



### NEXT EVENT

**February 7, 2014**

*Hilton Garden Inn  
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Richmond, VA  
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### SCHEDULE

- 8:00 AM .....Registration & Cont. Breakfast
- 8:30 AM .....Seminar  
**Creating Strong Connections**  
*Terrie Glass, Leadership Solutions*
- 11:00 AM .....Reception
- 11:45 AM .....Lunch/Program  
**Building on Your Strengths: The Key to Success**  
*Terrie Glass, Leadership Solutions*
- 1:15 PM .....Adjourn

Register online at [www.vsaе.org](http://www.vsaе.org).

## Creating Strong Connections



*Terrie L. Glass*

Join us at our February meeting as **Terrie L. Glass**, President of Leadership Solutions, presents **“Creating Strong Connections.”**

Let’s be honest. There are some people who you find to be just plain difficult. What is the secret to communicating with them more effectively? How can you strengthen your ability to influence and work with them?

The key could easily be understanding “style”. Using the model from a well researched communication assessment, the DISC, this workshop will teach you how to communicate better with almost everyone! You will learn the

DISC model for understanding communication style, identify your own communication style, learn how to read the style of others, and learn how to adapt your style for greater effectiveness.

**Terrie Glass** has 25 years of experience in leadership, team development and customer service. Through her work as President of Leadership Solutions, she has worked with leaders at all organizational levels focusing on how to achieve excellence in “the people parts” of work. She has presented at state and national conferences to both association and business audiences.

**LUNCHEON:**  
**“Building on Your Strengths: The Key to Success”**

It’s not rocket science, just revolutionary: focus on your strengths rather than your weaknesses. In this presentation, Terrie will share

the results of Gallup’s 20 years of research and 1,000,000 interviews on the subject of talents. And best of all you will have a chance to apply Gallup’s “talent clues” to your own life during this session. You were not born to be a generalist; you are a specialist! Join us as we focus on maximizing your success and professional satisfaction by thinking about what you were truly meant to do.

**Register online today at [www.vsaе.org](http://www.vsaе.org) to attend this valuable session on February 7! If you prefer to pay by check, use the registration form found online.**

### HOTEL RESERVATIONS:

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**Room Rate: \$109**  
Call Immediately!  
Please mention VSAE.

### UPCOMING PROGRAMS & EVENTS

#### March 7, 2014

Seminar & Lunch: **“From Insight to Action: 6 New Ways to Think, Lead and Achieve”** ~ *Gabriel Eckert, CAE, BOMA of Georgia*  
Holiday Inn Richmond Airport

#### April 4, 2014

Seminar: **“Values Based Leadership: A Case Study”** ~ *Mark Fernandes, Luck Companies*  
Lunch: **“Values Based Leadership: Life On Purpose”** ~ *Mark Fernandes*  
DoubleTree Richmond-Midlothian Downtown

For a complete Calendar of Events visit [www.vsaе.org](http://www.vsaе.org).

**Best Wishes for a Happy, Healthy, and Prosperous New Year!**



**THERE’S \$14 IN THIS NEWSLETTER!**  
See page 12 for more information.

## 2014 Membership Renewal Due January 31

Your VSAE 2014 Membership Renewal is now available online. Payment must be made by **January 31st** to remain active. Please go to [www.vsaе.org](http://www.vsaе.org) under the Membership tab and log in. If

you need to reset your password, please contact Tami (x114) or Tracie (x112) at 804-747-4971 or [tami@vsaе.org](mailto:tami@vsaе.org).

Annual dues for Executive members are only \$320 per

person. Dues for Associate members are \$500 per person. Multiple member discounts are available, and will be billed by company.

**[WWW.VSAE.ORG](http://WWW.VSAE.ORG)**



**Terrie L. Glass**

## Doing More With Less

You know the phrase "Nothing is certain but death and taxes"? It needs to be amended. "Nothing is certain but death, taxes and having to do more with less." The economy, growing demands, constant change, and retirements in record numbers - all of these things are contributing to the "new normal", which is largely defined by having to do more with less. Executives and leaders in every sector are facing this challenge and meeting it is the key to success and sustainability.

The question is, of course, how do you effectively do more with less? How do you get the most from every person and every action without running people into the ground or making your work environment feel like a pressure cooker? How do you deliver great results to your customers when you have fewer resources available to do that?

### Define what is truly important.

We say this all the time but the truth is that we only ever add things to the list rather than take a serious look at priorities. As a result, the list of "truly important" things is so long that a reasonable person could never give full attention to all of them. Discipline yourself and your team to let go of or re-order as "secondary" the things that used to be important but are now less so. Many things are good to do. But a laser focus on what is *truly most important* is essential in the current environment. Greatness has always been about focus. Doing more with less requires it.

