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ASAE  
1575 I St., NW  
Washington, DC 20005-1103  
888-950-ASAE; 202-626-ASAE

**Editorial offices:** 202-326-9548, fax: 202-326-0998, [editorial@asaecenter.org](mailto:editorial@asaecenter.org)

**Advertising offices:** 202-626-2889, fax: 202-220-6488, [industrypartnerrelations@asaecenter.org](mailto:industrypartnerrelations@asaecenter.org)

**Member Service Center:** 888-950-ASAE or 202-371-0940, [service@asaecenter.org](mailto:service@asaecenter.org)

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## Feeling Good at 100

**This issue is all about good news.** In a difficult year of pandemic and protest and pain, we are still celebrating ASAE's centennial—which is not about ASAE. It's about all of us, together.

Associations have a long history of making the world smarter, safer, stronger, and better. If you haven't visited the centennial timeline on the ASAE website (100.asaecenter.org), which highlights historical milestones that associations helped bring about, scroll through it when you have a few minutes and need a morale boost. From women's suffrage in 1920 to the war effort of the 1940s to the civil rights movement, and on to the birth of the digital age and legalization of same-sex marriage, associations have been at the forefront of progress for the past century.

But the centennial celebration is even more about looking ahead to the challenges yet to be met. This special issue features 100 associations that will save the world—and if you think that's a bit of a stretch, have a look through these pages. Collectively, these associations and many others are conducting research, convening experts and advocates, and deploying volunteers to advance healthcare, improve local communities, fuel businesses, and advance equity in the workforce and society. And this year, many have turned on a dime to respond to the COVID-19 crisis, even as they feel the devastating impact of the pandemic themselves.

So enjoy browsing through these small snippets about the big challenges our community is committed to overcoming. After 30 years in our field, I've never been prouder to be an association professional. After reading this issue and participating in ASAE's centennial, I'm betting you'll feel the same way too.

**Julie Shoop**

Editor-in-Chief

jshoop@asaecenter.org



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ASAE President and CEO	Susan Robertson, CAE
Chief Marketing and Communications Officer	Robb Lee
Vice President/Editor-in-Chief	Julie Shoop jshoop@asaecenter.org
Editorial Director	Samantha Whitehorne swhitehorne@asaecenter.org
Senior Editor	Lisa Boylan lboylan@asaecenter.org
Associate Editor	Rasheeda Childress rchildress@asaecenter.org
Contributing Editor	Mark Athitakis mathitakis@asaecenter.org
Books Editor	Kristin Clarke kristinclarkeva@gmail.com
Supplement Design and Production	Ana Maria Rivera-Pramuk arivera-pramuk@asaecenter.org
Web Content Editor	Ashwin Jagannathan ajagannathan@asaecenter.org

### MANIFEST

Kevin Hambel  
Creative Director  
Andrea Hesel  
Senior Art Director  
Alix McNamara  
Associate Director, Operations  
Sara Elder  
Photo Editor  
Ernie Smith  
Social Media Journalist

Senior Vice President and Publisher	Karl Ely, CAE kely@asaecenter.org
Advertising Operations Director	Kathy Censky kcensky@asaecenter.org
Advertising Operations Manager	Rochelle Shaffer rshaffer@asaecenter.org
Advertising Operations Coordinator	Grazia Mieren gmieren@asaecenter.org

Account Managers	Ruth Evetts Florida and Georgia; Caribbean and Latin American Hospitality 321-783-9501; fax: 321-783-6044 revetts@cfl.rr.com  Sandi and Jeff Jacobs West and Southwest; Canada Hospitality 866-425-5230; fax: 775-254-1279 sandijacobs@usa.net  Susan Murphy Northeast Hospitality; International Hospitality; Association Management Companies and Insurance & Financial Services 215-862-9815 smmurphy@comcast.net  Wayne Wichmann Midwest and Southeast Hospitality; Business Products & Services 757-565-1048 wichmann@widomaker.com  Patrick Wilson Technology 202-768-7265 pwilson@asaecenter.org
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# Associations That Will Save the

## Contributors

Mark Athitakis  
Lisa Boylan  
Allison Torres Burtka  
Rasheeda Childress  
Julie Shoop  
Samantha Whitehorne



ASAE's centennial year looks a lot different than we thought it would. From the earliest days of 2020, a creeping global pandemic grew to enormous proportions in a matter of weeks, shredding almost everyone's plans—organizational, professional, and personal.

But a planet-sized emergency may be exactly the right context for a celebration of what associations do best: curate and communicate expertise, gather up volunteers and funds, advocate for policy priorities, and conduct research that generates solutions. In short, associations give their members the tools to make the world better, smarter, and safer.

ASAE's centennial commemorates past challenges met: transatlantic flight, civil rights progress, eradication of disease, technology advancement, disaster response. It also looks ahead, and in that spirit this special issue of *Associations Now* features stories of 100 associations that will help make a better future, including several from the ASAE Research Foundation's Centennial Research Initiative.

Is it too much to suggest that these 100 associations, along with many others, will help save the world? Maybe, but one thing is certain: Associations have always aimed high. Why should the next century be any different?





## The Value of Older Workers

### ► Workforce

#### ► AARP

**W**ork is a central part of many people's lives, and as they get older, they don't want that to change. But ageism sometimes makes it harder for older Americans to continue working.

"Many older workers still face negative stereotypes and age discrimination," says Scott Frisch, chief operating officer of AARP. While Frisch notes that "more businesses are recognizing the value of older workers and a multigenerational workforce," AARP's goal is to spread that realization among employers broadly so that older workers can continue to do what they love.

AARP has enlisted more than 1,000 companies to sign the Employer Pledge, which affirms that they value older workers. "On our job board, pledge signers are highlighted so applicants will find them," Frisch says. "We also offer a Resume Advisor tool to help job seekers update and age-proof their resumes."

AARP also helps on the legal front, filing friend-of-the-court

**AARP has enlisted more than 1,000 companies to sign the Employer Pledge, which affirms that they value older workers.**

briefs to support individuals and classes in significant discrimination and hiring cases.

A shift in employers' mindset about older workers means that they "will select job candidates solely on their ability, regardless of age, and actively seek to retain older workers because of their institutional knowledge and the skills they bring to the workforce, like being empathetic, collaborative, and highly engaged," Frisch says. "A four- or five-generation workforce will be good for individuals, business, and the economy." **—R.C.**



## Sustainable Showers

### ► Sustainability

#### ► Seattle Hotel Association

► The next time you stay in a Seattle hotel, a few things are likely to be missing. Among them: single-use plastic bottles in guest room showers. In January, the Seattle Hotel Association announced an initiative to replace single-use containers with larger-format dispensers. A quarter of SHA's 80 members have already converted, with all expected to meet the goal by the end of 2021.

"We believe our guests and associates appreciate these waste-reducing efforts, and every change sends a powerful message of how every individual can do their part to support sustainability," says SHA President Sean O'Rourke. **—S.W.**

## Meeting Patients Where They Are

### ► Healthcare

#### ► Academy of Medical-Surgical Nurses

► The Academy of Medical-Surgical Nurses focuses on predicting and preparing nurses for the future of healthcare. The future came much sooner than anticipated when the COVID-19 pandemic hit.

