valuable and respected conservation and education centers in the world."

Wonders of Wildlife consists of an all-new 1.5-million-gallon aquarium adventure showcasing 35,000 live



fish, mammals, reptiles and birds, and an immersive wildlife museum that brings visitors eye-to-eye with the greatest collection of record-setting game animals ever assembled. Located adjacent to Bass Pro Shops National Headquarters in Springfield, Missouri, the 320,000-square foot experience celebrates people who hunt, fish, and act as stewards of the land and water.

In conjunction with the grand opening a national conservation summit will highlight a series of celebrations and commemorative events with leading conservation partners, special guests and dignitaries from across the nation. The events will honor the positive role hunters and anglers play in wildlife conservation and help inspire the next generation of outdoor stewards.

## Historic Date

National Hunting and Fishing Day honors the most effective grassroots efforts ever undertaken to promote conservation. More than a century ago, hunters and anglers were the earliest and most vocal supporters of conservation and scientific wildlife management. Recognizing that rapid development and unregulated uses of wildlife were threatening the future of many species, sportsmen and women called for laws restricting commercial harvest, established hunting and fishing licenses, and lobbied for taxes on sporting equipment to fund state conservation agencies. The movement, led by notable sportsman President Theodore Roosevelt, soon helped populations of iconic North American wildlife species recover including white-tailed deer, elk, antelope, wild turkey, wood ducks and many more.





The grand opening coincides with several significant conservation landmarks in September including the 80th anniversary of President Franklin Roosevelt signing legislation establishing an excise tax on firearms and ammunition to fund wildlife conservation. Referred to as the Pittman-Robertson Act, this little-known bill has generated billions of dollars from sportsmen and women to fund vital state wildlife conservation activities. It also marks the 80th anniversary of Ducks Unlimited, one of the foremost conservation organizations in the world and a key museum partner. Additionally, September 2017 is the 211th anniversary of the completion of the historic Lewis and Clark expedition, which will be one of many milestones featured inside Wonders of Wildlife.

#### Key components at Wonders of Wildlife include:

- A 1.5 million-gallon aquarium adventure
- More than a mile of immersive trails and exhibits spanning 320,000-square feet
- 35,000 live fish, mammals, reptiles and birds representing 700 species
- More than 70,000 square-feet of immersive wildlife galleries and dioramas
- The Boone and Crockett Club's National Collection of Heads and Horns
- The International Game Fish Association's (IGFA) Fishing Hall of Fame
- The National Bass Fishing Hall of Fame
- The NRA National Sporting Arms Museum
- The National Archery Hall of Fame
- Partnerships with 34 of the world's foremost conservation organizations

Additional details to be unveiled soon. Officials are planning to share more details about Wonders of Wildlife including plans for the grand opening celebration events, pricing, hours of operation and key features in the coming weeks and months. For more information visit [www.wondersofwildlife.org](http://www.wondersofwildlife.org).



## Meetings

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# Unique Travel Apps Inspired and Designed by Celebs

Once celebrities really make it big, they expand their brand, typically by opening a restaurant, or launching a clothing line or self-titled fragrance. Now, add travel apps to that list. It may seem odd at first, but the trend appears to be picking up steam.



## G. Spotting

Actress Gwyneth Paltrow's company, Goop, recently launched a new travel app, G. Spotting, which

provides users with a closely curated guide to 25 cities around the world, from Los Angeles to Paris and Detroit to Hong Kong. The app delivers recommendations for restaurants, hotels, art museums and other services, recommended by the Academy Award-winning actress, her friends and her Goop team.

The app isn't just geared toward tourists. Noora Raj Brown, vice president of communications at Goop, explained that it is also built for locals looking to test out a new spot for dinner in a different neighborhood. Other celebrities lent their preferences for certain destinations. For example, Reese Witherspoon, Karen Elson, Tim McGraw and Faith Hill provide Nashville recommendations.

## Detour

Andrew Mason, the former CEO of deals site Groupon, recently launched a travel app of his own, Detour. The app offers hour long audio tours of certain neighborhoods in major cities such as New York, San Francisco, Los Angeles and Chicago.