### Engage hearts and minds.

We work to get paid. We work *hard* to get recognized. And we work *very hard* for a great cause. Believing that you are part of a great cause is what enables most people to ramp up and to sustain higher productivity and

commitment. It is the job of leaders to articulate the mission and vision in such a consistent and compelling way that the hearts and minds of others are fully engaged. No matter what your mission is, you must constantly talk about how that mission matters. If you have not captured people's hearts and minds, you have not captured enough of them. How are you adding value? How are you making a real difference? Why might I want to work harder for this cause?

### Leverage the strengths of everyone.

Although it might be necessary to broaden the scope of responsibilities for your staff or volunteers, leveraging the strengths and talents of your people is still the key to success. When people are doing what they are naturally good at, they not only produce great results they also accomplish those results in less time and with less effort. Resist assigning

*(Continued on page 3)*

### ABOUT THE AUTHOR:

*Terrie L. Glass is the President of Leadership Solutions in Richmond, Va. She does training and consulting with leaders and teams at all levels in private, public and non-profit organizations.*

Contact Terrie at [tglass@leadershipsolutions.us](mailto:tglass@leadershipsolutions.us) or visit her website at [www.leadershipsolutions.us](http://www.leadershipsolutions.us).

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## IRS 2014 Standard Mileage Rate

The Internal Revenue Service has announced the 2014 standard mileage rates for use in computing the deductible costs of operating an automobile for business expense purposes.

Beginning January 1, 2014, the standard mileage rate for the use of an automobile will be 56 cents per mile for business miles driven, which is a decrease of one-half cent from the 2013 rates.

## Brandon Robinson Joins VSAE Team at Eisenman & Associates



Brandon Robinson

Eisenman & Associates, Inc. (E&A) has named **Brandon Robinson**, as Vice President of Professional Development & Communications for VSAE.

In his role with VSAE, Brandon will lead the marketing and development efforts, including VSAE's educational offerings, communications strategy, and membership development.

Brandon has over eight years of association management experience, most recently with Easter Associates, Inc. of Charlottesville. At Easter, Brandon worked with a variety of association clients ranging from small trade associations to large professional societies. Prior to that Brandon worked

for the Propane Education & Research Council in Washington, D.C. leading the communications programs for two of the Council's five mission areas.

Brandon has a M.A. from the Graduate School of Political Management at The George Washington University and a B.A. in Political Science from Mary Washington College. He is also an active member of ASAE & The Center for Association Leadership. He is currently serving as vice chair of the Young Professionals Committee.

"The energy and experience Brandon brings to the table will be a great asset to Eisenman & Associates, VSAE, and all our clients," said Rick Eisenman, CAE, President/CEO of Eisenman & Associates. "Brandon has a real passion for association management. Combined with his communications background and hands-on personal approach, we are well positioned to continue delivering superior value to members and customers."

## Doing More With Less *(continued)*

*(Continued from page 2)*

work to the person who seems to have the most time or who tends to be most willing. Delegate, instead, based on strengths. Maximizing efficiency might be aided with technology but it is fueled by wise use of human talent.

### Be realistic.

It is important to set the bar high yet still be realistic.

None of us really believes that time, capacity and energy are infinite. In the current context, however, we often act as though they are. When you have a laser focus on what is important, when you have fully engaged people, and when you are consistently tapping into the talents of those people, a tremendous amount of quantity and quality can be

produced. Be careful not to punish the success of those folks by expecting the impossible from them. There must be time for casual collegial interaction, for laughter and for family. Demanding work must also feed our lives if we are to sustain our efforts.

The challenges before us are daunting but the great

organizations will meet them. They understand that what they were building strength to do during easier times was to be able to step up effectively during these more difficult times. Doing more with less is part of that. "When a great ship is in harbor and moored, it is safe, there can be no doubt. But that is not what great ships are built for."

**HOLIDAY LUNCHEON/  
SILENT AUCTION  
EVALUATION SURVEY  
PRIZE WINNER**

**Congratulations to  
Barry Hawkins,**  
Executive Director of the VA  
Hospitality & Travel Association,  
who was the Holiday Luncheon/  
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Winner.

His prize is a \$50 gift card to  
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Bob Harris, CAE

## Alignment in the Association

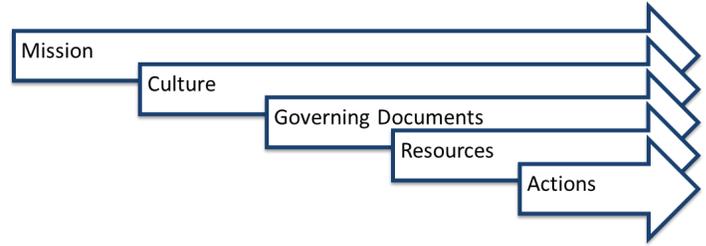
Sam joined the association board with enthusiasm. At his first meeting he was quiet the first half and then jumped in, "While I'm on the board I hope we can adopt this new idea that my friends told me about." A few of the directors agreed but the more seasoned officers reminded Sam, "We work within a framework and our ideas should align with our strategic plan."