AMSN CEO Terri Hinkley says the public health crisis heightened the importance of a holistic approach to patient care, the focus of AMSN's competency model that Hinkley says will ensure that medical-surgical nurses at all levels of practice will have the competencies they need to improve patient outcomes in the future.

Holistic care—treating the whole patient by considering health factors such as income, housing, and unemployment—provides a much more well-rounded understanding of the patient and their unique needs. Hinkley says understanding these aspects of a patient's life "matter now more than ever because of the pandemic and are so critical in assessing the health and well-being of the population." **—L.B.**



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## Getting to Zero

### ► Sustainability

#### ► National Conference of State Fleet Administrators

► The National Conference of State Fleet Administrators is spearheading a seismic shift in helping state government vehicle fleets become completely sustainable by employing only zero-emission vehicles, which will drastically reduce the states' carbon footprints.

"This is the first step in the transportation industry really becoming serious about zero-emission vehicles," says NCSFA Executive Director Tommy Morrison. The organization is partnering with the National Governors Association and other stakeholders to realize the goal of helping each state transform its fleet to sustainable energy.

Morrison says, "It's the future of our environment. It's what our kids will inherit. If NCSFA can play a small role in ensuring a cleaner future for our kids—one where state governments have more funds to put toward key areas that do not include internal-combustion-engine vehicles—then our states are going to be better." —**L.B.**



## Higher Pay for Early Childhood Educators

### ► Workforce

#### ► National Head Start Association

► The National Head Start Association aligned with more than a dozen stakeholders this year to increase compensation for the early childhood educator profession. Nearly half of these critically important educators live with families that depend on public assistance.

The groups unveiled a groundbreaking framework that defines key components of the early childhood education profession—including standards, qualifications, roles, supports, and compensation. The frame-

work forms the basis for recommendations for higher pay that NHSA says "reflects the value, importance, and return on investment generated by early childhood educators' highly skilled work."

"[We] are hopeful that the framework will serve as a bridge from the present to the future, empowering the current workforce, shaping tomorrow's workforce, and ensuring quality early learning experiences for all children," says NHSA Executive Director Yasmina Vinci. —**L.B.**



## Chasing Breakthroughs

### ► Healthcare

#### ► American Association for Laboratory Animal Science

**I**n today's world, cancers ranging from pancreatic to breast often prove fatal, but the American Association for Laboratory Animal Science intends to change that. AALAS members are responsible for caring for the animals in labs that help researchers discover new and more effective treatments for cancer and other diseases.

"If the animals are not cared for properly and are not maintained in the conditions they need to be maintained, it will affect the results," says Ann Turner, FASAE, CAE, AALAS executive director.

In the coming years AALAS will deepen its focus on training technicians and managers who care for lab animals used in medical research in areas ranging from pandemic response to cancer treatments. By providing excellent care to those test animals, researchers will get accurate results that lead to better therapies.

"I do believe there are major breakthroughs in different types of cancers that will be coming out in the next five years," Turner says, noting that the pace of research has accelerated, focusing on everything from targeted drugs to gene therapy. Past successes, she notes, are a roadmap to how much can be achieved in the future.

"It's been less than 30 years since childhood leukemia was a death sentence, and now the survival rate is 80 percent or more," Turner says. "I'm hoping that within 20 years, we won't remember that cancer was a killer." —**R.C.**



# Homegrown Tech Solutions

## ► Community Resources

### ► IEEE

In 2011, technology engineer and executive Amarnath Raja began working on a series of communications projects after his native India was struck by a tsunami and a series of other natural disasters. Raja is a member of IEEE, a global association of technology professionals, and he noted that the organization didn't have a support system for the kinds of projects he was working on: local, small-scale, and with a humanitarian bent. What might be possible if you leveraged the skills of technology professionals around the world?

The answer to that question for IEEE is the Special Interest Group on Humanitarian Technology, which since 2012 has been funding and supporting the kind of projects Raja dreamed of. Today, SIGHT supports around 20 projects a year, developing technology solutions ranging from educational tools for autistic children in the United Kingdom to solar-powered wheelchairs in Bangladesh to rainwater management tools for farmers in Colombia.

SIGHT gathered speed quickly, says Holly Schneider Brown, director of public imperatives and corporate development at IEEE. "Our members from all over the world, in all different sections, were just fascinated by this," she says. "They wanted to get involved."

An overabundance of members eager to do humanitarian work is a good problem to have. But it meant that SIGHT

needed some ground rules. Any potential SIGHT project is required to have the commitment of six members and have a plan outlining how the project will improve and sustain the community it intends to serve. Moreover, SIGHT prioritizes projects that are homegrown.

"A founding principle of SIGHT is that this is local for local," Brown says. "It's not about people parachuting in from other places to try to solve problems. It's about local members, wherever they are, identifying what the local challenges are and working with those communities to create solutions."

Since its founding, SIGHT has grown to include 150 groups from 50 countries. And from 2016 to 2019, IEEE allotted \$400,000 to SIGHT projects—money that tends to go a long way, because the projects focus on efficient, low-

cost solutions. For instance, last year a SIGHT group in Uganda developed a solar energy system for a health center in a remote region of the country. Reliable electricity has been a game-changer, says Julianna Pichardo, program specialist, humanitarian activities and sustainable development, at IEEE.

"Beforehand, the electricity supply was unstable and people felt insecure, both those working there and the patients who are going in," she says. "Patients would come early in the day, but leave before dark. Now that they have 24-hour access to electricity, they can provide more services. The lighting alone has made a huge difference."

Benefits accrue to IEEE as well: Brown notes that SIGHT

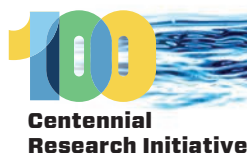
has helped the association deepen its engagement with members in countries where SIGHT groups are active. Looking ahead, IEEE is hoping to expand the reach of the program, establishing a fund within its foundation to finance its activities.

"There are members who would like to get involved, but maybe can't do activities on the ground," she says. "This way, if they can't give their time or their talent to a project, they could potentially give their treasure."—M.A.

**"It's about local members, wherever they are, identifying what the local challenges are and working with those communities to create solutions."**







# Benchmarks for Water and Waste

## ► Sustainability

### ► BOMA International

**F**or Building Owners and Managers Association International, which represents the commercial real-estate community, sustainability issues and advocacy issues are closely woven. As green building programs such as LEED began to gain attention and more cities initiated eco-friendly regulations, BOMA International looked for opportunities to promote green programs itself.

“Over the past 15 years, a lot of [conversation] revolved around green buildings and it tipped the market,” says John Bryant, vice president of advocacy and building codes at BOMA International.

Not that sustainability was a new concept for the association. For a century, it’s maintained the Experience Exchange Report, an annual benchmarking study that tracks buildings’ energy use, among other metrics. And it’s had a longstanding partnership with the EPA’s Energy Star program, which promotes responsible energy usage. So two years ago, after Energy Star introduced a tool to help building managers better monitor waste and water, the association stepped in to help promote it.

The Water and Waste Challenge, launched in 2018, gave members guidance on data-gathering and benchmarking—and offered incentives to take part. Participants who submitted their data to Energy Star were given reports, resources, and

recognition opportunities. In the program’s first year, participants submitted data from more than 2,000 buildings in the United States, encompassing more than 300 cities and 400 million square feet of office space.