The fun part of the app is the narration, Audio tours are given by some familiar names and voices-such as filmmaker Ken Burns, Broadway legend Joel Grey and local radio personalities-designed to make users feel like they're getting a tour from a local celebrity.

Detour is a free app for Apple and Android devices, and the tours sell for \$4.99 each. The free group audio sync feature allows one paying customer to share a Detour with friends, turning the tour into a group activity.



## ChefsFeed

Can you think of anything better than getting advice about where to eat from famed culinary heavyweights?

The ChefsFeed app does exactly that by providing curated, chef-recommended guides that include exclusive details about where and what you should eat.

Travelers searching for late-night bites in Chicago, cheap eats in Austin and the best burgers in Denver will all find expert answers.

The app lets users search by dish and location, and recommends not only restaurants, but also specific dishes. Members of the chef community who provide feedback range from big names such as Wolfgang Puck to esteemed local chefs from around the United States, including Paul Berglund of Nordic-influenced Minneapolis hot spot The Bachelor Farmer and Texas pitmaster Aaron Franklin of Franklin Barbecue fame.





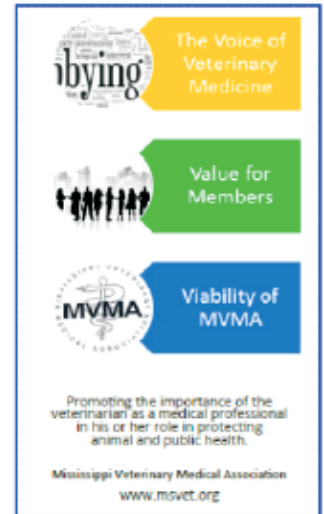
# Implementing the Strategic Plan

By Bob Harris, CAE

The planning retreat is an important activity for reviewing and developing strategy and direction. During the retreat enthusiasm builds for new programs and growth. After the retreat everyone returns to their daily priorities. The retreat is just a memory.

Here is a checklist to deploy and sustain progress on the strategic plan.

- ☐ DRAFT: Circulate the final draft of the strategic plan to board and staff decision makers to check for accuracy.
- ☐ ADOPTION: Official adoption of the plan by a motion of the board at the next meeting; within 90 days.
- ☐ AWARENESS: Announce the plan's major goals by posting on website, press release, newsletter and presentation at an annual meeting (consider PowerPoint format and printed handouts – the most well-read and membered plan will fit on a business card.)
- ☐ ACTION PLAN: Translate the strategic plan into a business or action plan detailing the assignments to committees and staff; adding deadlines.
- ☐ METRICS: Identify performance measures so progress can be measured and success recognized.
- ☐ RESOURCE ALLOCATION: Adapt or revise the budget to reflect the recommended programs in the new plan.
- ☐ CHAMPIONS: Appoint a strategic plan champion, or goals' champions, to monitor and report on progress.
- ☐ COMMITTEES: Align committees and task forces with the goals to ensure volunteer workforce supports each goal. Merge or eliminate unnecessary committees.
- ☐ CONSULTANTS: Outsource work that needs to be delegated beyond staff or volunteer capabilities.
- ☐ REPORTING: Allocate time to report on progress (or delays) in the strategic plan. Consider a color-coded system such as GREEN – underway; AMBER – progressing; RED – completed or needs attention.
- ☐ UPDATE: Annually review the plan in-depth. In three years develop an updated plan.



The plan is a roadmap for leadership and staff. It should be integrated into all aspects of the organization.

## About Bob Harris

*There are more than 150,000 associations and chambers of commerce in the USA. Bob Harris, CAE, has been dubbed the guru or Sherpa by many of them. For 30-years he has guided associations to increase performance and set a direction.*

*He's also been called the "Martha Stewart of association management" for providing tips and templates that make governance and management easier.*

*Outside the USA he has worked with associations in England, Jordan, Japan, Egypt, Ukraine, Lebanon, Belarus and Cambodia.*

*He believes nonprofit organizations should be as efficient and effective as any commercial business or franchise.*

*He promotes the importance and impact of nonprofits in America; and shares the tools of success, free at his website ([www.nonprofitcenter.com](http://www.nonprofitcenter.com)).*



# 5 Tips To Help Women Get Ahead

A leading neuroscientist shares her data-driven research

By Michelle Devera, Reprinted from smartmeetings.com, April 2017

Dragon lady. Witch. Or worse.