When you think of an association seldom does the word "alignment" come to mind.

Yet, every association has a framework composed of governing documents, cultural values, strategic direction and (limited) resources. The actions – proposals, programs and ideas – must fit within the framework.

This describes the typical association framework:

**Mission Statement** – The purpose for existence, submitted to the IRS and the basis for designation as a federal tax exempt organization. The mission should frame nearly every discussion and project.<sup>1</sup>



### Elements of an Association's Framework

Some organizations promote a vision statement to supplement the mission; describing a long term aspiration or desired outcome.

**Culture** – Experienced boards identify values that serve as a "filter" for decision making. The values are guiding principles for board and staff. Directors should consider the values before accepting a role. Frequent values include transparency, innovation and integrity. The relationship with a parent organization will also influence culture.

**Governing Documents** – Meetings, deliberation and decisions are guided by the governing documents. Actions of the board must fit within the prescriptions of the documents.

- **Articles of Incorporation** – Approved by state government prescribing expectations of the board and corporation.
- **Bylaws** – Describe expectations of the board set out by the members and stakeholders.
- **Policies** – The wisdom of current and prior boards in identifying and documenting the best course of action (i.e. audits, investments, public records).
- **Strategic Plan** – The plan is the roadmap. Volunteers should determine if their ideas fit within the plan. The

(Continued on page 5)

#### ABOUT THE AUTHOR:

**Robert C. Harris, CAE**, is chairman of the Nonprofit Resource Center in Tallahassee, Fla. He provides governance resources on his website at [www.nonprofitcenter.com](http://www.nonprofitcenter.com). Contact Bob at [bob@rchcae.com](mailto:bob@rchcae.com).

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## Save with VSAE 2014 Seminar Passes!

2014 Seminar Passes are available for purchase through the end of January. The member price for 2014 seminars is \$40 when purchased individually.

Save \$15 when you buy a **3-Seminar Pass for \$105**, or save \$40 when you buy a **6-Seminar Pass for \$200**.

To purchase, email [msmith@vsae.org](mailto:msmith@vsae.org) with your order request.

The deadline to purchase Seminar Passes is **January 31**.

## The One Conference Tip That Will Change Your Life

Since we're approaching spring conference season, we thought we'd pass this much ignored conference tip along. Yes, it's important to wear comfortable shoes and yes, knowing what your goal is (meeting new people, networking, learning, etc.) shape your experience but the single most important tip in making the most of conferences is...

### Do Your Homework.

As a child I longed for the days when I would become an adult and I could be rid of homework. Sadly as most of us know, you're never rid of homework. Whether it's domestic chores or after-hours social media, there is always

more to do. Conference homework will help you make the most of this valuable experience. As soon as you have committed to attending, take a look at the agenda. Who are the speakers and session leaders? Have they published books? Do they blog? What's their claim to fame? Find out and research their works. You'll be able to speak much more intelligently to the speaker should you run into one another, and also at session and with your peers throughout the conference.

Next track down an attendees list. Who's going? Who have you been dying to meet? Are there social media friends you want to meet in person or

have you been following someone and you'd like to make an in-person connection? Make a list of your three most desired connections. Do your research on them if you don't already know them. What are their hobbies and skills? Think about possible conversation topics that will hold their interest. Figure out what you have in common.

Update all of your social media profiles with recent pictures. Yes, your dog is really cute but she won't help people recognize you at an event. A recent picture is essential to putting a social media profile to a face.



Do these bits of homework before your conference and you'll make the most of your experience.

### ABOUT THE AUTHOR:

**Christina G. Smith** is the Director, Content and Client Marketing at *YourMembership.com*. She believes in a creative approach to problem solving and hates the words "we've always done it this way" used in that order. Christina can be contacted at [csmith@yourmembership.com](mailto:csmith@yourmembership.com).

## Alignment in the Association *(continued)*

*(Continued from page 4)*

board's role is *not* to come up with new projects but to advance the existing strategic plan.

- **Budget** – A budget projects the annual income and expenses.

**Resources** – Members expect the board to safeguard resources and to use them to advance the mission and goals. Nearly every idea has an impact on the limited workforce (committees, volunteers, staff and consultants).

**Actions** – Meetings of the board and committees usually generate ideas or recommendations. Directors and committees must ensure that proposals align with the structure.

**Results** – Results are outcomes of the work of the board and committees.

Members and stakeholders expect results to fit within the framework and may question why new projects and programs are added.

In closing, the concept of alignment recognizes that the organization has existed for many years and current volunteers are stewards.