“When we were originally talking to EPA, they asked what success would look like, and we all agreed that a couple hundred buildings would be a great start to help them get the program off the ground,” Bryant says. “So we were incredibly surprised when almost immediately we had 2,000 buildings around the country sign up.”

BOMA International built a suite of programming around the Challenge, including webinars and direct assistance. Though originally established as a two-year program, it’s gathered enough enthusiasm that other organizations are looking to continue it.

“We’ve had some people reach out to us that have just really loved the program and asked if it’s something that

potentially they could take over or use a different version, or maybe we could help them start their own programs,” Bryant says.

The Water and Waste Challenge serves broad sustainability goals. But it also helps bolster one of BOMA International’s advocacy objectives, which is to preserve Energy Star as a free and voluntary program. In 2018, the White House proposed eliminating Energy Star as it is currently structured and replacing it with a fee-based program. Responding on Capitol Hill, BOMA International used the Challenge as one example of how voluntary efforts by building owners can make meaning-

ful progress on sustainability.

When the White House zeroed out Energy Star in its 2018 budget, Bryant says, “that was probably our biggest lobbying

activation. All of our members immediately reached out to Congress, and we started an advocacy campaign to make sure that it was included in the fiscal year appropriations. And every year since then, it’s been included in everything Congress has passed. But every time we see a new administrative budget proposal, we see different changes to the program. So we’ve been doing everything we can to keep supporting it.” —M.A.

**“We were incredibly surprised when almost immediately we had 2,000 buildings around the country sign up.”**



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# Social Justice in Higher Ed

## ► Education

### ► American College Personnel Association

**T**he American College Personnel Association believes the legacy of colonial rule and institutionalized racism has a negative impact on all students—and wants that to end.

“We are challenging institutions and professionals to rethink who is served by a college education and how all students are prioritized in supporting their needs to be able to access and achieve a college degree,” says ACPA Executive Director Christopher Moody. The organization aims to “reconstruct a society where we don’t default to notions of ‘majority rules’ or create programs and services off of only what is needed [by] white and/or male students to be successful in college.”

In pursuing that vision, ACPA uses virtual and in-person events to acknowledge the original ownership of land by Indigenous peoples; offers caucusing opportunities for racial, ethnic, and tribal groups to explore how to create racially and socially just communities; and encourages members—who are college and graduate students in higher education administration, faculty, and student affairs educators—to take these practices back to their own campuses for implementation. ACPA also works on leading research in this field so others can use this work to reshape their own communities.

Moody says it’s hard to predict exactly what success looks like because so much of today’s world is filtered through a prism of colonial legacy. But he knows the outcome ACPA is working toward: “A higher education that embraces racial justice and decolonization might produce graduates of color or graduates who are Indigenous at the same or higher rates of white graduates [and] have

greater diversity and representation across institutional leadership and faculty.” —**R.C.**



## Information Storytellers

### ► Civic Engagement

#### ► Special Libraries Association

► In a world where it can be hard to know what to believe, it matters where information comes from. Members of the Special Libraries Association are information professionals who research, curate, and analyze content and data in government, corporate, and other specialized settings. As “information storytellers,” they ensure that information is reliably sourced and presented accurately, says SLA Executive Director Amy Lestition Burke, MA, CAE.

A new SLA Working Group on Return on Investment is focused on showing their value and advocating for information centers inside more institutions. “I see a world that no longer questions the validity of information, content, and data because the information professional community has evolved its credibility,” Burke says. —**J.S.**



## Diagnosis Without Guesswork

### ► Healthcare

#### ► National Society for Histotechnology

► Taking the guesswork out of diagnosing diseases starts with histotechnologists. These specialists cut and stain biopsy specimens, which helps clinicians select the best course of action for treating patients—and achieving the best chance for a cure. When a disease is diagnosed, the treatment is based on the type of disease and the patient’s specific cell biology.

The crucial work performed by histotechnologists could lead to breakthroughs in curing cancer and other diseases because the discipline is based on precision medicine. National Society for Histotechnology Executive Director Sharon Kneebone, CAE, sees a future in which “cancer treatment will no longer be the best guess. It will be precise, based on the histological slide.”

NHS advocates for better education and certification procedures for its members. Research points to a longer life expectancy for patients with biopsies processed by a certified histotech. —**L.B.**



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# Formula for Trust

## ► Consumer Protection

### ► AOAC International

**I**nfant formula is a lifesaver: According to the FDA, about 2.7 million newborns rely on it at least in part for their nutrition. That puts pressure on manufacturers to ensure their products' safety, but standards around the world are different and fail to keep pace with the latest findings about nutrients. That has led to some stark disparities: For instance, a 2014 study of baby food (including formula) sold in New Zealand found that it contained 800 percent more pesticides than similar products in Europe.

AOAC International, which is sanctioned by the FDA to set standards on agricultural products, was recruited by infant formula manufacturers to assist in improving infant formula in 2011. Its mandate was to help set new guidelines on content and nutrients.

"The infant formula community, in conjunction with ISO [the International Organization for Standardization] and the International Dairy Federation, were concerned that infant formulas had evolved beyond the [analysis] methods that exist, so a more modern approach was needed," says Deborah McKenzie, senior director of standards and official methods at AOAC.

To address the issue, AOAC launched the Stakeholder Panel on Infant Formula and Adult Nutritionals (SPIFAN). There are a lot of stakeholders involved, from manufacturers to researchers to governmental bodies. According to McKenzie, in-person meetings on top-level issues can include up to 120 participants, while 28 working groups dedicated to particular nutrients can include up to 26 members. Review panels overseeing the working groups can have up to 18 members.

To keep the process moving, AOAC has four staff members who have SPIFAN as a main priority, addressing stakeholder interests and inevitable conflicts.

"There are certainly challenges with respect to harmonization and making sure we're addressing global regulatory and regional needs," McKenzie says. But the process needs to be deliberate. When each working group gets started, "we set a timeline, but we know that there has to be some level of flexibility when needed. The key thing is getting the methods that are needed approved through the process."

Since its launch, SPIFAN has approved analysis methods for 50 nutrients and established 34 standards for how those methods should be validated. It has also been able to respond to particular concerns as they arise. When reports about pesticides in formula in New Zealand emerged, SPIFAN acted quickly.

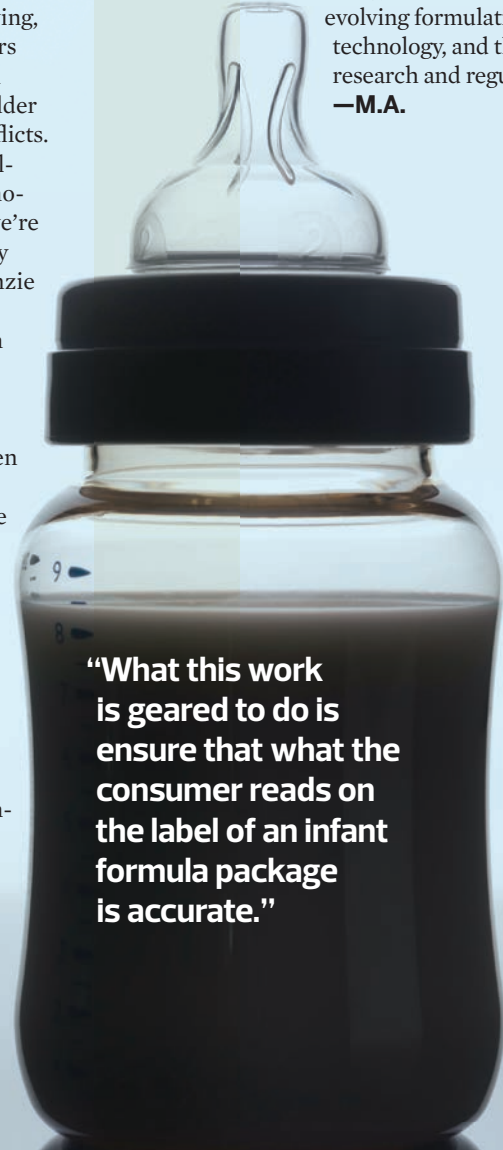
"We were able to set up a working group and develop a standard approved method that

would be able to test infant formula for any sort of contaminants of that nature," McKenzie says. "That work was done very, very quickly—in under a month. So we do have ways of being able to directly impact consumers quickly."