Women who take charge often face a lonely, and increasingly alienating, climb to the top. And once there, the success can be bittersweet.

"Women, as compared to men, are less likely to be selected for male gender-typed positions, are more likely to have their performance in such positions devalued and are given fewer opportunities for career advancement," says New York University psychology professor and researcher Madeline Heilman in describing the scope of her experiments.

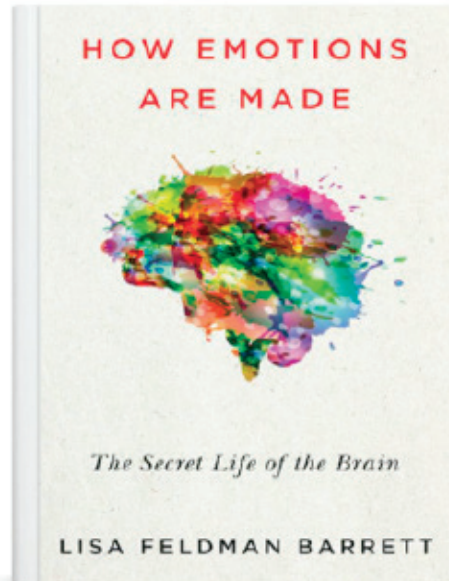
Women in power quickly realize that their titles won't shield them from societal expectations of the mother archetype or from the pervasive—some would say internalized—overly emotional stereotype. Which is a myth, by the way.

Whether you're CEO, director or a former secretary of state running for president (ahem), women still don't get taken seriously and are passed over for promotions because of motherhood—whether you've had a child or not.

## The Double Bind

Call it the double bind, the oft-repeated gender-based stereotypes of women versus men in leadership positions.

If you're a woman in a leadership role and you dare show any emotion, you're perceived as irrational or too sensitive. God help you if you cry. If you take on a more masculine attitude, you're not assertive; you're



**Lisa Feldman Barrett** is a professor of psychology at Northeastern University in Boston and co-director of Boston's Interdisciplinary Affective Science Laboratory.

aggressive. You're not decisive: you're bossy. Just ask Tina Fey and her best-selling *Bossypants*.

Whether you lean in all the way or do more of a nod, the topic is well-worn turf, especially in the female-dominated field of meeting planners. Not only does the double bind affect advancement opportunities for women: It also impacts their bottom line. An American Association of University Women (AAUW) study found that in 2015, women still made 20 percent less than their male counterparts doing the same work.

For meeting planners, the wage gap could be even greater. A Professional Convention Management Association 2014 salary survey found that male planners earned an average \$102,222 while female planners got \$72,880—that's nearly a 30 percent difference.

The AAUW study predicts that pay equity won't be achieved until 2152—

a milestone that won't be achieved even in our grandchildren's lifetime.

In the meantime, psychologist and Northeastern University professor Lisa Feldman Barrett—whose book, *How Emotions Are Made: The Secret Life of the Brain*, debuted March 7—says there are things that you could be doing right now to fight gender stereotypes and be successful in any industry.

## Helpful Tips

Here are her five top tips for how women can get ahead.

**Expand your emotion vocabulary:** Evidence suggests that the more "emotion" words you know, the more tools your brain has to select the best action in any situation. You'll also improve your ability to perceive emotions in others, whether it's in social settings or during high-power negotiations.

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# Add Earning the CAE to Your To Do List

By Lori Furtado, CAE, Senior Director, ASAE Credentialing (lfurtado@asaecenter.org)

Is advancing your association management career on your to do list? Prepare yourself for increased professional success by earning the Certified Association Executive (CAE®) certification. The CAE Program stands as a mark of excellence and has evolved to reflect what it takes to manage an association in today's challenging climate.