Creating projects and programs without alignment may cause chaos and exhaust resources. Success increases when volunteers understand the framework and align their ideas and actions accordingly.

<sup>1</sup> Consider including the mission statement on the bottom of every board agenda.



**Track the Virginia General Assembly**

Keep tabs on the Virginia General Assembly at one of these resourceful websites:

<http://virginiageneralassembly.gov>

<http://dls.state.va.us/>

The session convened Wednesday, January 8, 2014.



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### ABOUT THE AUTHORS:

**Marilyn Tam, PhD** is a speaker, author, consultant, and Board Certified Executive/Corporate/Leadership Coach. Formerly the CEO of Aveda Corp., President of Reebok Apparel and Retail Group and Vice President of Nike Inc., she is also a successful entrepreneur who has developed and built four companies. Visit her website at [www.marilyntam.com](http://www.marilyntam.com).

**Ed Rigsbee, CAE, CSP**, is the author of several books and over 2,000 articles on how to grow your business through strategic alliance development and implementation. He lectures internationally on the topic. Contact him through [www.rigsbee.com](http://www.rigsbee.com).

## A Happy Worker is a Productive Worker

Unhappiness among workers in America is costing a shocking \$300 billion per year in lost productivity, the Gallup-Healthways estimates. Their recent Well-Being Index shows that Americans are increasingly unhappy with their jobs and work environments. When people aren't happy about their jobs or their employers, they don't show up consistently, they produce less, and their work quality suffers. A recent Harvard Business Review article stated that **the level of happiness has a profound impact on workers' creativity, productivity, commitment and collegiality.**

Current American Psychological Association research findings show that people want contentment, love and happiness derived from meaningful work. They want nourishing personal relationships, a healthy mind and body, a spiritual core,

and a reason for living. But with only 24 hours in a day and all of the competing demands of modern life, the question is - how? Is it even possible? How can you as a manager facilitate your employees' happiness and consequently increase your company's success as well as your own?

First you as well as your company need a defined mission/reason for being. With an established purpose, you can manage and prioritize the energies and resources to best fulfill the mission. Work and life have meaning when we feel what we are doing creates worth and is in alignment with what we value. Understanding people's motivators will help you structure the work environment and to develop products and services that truly serve your customers.

There are five life factors that need to be kept in dynamic balance to achieve

and maintain happiness and productivity:

### 1. Money and other Means of Value Exchange

In today's world, money is the primary, and sometimes the only form of work compensation. Yet surveys have now shown that the most effective motivator for increased performance and creativity is when one feels that their work has meaning and value. Understanding what drives people is helpful in the design of incentive programs to increase satisfaction and consequently performance. Show people how their jobs impact the overall success of the company's mission, and tie their remuneration to their contribution to the objectives of the organization. That way they can comprehend how their efforts are intrinsic to the wellbeing of the company and be motivated to fully contribute to its success.

### 2. Relationships

Human beings are inherently social, we need honest and positive connection with others to survive and thrive in the workplace as well as in our personal lives. Healthy relationships will build trust and enhance openness and collaboration instead of fear and reluctant compliance. Structure a participatory workplace environment and allow for some flexibility in work hours so that your associates have the ability to adjust their schedules when it is needed. When people feel that they are respected and trusted to



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## A Happy Worker is a Productive Worker *(continued)*

*(Continued from page 6)*

perform at a high level, it encourages them to strive to do even better. By understanding human relationships we can plan and act accordingly in business and life for greater productivity and satisfaction.

### 3. Body

The American Psychology Association tells us that stress is the biggest cause of illness today, and oftentimes workplace stress is the primary culprit. Sick or unhealthy workers are unable to function optimally and their performance suffers. Unhealthy workers also cost the company more in healthcare costs and absenteeism. Encourage everyone to take their allotted vacation days; time away rejuvenates the mind and body, and they will return refreshed and energized. Ensure that the mission of the company is clearly shared with everyone so that they understand that their work has meaning. People are happier and can do more when they feel that they are contributing to a worthwhile purpose.

### 4. Community

Human beings need community in order to survive and thrive. When your company is actively involved in the surrounding community you have a source of local support. Your community is also an excellent place to get input and feedback on your products and services. In today's global economy, your community encompasses the whole world, and that

perspective will help you develop your company's offerings to best suit the market. Encourage and support volunteerism in the communities your company works in. Connect with nonprofits and other organizations that serve your market. For example, if your company sells products or services to small businesses, volunteer and affiliate with SCORE, the Small Business Administration's non-profit consulting arm to small businesses. This will contribute to the wellbeing of your community, and also give you valuable input about your customers' needs and concerns while strengthening your business network.