Ultimately, the work that AOAC coordinates will be broadly available to everyone around the world.

"What this work is geared to do is ensure that what the consumer reads on the label of an infant formula package is accurate," McKenzie says. The process creates "common and new methodology that takes into account evolving formulations, newer technology, and the latest in research and regulations."

—M.A.



**"What this work is geared to do is ensure that what the consumer reads on the label of an infant formula package is accurate."**

## Inclusive Museums

### ► Community Resources

#### ► Association of Children's Museums

► The cost of museum admission can be a barrier for many low-income families. To enable families of all backgrounds to visit museums regularly and build lifelong museum habits, the Association for Children's Museums launched Museums for All in 2014.

Through the initiative, those receiving Supplemental Nutrition Assistance Program benefits can gain free or reduced admission to more than 500 museums across the U.S. by presenting their SNAP card. Participating institutions include art, history, and science museums; planetariums; zoos; and aquariums.

"We want to ensure that every citizen has access to the cultural life that most speaks to them," says ACM Executive Director Laura Huerta Migus. "That's really our goal, to ensure that every single person has access to the rich cultural enrichment and resources that are available as part of public life in the United States."

Since its launch, Museums for All has served more than 2.5 million visitors. —S.W.

## Closing the Pay Gap

### ► Equity

#### ► American Association of University Women

► Women who work full time take home about 82 cents for every dollar a male worker is paid. Unless things change, the pay gap will not close until 2093.

Looking to end the gender pay gap by 2030, the American Association of University Women has set out to train 10 million women to negotiate fair and equitable salaries and benefits.

"Men are more likely to negotiate than women 4 to 1. And so, when we empower women and teach them not just the confidence-building skills, but also the facts and their place in the market, it'll help them continue to thrive," says AAUW CEO Kimberly Churches. —S.W.



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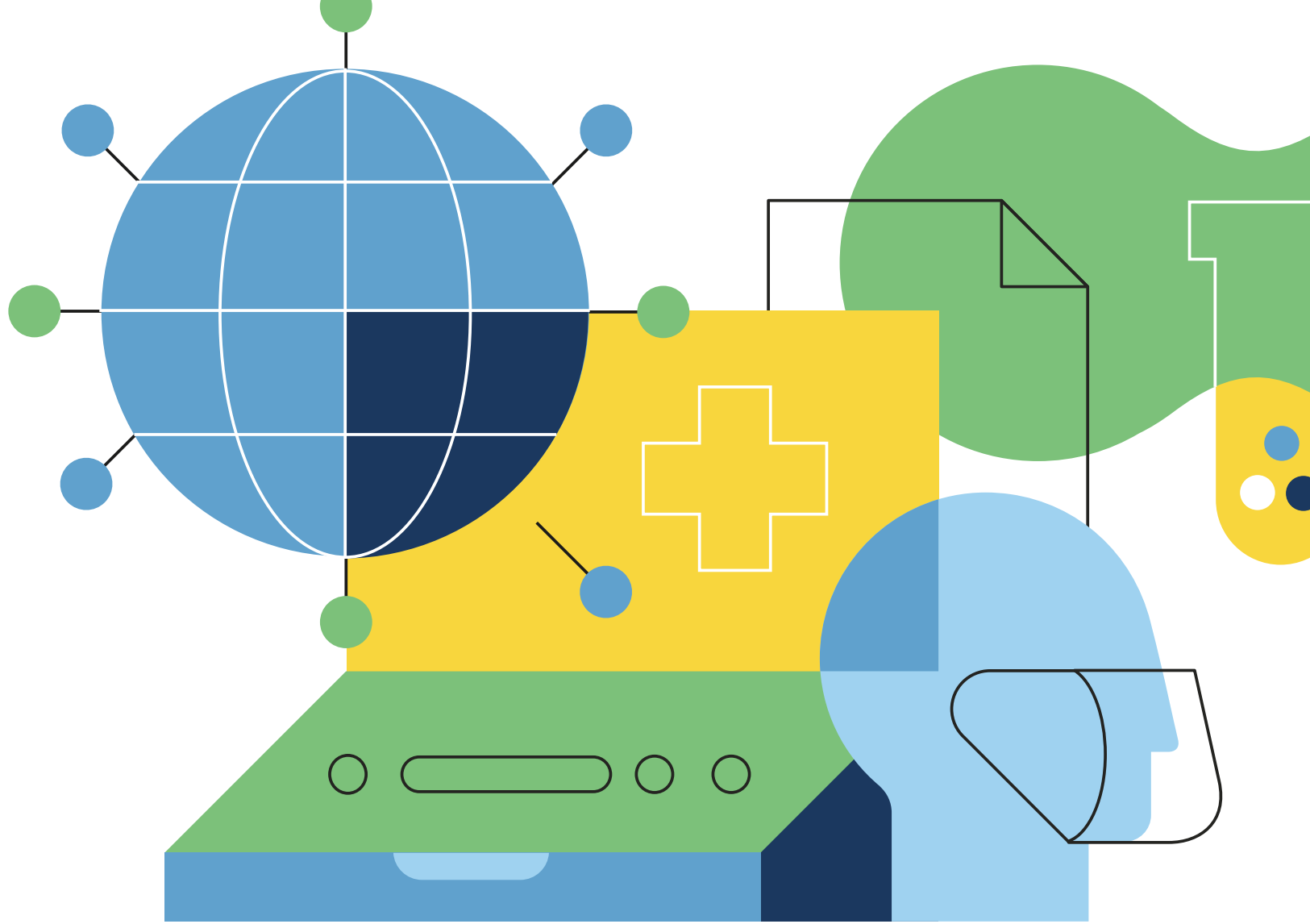


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# Combating COVID-19

The coronavirus pandemic was in nobody's strategic plan. And yet, as the crisis spread and raised urgent public health and economic needs, associations brought their expertise to bear and rallied their volunteers. These are just a few examples of the association community's response to an unprecedented emergency.



## Fast Action Against a New Virus

### ► Coronavirus Response

#### ► Infectious Diseases Society of America

**A**s the COVID-19 crisis evolved rapidly last spring, the Infectious Diseases Society of America moved quickly to develop guidelines and recommendations to keep clinicians, public health authorities, scientists, and policymakers up to date on a pandemic that seemed to stay several steps ahead of efforts to contain it.