The CAE Program was established in 1960 and is designed to elevate professional standards, enhance individual performance, and designate association professionals who demonstrate the knowledge essential to the practice of association management. The CAE Program is accredited by NCCA.

The CAE identifies those who have demonstrated that they have the knowledge to serve as the chief staff executive of a non-profit of any type, any scope, or any size – from a small staff local 501c(3) charity, to an international 501c(6) professional society.

Earning and maintaining the CAE is a three-part process. Candidates must first meet employment, degree, and professional development requirements and submit an application. The next step is to sit for and pass the 200 question multiple-choice CAE exam. Once a candidate has earned the credential they must maintain it by fulfilling certification renewal requirements every three years.

The basis for the exam is the CAE exam content outline. The outline consists of 159 essential association management competencies divided into nine domains. The outline is derived from research that included surveys, extensive statistical analysis, and a thorough peer review.



The exam is given twice annually on the first Friday in May and the first Friday in December. The next exam will be held on December 1, 2017. The application deadline for the December exam is September 22.

A large part of the CAE experience is the knowledge you will gain during the preparation leading up to the test itself. Keep in mind throughout the process that you are preparing yourself for a test of your association management knowledge. CAE candidates have reported that preparing for the CAE exam drives professional self-confidence, enhances knowledge, and improves advancement opportunities.

For more information on the CAE, including complete eligibility requirements, resources, and detailed professional development guidelines, please visit [www.asaecenter.org/cae](http://www.asaecenter.org/cae).

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**Listen a lot:** Don't presume to know the answers. Listen closely to ideas and feedback from coworkers whose judgment you trust, and don't be too quick to shoot down suggestions that don't immediately resonate. Foster curiosity in yourself and in those around you.

**Dress the Part:** Most brain activity consists of millions of predictions about what will happen in the next moment. Your choice of clothing unconsciously influences the predictions that others make about you, which influences the way they treat you.

## Cultivate anger as a negotiation

**tool:** It's OK to lose your cool sometimes to get your way. Men do it all the time. This tip has a cost, however. A woman who gets angry might be viewed as a bitch. But don't, worry too much because you'll have lots of company, namely every female CEO at some time in their careers.

**Attend to your body budget:** Your brain's most important responsibility is meeting the energy needs of your body. Help it do its job by getting enough sleep, eating healthfully and exercising regularly. There's no substitute.

"I think these tips hold for women in any field that is competitive, based on performance, where interpersonal communication and influence is required," Barrett says.

As a leading neuroscientist, Barrett knows what it's like to be the only woman in the room. Her experience, plus her research into the science of emotion at the intersection of psychology and biology, has proven that the notion of the "emotional woman" is a total lie that we not only keep telling ourselves, but also keep teaching to our children.

As Barrett says in *Cosmopolitan*, "All women have to deal with this crap."

# Volunteers Define Leadership

By Bob Harris, CAE

A board is a combination of volunteers dedicated to governing an organization. In the US there are more than 1.5 million nonprofit boards of directors.

From the start the directors must concur on their roles and responsibilities to advance the mission and serve the members. Recognizing that each person brings a unique perspective and experience which must be blended to work as a high performing governing body. Every director has their own perspectives of leadership and the characteristics necessary to produce results.

I asked a group of volunteers being groomed for governing roles to describe their perspectives of board leadership. Of course there are no right or wrong answers, though I might have paused if someone had suggested personal gain or bad behaviors.

## Desired Characteristics

- A leader is invisible, deflecting the credit for success.
- Leads by example.
- Leadership is about listening.
- Leadership means being knowledgeable.
- Stays organized.
- Leaders are innovative.
- They provide answers and solutions, not stuck on problems.
- Must be an active participant.
- Leaders facilitate discussions and meetings effectively.
- Balanced approach to leadership; fair.
- Inspire and motivate.
- Being a good listener and observer.
- Leaders are passionate.
- Remain humble.
- Leaders are accessible.
- Be kind but firm.
- Leaders facilitate but not impose.
- Leaders: Open minds and open doors.
- It's not about you -
- Being a member of a team.
- Being results driven.