### 5. Spirit

A belief in something greater than ourselves sustains us when we are in pain, scared or in dire need. That same power enhances positive experiences and gives us more joy, compassion and energy. Recognizing the power of beliefs can guide your work policies to honor others' beliefs and facilitate their practice of them. When people feel respected for who they are and what they believe, they are happier and more productive individuals.

Increased productivity through happier employees can be realized with a modicum of energy exerted by you and your organization's leadership in



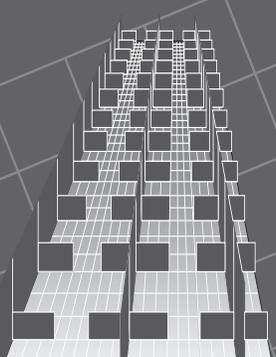
the above five areas. To help you better achieve success and balance for yourself and for your organization, several resources have been made available to you at no charge. Please visit [www.marilyntam.com/gift.aspx](http://www.marilyntam.com/gift.aspx).

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Adapted from *The Happiness Choice* (Wiley 2013) by Marilyn Tam, PhD.

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### ABOUT THE AUTHOR:

**Bob Vaez** is a passionate event professional and engineer with over 10 years of expertise in mobile and web technologies for meetings, conferences, and trade shows. As the President & CEO of EventMobi, Bob has brought his knowledge of event industry and attendee behavior to help create one of the most widely used mobile event apps and gaming layers. Contact EventMobi at [info@eventmobi.com](mailto:info@eventmobi.com).



## TechConnect: Using Gamification to Better Engage Event Attendees

Engaging members at events and conferences is at the core of every association, regardless if that engagement is online or face to face. Association event planners are acutely aware of the power of engagement and are constantly challenged to build opportunities for networking and learning at events and conferences. In recent years, technology has been the medium of choice to accomplish this, and games deployed via web-based or mobile applications have been shown to be very effective. "Gamification" is a buzzword garnering a lot of attention in this area, and for good reason.

### Gamification Demystified

Loosely defined, gamification is the integration of game-like thinking in nongame environments to bolster engagement, loyalty, and fun. Yes, it sounds quite foreign, but it's far from a new concept. If you have a credit card that collects points or if you've filled out a survey in hope of winning a random

prize giveaway, you have experienced gamification firsthand. In most cases, the delivery and tracking of the games and points is done via a web-based software or a mobile app. EventMobi, for example, includes different games that are integrated within a mobile event app for conferences and trade shows.

*(Score details and badges can be found on EventMobi's GamifyApp.)*

The five basic mechanics of gaming are the threads that bind most gaming experiences. These include the ability to...

1. collect points,
2. achieve new levels,
3. earn achievements such as badges and prizes,
4. participate in challenges, and
5. compare progress with others via leader boards.

### Event Games in Action

Most savvy event planners are well acquainted with mobile event apps. These apps are

optimized for smartphones and they come with standard features that make events easier for people to navigate. They can be simple or complex, but the usual features include a conference agenda, speaker profiles, and maps.

Now games are making their way into these event apps, bringing a new twist to what is useful. Imagine having attendees excited to visit exhibitor booths often passed by or having them be truly engaged during educational sessions.

Some consumer mobile apps like Foursquare and SCVNGR or event-specific apps like EventMobi include a gaming layer that sends attendees on treasure hunts to collect points for prizes, boosting the number of booths they would visit, for example. Or the event app can award points for attendees when they answer short quizzes at the end of each session to show they understood the main concept. They then receive points for checking in at certain locations or correctly answering questions. Even more, the app can automatically award them custom virtual badges for completing specific challenges or receiving a certain number of points, which they can then recoup for prizes.

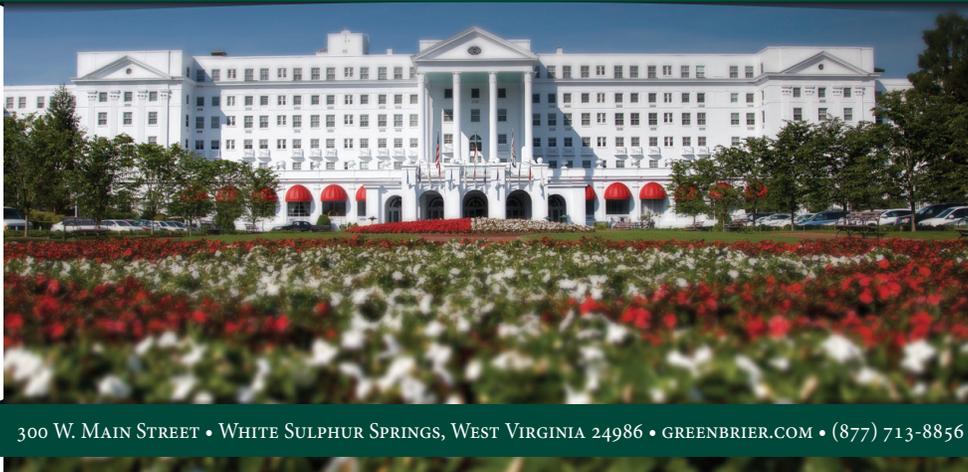
Attendees can track their progress on the mobile app or on a public leader board, which gives them incentive to get moving and play as often as possible, which in essence means being more involved at the event. There's nothing like competition to get people engaged and playing along.