IDSA issued guidelines on COVID-19 patient management and treatment, recommendations on prioritizing diagnostic testing, infection prevention guidelines for using personal protective equipment, a primer on antibody testing, and criteria for easing social-distancing measures.

"Our members have been the boots on the ground for developing these rapid diagnostic tests that didn't exist—for a virus that didn't exist just a few months ago," says Jaclyn Levy, IDSA's director of science and research policy. And the test-

ing that IDSA, public health departments, and academic medical centers have developed "impacts everybody, from community health workers doing drive-through testing all the way to the people in the ICU, and those in between."

In the first emergency bills that passed Congress, IDSA worked with lawmakers to include testing coverage provisions that prevent surprise billing for patients across the country.

IDSA's guidance continues to help clinicians and public health experts deal with the virus. The organization is also working on recommendations for special populations and for telehealth.

"We'll continue to advocate for policies and investments that will expand not only capacity for testing, but also research and interventions for treating and preventing COVID-19," Levy says. **—A.T.B.**

## Ready for Recovery

### ► Coronavirus Response

#### ► Hospitality Sales and Marketing Association International

► When the coronavirus hit, the Hospitality Sales and Marketing Association International quickly changed course to help its members—sales, marketing, and revenue management

professionals in the hotel industry—focus on surviving the steep decline in the hospitality business.

**"We have totally pivoted to generate content to make sure our members know what they should be doing now, and how to prepare for the recovery, which will be the next three to five years."**

"We have totally pivoted to generate content to make sure our members know what they should be doing now, and how to prepare for the recovery, which will be the next three to five years," says Robert Gilbert, CHME, CHBA, president and CEO of HSMIA.

The organization has been providing real-time data among the major travel

types—leisure, corporate, and meetings and conventions—to educate workers forced home by the pandemic and to prepare them to act as destinations, venues, and activities reopen. Gilbert says the group will continue to monitor the "pulse" of the industry to ensure its members can help usher in economic recovery over the next few years. **—R.C.**





## Critical Workforce Connectors

### ► Coronavirus Response

#### ► American Staffing Association and Retail Industry Leaders Association

**W**hen COVID-19 hit, retail businesses that provide critical services—like grocery stores and pharmacies—needed to fill job openings immediately to meet demand. The American Staffing Association and the Retail Industry Leaders Association joined forces to help retailers fill high-demand roles like warehouse workers, cashiers, forklift operators, delivery drivers, and store clerks for stocking, packing, and shipping.

ASA provided an online directory to connect RILA member retailers to ASA member staffing agencies that can marshal needed workers—including those displaced when nonessential businesses closed.

“It was a germ of an idea between RILA and ASA: What if we connected our members with your members?” says Richard Wahlquist, ASA president and CEO. “It’s deploying

essential services workers at a time when America is learning just how dependent we are upon essential services to keep the fabric of society intact.”

“Finding talent to address unprecedented demand for essential goods during this time of crisis is a top priority for select retailers,” said RILA president Brian Dodge in a statement. “Staffing agencies are perfectly positioned to deploy temporary workers that have been displaced due to COVID-19.”

As this collaboration has filled essential roles, ASA has also fielded requests from other industry groups, corporations, and state and local governments that need essential workers during the pandemic.

“This relationship that ASA and RILA have together really exemplifies the power of associations representing big sectors of our society,” Wahlquist says. —**A.T.B.**

## Distilled Essentials

### ► Coronavirus Response

#### ► Distilled Spirits Council of the United States

► A massive shortage of hand sanitizer in the United States due to COVID-19 prompted nearly 800 distillers across the country to use their distilling equipment to produce this essential item. The Distilled Spirits Council of the United States supported their efforts by working closely with federal agencies to overcome regulatory hurdles and share technical guidance on hand sanitizer production. DISCUS also launched an online portal to connect distillers with resources for ingredients, supplies, and distribution.

“The nation’s distilled spirits industry is mobilizing to assist our communities, hospitals, and first responders during this time of crisis,” says Chris Swonger, DISCUS president and CEO. —**L.B.**

## Telehealth’s COVID-19 Close-Up

### ► Coronavirus Response

#### ► American Telemedicine Association

► Many Americans who have needed to see a doctor this year have done so via a computer screen. “Telehealth has proven to be a critical tool in our response to this health crisis, and more patients and providers than ever before are experiencing the benefits of virtual care, many for the first time,” says Ann Mond Johnson, CEO of the American Telemedicine Association. “It is hard to put into context the speed and scale of the recent telehealth policy changes, but it is fair to say the ATA and our members have led and supported efforts to address barriers that might have prevented the essential expansion of these services to millions of patients who need them.” —**L.B.**





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## PT on the Front Lines

### ► Coronavirus Response

#### ► American Physical Therapy Association

► As the COVID-19 pandemic unfolded across the country, the American Physical Therapy Association launched an online tool to connect members of the profession with healthcare facilities looking for volunteers.

Physical therapists and PT assistants with appropriate experience freed up needed ICU beds and ventilators by providing treatments that reduced some patients' need for mechanical ventilation. And as patients and entire regions continue to move toward recovery, volunteers will help individuals get back to work by providing exercises to improve mobility, function, and quality of life.

"While people may not think of physical therapists playing a role in respiratory treatment and recovery, this was a way for our industry to not only share their skill set but also help hundreds of Americans get healthy and stay healthy," says Michel Landry, a professor at Duke University who coordinated the effort for APTA. —S.W.

## A Head Start in the States

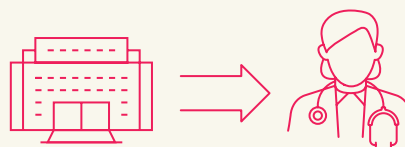
### ► Coronavirus Response

#### ► National Governors Associations

**I**n February, as much of the U.S. dialogue on the coronavirus centered on its impact in Asia and Europe, the National Governors Association invited Dr. Anthony Fauci, director of the National Institute of Allergy and Infectious Diseases, to address its members on the potential spread. That head start helped NGA act quickly when the virus hit U.S. shores and began sweeping across the nation.

NGA recognized early that helping governors shepherd their states through the pandemic would be crucial and began providing support. "We're facilitating conversations among the governors and with federal leaders, including the president and vice president, so that they can learn from one another and make sure their priorities are being heard at the highest levels of government," says James Nash, NGA's press secretary.

NGA worked with state health officials to create a roadmap for reopening that governors could tailor to meet the needs of their states. While



## Housing for First Responders

### ► Coronavirus Response

#### ► American Hotel & Lodging Association

► Medical staff treating COVID-19 patients often must decide whether to sleep at home with their families and risk exposing them to the virus. The American Hotel & Lodging Association's Hospitality for Hope initiative gives them an alternative, matching doctors and nurses with 17,000-plus hotel properties near healthcare facilities that are willing to offer them temporary housing.

"As an industry of people taking care of people, the hotel industry is uniquely positioned to support and help strengthen our communities and first responders who are on the front lines of dealing with this ongoing public health crisis," says Chip Rogers, AHLA president and CEO. —S.W.



doctors and scientists bear the task of beating the virus, the governors believe their role is to help their citizens survive the negative economic, mental, and social impacts of COVID-19, so they can come out strong on the other side.