## Results Driven

- Facilitate the vision and self-actualization of others.
- Fulfilling social responsibility.
- Guiding people to achieve what they need and want.
- Help others by focusing on resolutions.
- Advance the visions of others.
- Leaders facilitate personal and professional development.
- Organizations provide platforms for leadership.

*'If your actions inspire others to dream more, learn more, do more and become more, you are a leader. "*

*John Q Adams*

- Service to others and society.
- Help others achieve their dreams.
- Continually improving the organization.
- Leadership is mentoring.

A leader with the right characteristics will enable the organization to achieve excellence. They understand and respect fiduciary roles to which they have been entrusted by the members and have humility in knowing that the decisions made affect more than themselves.

John Quincy Adams said is credited with saying, "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

Ask your board how they define leadership and how their work impacts the association now and in the future.

**Note:** Bob Harris, CAE, provides free governing tips and templates at [www.nonprofitcenter.com](http://www.nonprofitcenter.com)





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A large background image showing the lower legs and feet of several rowers in a boat, with their oars dipping into the water. The scene is brightly lit, suggesting a sunny day.

## WORK HARD. PLAY HARD. WHY SEPARATE THE TWO?



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# Bigfoot in Branson Missouri: New Attraction set to Open May 2017

mystical Scottish Highland Cattle on a working farm, featuring cows from the largest Scottish Highland producer in the Midwest, while always keeping on the lookout for signs of Bigfoot activity. The approximate one hour and twenty-minute tour will take them off road and over rugged terrain with twists, turns, and a few surprises that will be sure to keep them on the edge of their seat. Bigfoot Discovery Expedition™ is family friendly and suitable for all ages and abilities.

Bigfoot Adventure Golf™, is an 18-hole Bigfoot themed golf adventure that will challenge your putting skills through Bigfoot's woodland, research lab, and frozen tundra. The 18 holes include 9 ADA accessible holes.

Bigfoot's Adventure Maze™ is a multi-level maze full of fun for the whole family. Bigfoot's Adventure Maze™ will deliver varied challenges and obstacles to maze runners with its system of underground tunnels, spiral slide, and Yeti Treehouse. Maze participants will race through the twisting, multi-level maze to find four checkpoints while avoiding Bigfoot. Participants will have the option of a traditional exit or, for the daring, taking a leap from the top of an Amish built Timber Frame tower!

Bigfoot's 8Di Leadslinger Cinema™ allows players to participate in a totally immersive 8D interactive gaming experience. Players in the 14-seat cinema will put on 3D glasses, jump on a off road mini bike, grab a

gun, and help Bigfoot escape. They will feel the rumble, hear the roars and be totally immersed. Instead of just watching the movie, players will be part of the movie.

Bigfoot Arcade™ features the area's newest and most state of the art games with the most unique prize redemption in the area. The Prize Redemption area includes rare items, collectibles, and several entire Sports and NASCAR collections!

Bigfoot Food Truck Dining Park™ is Branson's first food truck park. Guests will be able to enjoy delicious food selections from savory to sweet while sitting on the patio and watching the excitement of the surrounding attractions.

## *About Bigfoot on the Strip*

Bigfoot on the Strip is owned by Darrell Henley, Emma Hamilton, and Matt Cook. The partner group has decades of experience in the tourism and attraction industry. Partners Henley and Hamilton were co-founders of several of Branson's successful attractions, including Branson Zipline Canopy Tours, Parakeet Pete's Waterfront Zipline, Parakeet Pete's Steampunk Balloon, and Fast Shot Shooting Gallery. Partners Henley and Cook co-founded Vacations Made Easy, which has been providing online access to attraction tickets to destinations across North America for over twenty years. According to Bigfoot co-owner Emma Hamilton, "Bigfoot on the Strip offers one of the most thrill-packed and diverse amusement experiences in the world."