### Employing Game Mechanics to Drive Strategic Action

The most important element in the game design lies in a clear understanding of your event's

*(Continued on page 9)*

The  
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## TechConnect: Using Gamification to Better Engage Event Attendees *(cont'd)*

*(Continued from page 8)*

objectives. By precisely defining what you want to achieve, you can encourage attendees to perform tasks and actions that they might not consider a priority, such as:

- registering early for an event
- participating in discussions
- contributing a solution to a problem
- visiting specific exhibitors
- networking with other attendees
- participating in team-building exercises
- downloading information
- submitting surveys
- learning about new products
- understanding company objectives
- taking a certain route
- visiting specific event destinations

When you incorporate gaming concepts into your event, not only are you encouraging your members and attendees to help achieve your goals, but you're also enabling them to reach their own. Many attendees find it hard to meet others, participate in conversations, apply learned materials, or keep track of their activities. A gaming layer incorporated in an event app, for example, can encourage attendees to act in that particular fashion and at the same time record and report their progress back to them. A great way to have more people engaged throughout the event while they can also measure their personal return on investment by seeing how much they have been able to be involved throughout the conference.

### Tips and Tricks for Deploying Games at Association Events: Challenges revolve around exhibitor booths

The most important parts of an event game design are the

content, flow, and onboarding process. We recommend that you use highly seasoned event professionals that understand the core elements in motivating attendees by using insider lingo, corporate objectives, team-building dynamics, group psychology, and the dynamics of hotel and convention-center geography. The best meetings and events games will involve location-based challenges and problem-solving clues and puzzles, while the geography of the venue will play an important part as well.

You also want to make sure the game is easy to understand and quick to play. There is nothing worse than being promised a fun experience and be greeted with a two-page survey to get started. Keep in mind that the objective of the game is not to have attendees play games on their smartphones during the conference but rather to provide quick and fun actions to get them better engaged

during the conference or expo. So make sure the game is contained in certain areas or time blocks to avoid unnecessary distraction during the event.

### The Future of Engagement at Events

Event gaming apps show plenty of promise for events, and this new technology creates a new way for attendees to interact with the event, via networking, asking questions, visiting specific areas throughout the event, and even cheerfully giving sponsors vital lead information to generate future sales and partnerships. But one thing is for sure: the game has to be in line with your event objectives and executed well to elevate attendee and sponsor experience, or it will simply be dismissed as yet another shiny event technology.

For more information, please visit [gamifyapp.com](http://gamifyapp.com) or contact [info@eventmobi.com](mailto:info@eventmobi.com).

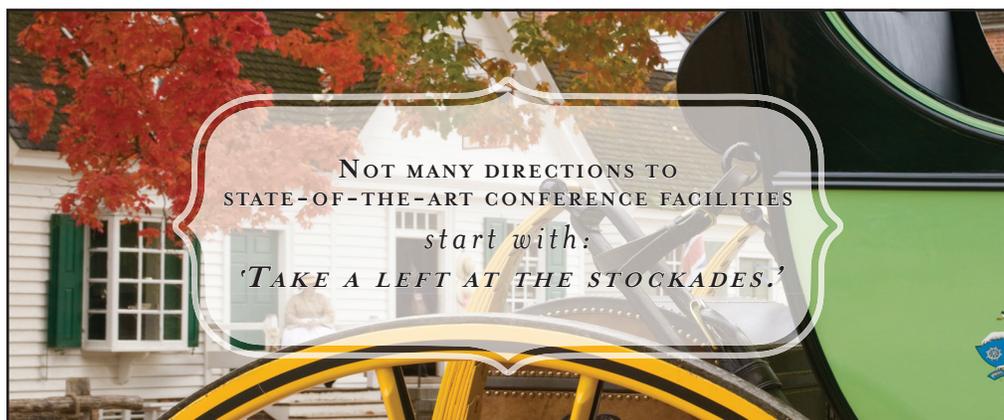
## Health Care Corner

### Tip by Monty Dise

The Affordable Care Act will change the premium structure for families in 2014. Prior to 2014, group health insurance companies charged a flat "family rate" regardless of age or number of children. In 2014, carriers will rate a family based upon their number of dependents. The first three dependents under age 21 constitute the normal family rate. Any family having more than three dependents under 21 will be charged an additional premium. Families with dependents age 21-26 will be charged an additional premium as well.