"Governors are working to ensure lifesaving healthcare to prevent the spread of the virus, and to mitigate the economic crisis and provide for a robust and speedy recovery," Nash says. "We share their goals of keeping Americans safe and healthy and of ensuring opportunities for Americans of all walks of life to succeed." —R.C.

**"Governors are working to ensure lifesaving healthcare to prevent the spread of the virus, and to mitigate the economic crisis and provide for a robust and speedy recovery."**

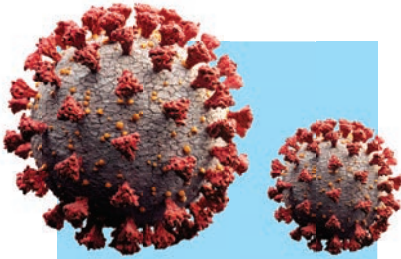
## Think Globally, Act Locally

### ► Coronavirus Response

- Illinois Manufacturers' Association and Illinois Biotechnology Innovation Organization

► The COVID-19 pandemic is global, but responses are often local. In their state, the Illinois Manufacturers' Association and the Illinois Biotechnology Innovation Organization led a community response fund to ramp up production of life-saving medicine and therapies, personal protective devices, and medical equipment to support front-line healthcare workers combating COVID-19 in local communities.

Gov. JB Pritzker asked IMA and iBIO to lead the coordinated effort to increase production of essential items, foster collaboration by companies wanting to help, increase efficiency, and address regulatory challenges. —**L.B.**



## Visualizing a Virus

### ► Coronavirus Response

- Association of Medical Illustrators

► Members of the Association of Medical Illustrators banded together quickly to develop timely visual training materials for front-line healthcare professionals responding to the pandemic.

"Our field makes invisible things visible," says Michael Konomos, an Emory University School of Medicine illustrator who serves on AMI's board of governors. Konomos set up a central repository for information about COVID-19 on AMI's member hub, which accelerated illustrators' ability to create and share materials about the virus to improve public health.

The collaborative effort highlights the "power of associations" as hubs for knowledge exchange in the professions they represent, says AMI Executive Director Whitney Wilgus. —**L.B.**



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## 100 Million Masks

### ► Coronavirus Response

#### ► American Hospital Association

**T**he coronavirus pandemic led to an alarming shortage in personal protective equipment for healthcare workers on the front lines treating patients. In response, the American Hospital Association led a nationwide campaign to rapidly produce surgical masks and face shields for healthcare workers treating patients during the crisis. Their goal: 100 million masks—and more.

The 100 Million Masks Challenge provided manufacturers, community businesses, and individuals an opportunity to support their local hospitals by dramatically increasing production of the vital protective gear. “I don’t think hospitals have typically reached out to manufacturers to try to solve a problem that the whole community is facing before. That’s part of the reason we’re so inspired,” says Priya Bathija, vice president of AHA’s The Value Initiative, which focuses on affordable healthcare. “People are coming together to support our healthcare workforce, our healthcare heroes.”

The challenge gathered significant momentum across the country in a short time, thanks to the joint work of an unlikely coalition. “Even in this time, where everyone is feeling anxious and everyone is feeling scared and worried, we can all come together and support those who are on the front lines, who have to go in every day,” she says. “That, to me, is very gratifying.” —**L.B.**

## Help for Funeral Homes

### ► Coronavirus Response

#### ► National Funeral Directors Association

► COVID-19 hastened the deaths of tens of thousands of Americans, creating a grim task for the National Funeral Directors Association.

“The funeral homes are absolutely overwhelmed,” says Anna Bernfeld, NFDA senior vice president of member relations. “It’s not just the deceased from COVID-19; they have the regular caseload, too. It’s just a very high number of people that they are trying to help.”

**“It’s just a very high number of people that they are trying to help.”**

NFDA provided relief by coordinating more than 800 member, nonmember, and mortuary science student volunteers to help ensure the proper handling of the deceased. Because volunteers have been needed in multiple states across the country, NFDA has worked with governors to alleviate state licensing restrictions that sometimes limited placements. “We’re going to continue these efforts as long as the needs are out there,” Bernfeld says. —**R.C.**



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# Relief for Struggling Restaurant Workers

## ► Coronavirus Response

### ► National Restaurant Association Educational Foundation

**S**ince the beginning of the coronavirus outbreak, more than 8 million restaurant workers have been laid off, according to the National Restaurant Association. Early on in the pandemic, it became obvious that “somebody needed to step in and try and help all the restaurant workers who, through no fault of their own, were about to have their lives turned upside down,” says National Restaurant Association Educational Foundation President Rob Gifford.

To that end, NRAEF created the Restaurant Employee Relief Fund, distributing one-time \$500 payments to restaurant workers in need. The fund has raised over \$20 million, much of it from corporate donors. But more than \$1 million has come from individuals.

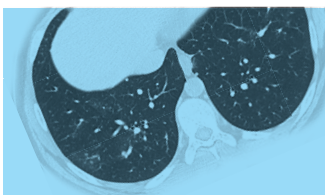
“We’re particularly proud of the fact that more than 10,000 individual donors have contributed to this effort, many of whom were not familiar with the work of the

foundation prior to this unprecedented health and economic crisis,” Gifford says.

Restaurant industry icon Guy Fieri spread the word by leading a nationwide fundraising drive and going on a publicity tour. By mid-April, more than 60,000 restaurant workers had registered with the fund, and payments were beginning to go out.

“At this time of uncertainty across our industry, there’s a lot of fear out there,” Gifford says, and the relief fund can be “a sign of hope in fearful times.” —**A.T.B.**

# \$20 million



## Images of COVID-19

### ► Coronavirus Response

#### ► Radiological Society of North America

► As the medical community raced to care for COVID-19 patients in the spring, the medical imaging community united to bring their expertise and resources together in a COVID-19 Imaging Data Repository. The repository houses images and related data from institutions, practices, and societies around the world to create a comprehensive source for COVID-19 research and education efforts.

These combined resources will help researchers understand epidemiological trends and other factors to better assist with COVID-19 diagnosis and treatment planning.

“RSNA is committed to accelerating collaborative research and education on the uses of medical imaging to address diagnosis and imaged-based treatment of COVID-19,” says Curtis P. Langlotz, MD, Ph.D., RSNA’s board liaison for its Information and Technology Annual Meeting. He added that because of RSNA’s ability to connect radiologists from around the world, it has received a “wave of requests from organizations interested in sharing imaging data.” —**L.B.**



## Teaming Up to Boost Supplies

### ► Coronavirus Response

#### ► National Association of Manufacturers and Business Roundtable

**L**ast spring, as states and the federal government scrambled to obtain critical personal protective equipment (PPE) and other supplies needed to care for COVID-19 patients, the National Association of Manufacturers and Business Roundtable partnered to locate supplies and alleviate shortages. The organizations encouraged their members to share information on medical supplies and equipment—including PPE and testing kits—through an online survey so they could report the data back to the federal government.

“Manufacturers in America are reigniting the ‘arsenal of democracy’ and mobilizing to help our nation overcome this

historic crisis, and it is inspiring to see thousands of manufacturers stepping up to join the fight,” says NAM President and CEO Jay Timmons.