**Questions? Contact:**  
**Monty Dise, President**  
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# WELCOME NEW MEMBERS

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**Ms. Jennifer Gavin**  
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**Mr. Patrick McCloud**  
VA Apartment Management  
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Richmond

**Ms. Teresa Olsavsky**  
VA Apartment Management  
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Richmond

## ASSOCIATE

**Ms. Leslie Atwood**  
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Washington Dulles  
Chantilly

**Ms. Teri Wiley**  
Virginia Beach Convention  
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Virginia Beach

**Mr. Joey Worley**  
Keswick Hall  
Keswick

## TRANSFER

**Ms. Connie Brewer**  
Newport News Marriott at  
City Center  
Newport News

# Working Toward Your Goals

Goals are the most important tools you need to accomplish anything, and there are certain steps you can take to complete your goals after you've made them. There are certain areas you need to consider while working toward your goals, which will help you succeed:

**Define your goal.** Your first task is to work out the factors of your goal, then write your goal down, as clearly as possible, and keep it in a prominent location.

**Examine obstacles that stand in your way.** This is a time to guard against negative assumptions and other self-defeating thoughts. Remember the definition of realistic. An obstacle blocks you only if you let it. You should also write down your innovative ways of overcoming obstacles with your goal.

**W.I.I.F.M. What's in it for me?** Why do you want to achieve the goal? What kind of payoff is motivating you?

**Plan your action.** You need to carefully list the steps you will take to bring you closer to your goal. The smaller the

increments the easier they will be to accomplish. There is a German proverb that says, "He who begins too much accomplishes little." As the American Dental Association is fond of saying, "Don't bite off more than you can chew."

**Project a target date for your goal.** State your deadline range, such as, "between March 15 and April 1." Think carefully about the amount of time you need. Too little time will increase the pressure and frustrate you. Too much time may reduce your drive.

**Know how you'll measure your success.** Goals should be described in terms of the final outcome of an activity rather than as the activity. This is part of being specific. Instead of saying, "I will be running more in four to six months," you could say "I'll be running three miles instead of two miles in four to six months." How will you measure this? Probably by having one-third more blisters on your feet.

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## ABOUT THE AUTHOR:



**Dr. Tony Alessandra** is author of 27 books as well as "Dr. T's Timely Tips". Tony is available as a speaker for corporate and trade association meetings. Teleseminars and webinars are also available. Contact Holli Catchpole at SpeakersOffice, Inc. at 800-222-4383 or Holli@SpeakersOffice.com. Visit his website at [www.alessandra.com](http://www.alessandra.com) and contact him at [ta@alessandra.com](mailto:ta@alessandra.com).

# THANK YOU TO OUR 2014 PARTNERS:

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## PARTNER HIGHLIGHT: Kingsmill Resort

Kingsmill Resort sits along the banks of the majestic James River in Williamsburg, Virginia, a site famous for its history and serene landscape. A new chapter is unfolding in this beautiful setting - and association events are better than ever at this inspiring riverside retreat.

Already renowned for exceptional meetings, Kingsmill introduces a new level of guest services in 2014. Beginning in January, the resort's world-class recreation and award-winning dining are available exclusively to meeting attendees, registered guests and members of the resort. With all the features and ambiance of a private club, Kingsmill elevates your meeting experience to one of the finest in the mid-Atlantic region.

Conference guests can look forward to an array of new features and services coming in 2014. With four restaurants and in-room dining, Kingsmill already presents outstanding variety, and this dining experience will be enhanced at all levels. The Bray Dining Room will be stylishly renovated and offer a lively new lobby bar, and Eagles Restaurant and Lounge will also have a brand-new look. James Landing Grille - the only riverfront dining experience in Williamsburg - continues to offer stunning sunset views and fresh, locally sourced cuisine. New to the culinary team are Executive Chef Dale Ford and Director of Restaurants Jason Goodnite, who bring fresh ideas and fabulous new flavors to keep your team energized and happily satisfied.

Anticipate new ways to balance your meetings with energizing activities that inspire teamwork and individual performance. Guests at the Kingsmill Spa will

experience the results of a complete renovation, including serene new treatment rooms and quiet rooms overlooking the river. Make time to relax at the new River Pool complex with its lazy river and sandy beach. Activities at the marina have also expanded, so you can enjoy the beautiful waters of the James River with jet skis, paddle boards, water bikes, pontoon boats and kayaks.

The resort has hosted legendary golf events for decades and will be in the international spotlight again this spring as it welcomes the world's top women golfers to the LPGA Kingsmill Championship - a resort event that will continue annually through 2017. While you'll want to test your skills on the River Course, venue for May's LPGA tournament, you won't want to miss the acclaimed Plantation Course, featuring historic landmarks from Kingsmill's 1736 plantation.

At the heart of your meeting experience is Kingsmill's beautiful 16,000-square-foot

IACC-approved conference center. Along with sweeping views of the river, the center offers flexibility and function, with 16 meeting rooms, a dedicated Conference Concierge, specialty break service, ergonomic seating, soundproofing and leading-edge AV equipment. The center can accommodate up to 450 people - please visit [kingsmill.com/meetings](http://kingsmill.com/meetings) to preview floor plans.

Comfortable accommodations and warm hospitality make every meeting better, and Kingsmill welcomes you with freshly refurbished villa-style guest rooms and complimentary upgrades to our 160 spacious suites. For top-level executive retreats, The Pettus House creates an unforgettable experience with the seclusion of a private estate and superlative personal services.

Conveniently located within an easy drive from any point in Virginia, Kingsmill offers quick access from Richmond, Norfolk or Newport News airports. Once you arrive at Kingsmill, you're immersed in



a tranquil environment that invites you to leave distractions behind and get down to business in an exceptional facility with state-of-the-art technology and a professional staff that handles every detail of your agenda with ease.

Everything "new" comes together harmoniously to continue the resort's tradition of excellence and to deliver more value for your association. Enjoy all the amenities that Kingsmill offers, including resort-wide complimentary Wi-Fi, free parking and suite upgrades - and remember, there is never a resort fee at Kingsmill!

Rich Keurajian, Vice President Sales & Marketing, and his team invite you to make Kingsmill the destination to pursue your success in 2014. Please contact them at 800-982-2892, or submit an RFP at [kingsmill.com/meetings](http://kingsmill.com/meetings).



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# VSAE.ORG



## AROUND THE COMMONWEALTH



**MILLER ELECTED PRESIDENT OF VACVB**  
**Dean Miller**, National Sales Manager at Visit Fairfax, was elected President of the Virginia Association of Convention and Visitors Bureaus (VACVB).

**RICHMOND NAMED WORLD'S TOP DESTINATION FOR 2014**  
 Nancy Bass, Sales Manager at **Richmond Region Tourism**, announces that Frommer's (an essential online destination for those planning the perfect travel excursion) has named Richmond, Virginia one of the World's Top Destinations for 2014. Other destinations named include Bali, Indonesia; Berlin, Germany, and Rio De Janiero. According to Frommer's, "While you weren't looking, Richmond got Cool".

**STACKPOLE NAMED TO ADVISORY COMMITTEE AT CHOWAN UNIVERSITY**  
**Kerry Stackpole, FASAE, CAE**, President of Printing & Graphics Association MidAtlantic, has been named to the Wm. A. Krueger School of Graphic Communication Advisory Committee at Chowan University in Murfreesboro, NC.

**WALKER RETIRES FROM HOTEL ROANOKE**  
**Becky Walker**, Sales Manager at The Hotel Roanoke & Conference Center, retired on December 31st after 33 years in the hospitality industry and many years in VSAE. Becky will be relocating to Richmond in 2014 to be near her daughter and family.

## VSAE Members Receive 2013 Pinnacle Awards



*Successful Meetings* magazine readers selected these award winners based upon real-life

meeting experiences. The **Pinnacle Awards** celebrate hospitality excellence by identifying the CVBs, hotels and conference centers that set the standard for others to follow. For a complete list of winners, go to [www.successfulmeetings.com](http://www.successfulmeetings.com).

### 2013 PINNACLE AWARD WINNERS:

#### Hotels & Resorts Winners

- Colonial Williamsburg Hotels
- The Greenbrier
- Kingsmill Resort
- Kingston Plantation
- The Omni Homestead

#### CVB Winners

- VisitNorfolk

*Congratulations to our VSAE members who won this award!*

## Three Indulgences...One Convenient Location

### Shula's America's Steak House Work, Play, Dine

Celebrate life's special moments in the atmosphere created by someone who knows perfection—Coach Don Shula.

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### Hilton Richmond Hotel & Spa Relax, Indulge, Enjoy

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### Aura Spa & Salon Relax, Rejuvenate, Refresh

Our Chromotherapy-inspired Spa & Salon offers a full compliment of services designed to pamper and rejuvenate. Incorporate Wellness into your program, earn Meeting Planner Credits, or gather on the Sun Deck for a relaxing evening around the Fire Pit.



## There's \$14 in this Newsletter!

VSAE is once again giving members one nontransferable pass that can be used in 2014 to waive any \$14 fee assessed for a luncheon meeting.

This means if you register for a luncheon and then are not able to attend, you can use this pass to waive the \$14 no-show fee as long as you use it within 30 days of the invoice.

**Your personal "2014 GET OUT OF JAIL FREE" card is included with this newsletter. Keep it in a secure place, as it will NOT be replaced if lost.**