The data they captured showed where existing supplies could be found and where manufacturing capacity could be tapped to address shortages nationwide. “Working with our members to identify excess inventories as well as additional manufacturing bandwidth is one way we can help those on the front lines of the fight against COVID-19. Our goal is to keep all Americans healthier and safer,” says Business Roundtable President and CEO Joshua Bolten. —**L.B.**

## New Spaces for Patients

### ► Coronavirus Response

#### ► American Institute of Architects

**A**s need for space to treat patients grew during the pandemic, the American Institute of Architects developed a COVID-19 Alternative Care Sites Assessment Tool to help both healthcare and non-healthcare entities make decisions about converting spaces into healthcare operations. It includes a checklist of considerations, including requirements for space and staff, patient safety, and mitigating the spread of disease. The tool helps people who are not healthcare design experts evaluate whether a space is suitable for patient care.

Some of these spaces are adjacent to existing healthcare facilities; others are outside the medical realm, including convention centers, community centers, and hotels. The assessment tool incorporates healthcare design best practices and standards, as well as input from experienced healthcare architects and several other organizations.

“Anyone considering converting space for surge capacity but who is not familiar with healthcare codes and standards

typically would be challenged to synthesize this type of information rapidly without having to look at a mountain of code books and best practices,” says Task Force Chair Molly Scanlon, FAIA, FACHA.

As the task force deployed the tool, it also created an online COVID-19 ArchMap, where architects and building owners who

have already converted more than 100 spaces have shared publicly what they did.

The tool addresses some difficult issues in designing the space, including whether to set it up for COVID-19 or non-COVID-19 patients. “It’s been an emotional process. We’re trying to make sure patients will be cared for with dignity, including end-of-life circumstances,” Scanlon says. —**A.T.B.**

**“It’s been an emotional process. We’re trying to make sure patients will be cared for with dignity, including end-of-life circumstances.”**



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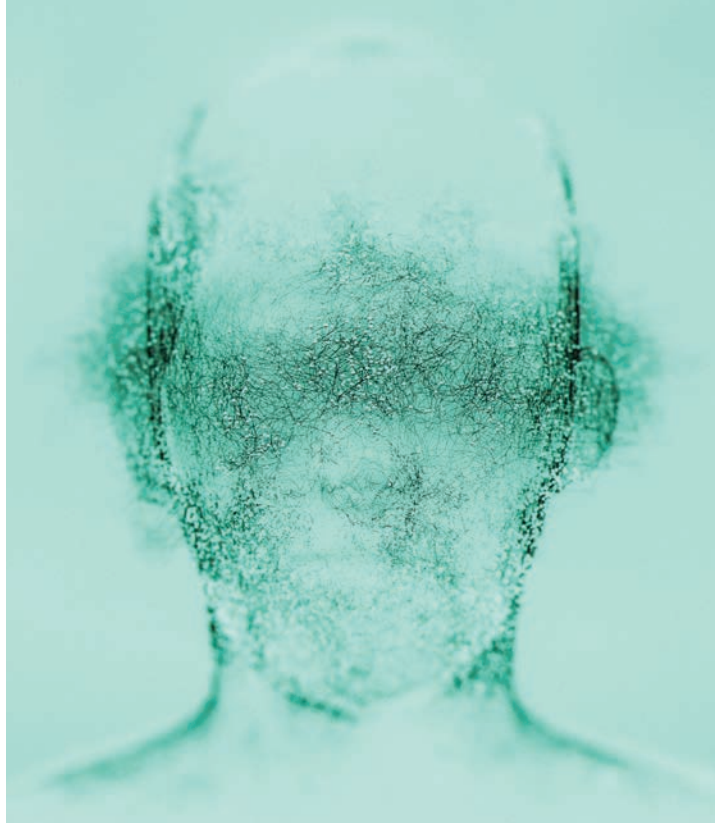


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## Speedier Response for Stroke Patients

### ► Healthcare

#### ► Society of NeuroInterventional Surgery

**I**f you have a stroke, you know you'll need a hospital. But what you really need is the *right* hospital.

"What we've found is that if you go to the closest hospital and you have a stroke, you're going to sit there for about three hours before you ever get transferred to the hospital that could potentially help you," says Marie Williams, CAE, executive director of the Society of NeuroInterventional Surgery. And minutes matter: Nearly 2 million brain cells die every minute a stroke goes untreated.

Through its Get Ahead of Stroke campaign, SNIS is working to change the systems that direct EMS to take patients to the closest hospital—instead getting them to a Level 1 stroke center, where they can access thrombectomy, a minimally invasive treatment that removes the clot that caused the stroke.

Less than 15 percent of patients have access to thrombectomy, because patients often aren't taken to a Level 1 stroke center.

SNIS created the campaign "to educate EMS, healthcare providers, and policymakers that appropriate care for a stroke can be the difference between life and death," Williams says. "It also advocates at the state and federal levels for changes to stroke systems of care so that more people can access thrombectomy."

SNIS hopes to save lives and reduce disability. Sixty-five percent of severe stroke patients who are taken directly to a Level 1 stroke center live without long-term disability. Only 42 percent of those taken to the nearest hospital do. —**A.T.B.**

## Smart Infrastructure

### ► Safety

#### ► American Road and Transportation Builders Association

► In the early 20th century, the American Road and Transportation Builders Association helped build 48,000 miles of interstates, public transit systems, roads, and airports.

ARTBA is working to jumpstart the transportation infrastructure network in the 21st century, too, making it smarter. That means autonomous cars, road sensors to help traffic flow safely, and use of hyperloops—sealed pods in frictionless tubes—to transport people and products.

What will success look like? "Sensors in the road and new design and construction techniques help keep vehicles moving," says Matthew Jeanneret, ARTBA executive vice president. "The nearly 36,000 annual highway fatalities have largely been eliminated." —**R.C.**

## Promote the Vote

### ► Civic Engagement

#### ► Civic Alliance

► As Election Day nears, get-out-the-vote initiatives are ramping up. The Civic Alliance, an initiative of the nonprofit Democracy Works, has financial support from health insurers, cable TV networks, tech giants, and other companies. The alliance encourages voter turnout, 2020 census participation, and more.

The CAA Foundation, the nonprofit arm of the Hollywood talent agency, is at the center of the campaign. CAA President Richard Lovett says the diverse alliance is particularly important in an election year to encourage first-time voters, promote online registration efforts, and help voters find their nearest polling station. He says he hopes the combined efforts will "shape a more optimistic future." —**L.B.**



# Boosting Black Entrepreneurship

## ► Business

### ► Association for Enterprise Opportunity

**S**tudies have shown that Black entrepreneurs face a variety of hurdles: They tend to have less money to invest in their businesses and less access to loans than other groups, and they face a “trust gap” that makes sustained success difficult.

It’s a holistic problem that required a holistic approach. So when the Association for Economic Opportunity (AEO) received a \$1.15 million grant in 2017 from the W.K. Kellogg Foundation to explore solutions to those challenges, it knew it wanted to do more than simply provide grants or loans to individuals. Instead, it created the Tapestry Project, which is designed not just to support individual startup businesses but also to create ecosystems where multiple stakeholders come together.

AEO pursued those goals in two ways. First, it developed an online registry of economic development projects that are of particular interest to Black entrepreneurs. Second, it developed a program called Action Lab, which, starting last year, has provided grants to organizations in five cities to help develop those ecosystems. For instance, in Detroit it partnered with two organizations, FoodLab and ProsperUs, to develop entrepreneurs in the food industry through mentoring and loans.

That project in particular had the kind of side effect that AEO was hoping for. “One of the milestones for that collaborative is that it scaled,” says Hyacinth

Vassell, vice president of innovation engineering at AEO. “It helped develop another collaborative, Food-Lab Chicago, which is doing the same thing for food-based businesses there.”

Other Action Lab initiatives include an effort to preserve Black-owned businesses in gentrifying neighborhoods in Atlanta; a partnership with financial institutions in Minneapolis; partnerships with two historically Black universities in Raleigh, North Carolina, to support innovation projects; and a funding program for entrepreneurs in New York City.

The coronavirus pandemic, Vassell says, adds a layer of urgency to the projects. “We have to work now more than ever to ensure that Black-owned businesses have equitable access to resources and funding,” she says. “Prior to COVID-19, Black-owned businesses already did not have equitable access to resources and funding. So when you put a pandemic on top of that, they are now even further away from the table.”

One virtue of the Tapestry Project is that, because it addresses a range of businesses, it’s helped stoke collective responses to the pandemic. The

**“We have to work now more than ever to ensure that Black-owned businesses have equitable access to resources and funding.”**

Detroit and Chicago programs, for instance, have pivoted from loans and basic training on running food businesses to developing innovative ways to survive in a disrupted food-service economy.

“A lot of the focus now is on how they have to do business differently,” she says. “How do you generate revenue, build a digital presence, and diversify revenue streams? Are there different retail products you can offer? What can you provide for people who are staying home? Can you be a kind of grocery store for what you had been using and purchasing wholesale? Those are some of the things that they’re working on now to help businesses respond and stay resilient.” —M.A.



# Free Lunch for Every Schoolkid

## ► Education

### ► School Nutrition Association

**T**here's that old saying: "There's no such thing as a free lunch." Well, the School Nutrition Association would like to consign that one to the cafeteria trash bin.

"Kids who eat a school lunch perform better academically, miss school less often, and are better behaved," says SNA CEO Patricia Montague, CAE.

**"Kids who eat a school lunch perform better academically, miss school less often, and are better behaved."**

About 50 million children attend K-12 public schools, and around 30 million of them eat school lunches. A significant portion of school lunch eaters receive free or reduced-price meals. And while these meals allow children to avoid malnourishment, the current

system also causes social problems.

"It creates a divide between the haves and have-nots that shouldn't be happening," Montague says. "There's a stigma now because the kids know who gets a free lunch and breakfast. We are trying to reduce that."

SNA wants every child, regardless of income, to receive a free school breakfast and lunch—a policy that will remove the stigma and provide healthy food to all. "School lunches are healthier than what some bag lunches are," Montague says. "School lunches have to meet the stringent nutrition requirements of the meal program."

To help make free school meals a reality, SNA is advocating with legislators and conducting research on the costs and benefits of universal free lunch.

In a future with free meals for all schoolchildren, SNA sees healthier and more equitable schools. "You'll see more academic success, less absenteeism in school, and better behavior among all students," Montague says. **—R.C.**

# Low-Carbon Flight

## ► Sustainability

### ► International Air Transport Association



► Last December, the International Air Transport Association published data showing that carbon emissions from air travel and transport had decreased by 50 percent per passenger since 1980.

The COVID-19 crisis has not dampened IATA's resolve to push further. "We plan to achieve carbon neutral growth by 2021 and halve emissions from 2005 levels by 2050," says Michael Gill, IATA director of aviation environment.

The industry has already exceeded its 2020 goal for fuel efficiency improvement, IATA says, and carriers are investing in new technologies, including the development of low-carbon fuels. IATA is counting on these innovations, along with infrastructure improvements like updated air traffic management systems, to help it achieve its 2050 goal. **—R.C.**

# Affordable Insulin

## ► Healthcare

### ► American Diabetes Association

► Nearly 7 million Americans who rely on life-sustaining insulin received good news this year when the Food and Drug Administration announced it will move insulin to the biologic regulatory framework, which paves the way for biosimilar and interchangeable insulins. The American Diabetes Association advocated for the move, which it says will help drive down prices for insulin in the long term.

"The fight for affordable insulin isn't over yet, but we are excited to see positive momentum to address this crisis," says LaShawn McIver, M.D., MPH, senior vice president of government affairs and advocacy at ADA. **—L.B.**

# 7 million

The number of Americans who rely on insulin.





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## No Great Mind Left Behind

### ► Workforce

#### ► The Optical Society

**H**ave you seen something cool in the realm of high-tech innovation? It may be fueled by optics, the technology that spawned the laser and now is crucial to a variety of technologies, including quantum computers, self-driving cars, and smart cities.

The Optical Society (OSA) is on the forefront of the work it does, but not of the workforce that does it. “When I think about the optics workforce, I see a burgeoning field of exceptional thinkers with incredible drive and passion,” says Chad Stark, executive director of the OSA Foundation. “However, the current playing field in the sciences is not even.”

One of OSA’s strategic priorities is to improve the diversity of the optics workforce and to provide “what is needed to enable the next generation

[of professionals] to flourish regardless of geography, culture, or resources,” Stark says.

As part of that effort, OSA has focused on ensuring diversity in speakers at events and conferences as well as in awards. “Our metric is not set on diversity of winners but on increasing nominations,” Stark says. “We have found, for example, that women are recognized at the same ratio as men if they are in the consideration pool.”

If OSA succeeds in its goal of diversifying its ranks, the world will see the results in tomorrow’s optics breakthroughs.

“Optical technology is pervasive and ubiquitous—from our global communication infrastructure to healthcare to environmental sensing and monitoring to defense and security,” Stark says. “For us to see that future, the optics workforce needs every great mind.” —R.C.

## Debt Freedom

### ► Consumer Protection

#### ► New Jersey Society of Certified Public Accountants

**S**tudent debt plagues millions of students and their families, leaving them financially burdened for years. About 45 million people carry more than \$1.6 trillion in student debt, the Federal Reserve estimated last year.

“Like our members, our members’ clients and their families have had to put off life events such as buying a home, starting a family, or saving for retirement due to insurmountable debt loads from college and other higher education,” says Don Meyer, CAE, chief marketing executive at the New Jersey Society of Certified Public Accountants, which has made reducing

student debt a priority.

“It is not just a millennial or Gen Z issue; many parents, guardians, and grandparents are going into debt trying to assist these students.”

NJCPA has focused on supporting legislation aimed at reducing student debt and assisting its own members with debt reduction programs.

“Building awareness around the seriousness of the student loan debt crisis—both on a public level and on

a legislative level—is key to moving the needle forward,” Meyer says. “We have also worked on efforts to promote best practices within our member firms so that they help their employees with their student loan debt. Some offer matching student loan payments.”

NJCPA wants students finishing college to start off with a future limited only by their dreams, not their debt. Then “they can contribute more to the local economy, to their 401(k), and can save money for the future,” Meyer says. —R.C.

**“Building awareness around the seriousness of the student loan debt crisis—both on a public level and on a legislative level—is key to moving the needle forward.”**



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## A Long View of Workplace Safety

### ► Safety

#### ► American Industrial Hygiene Association

**E**very day, nearly 275 people in the United States alone die from occupational injuries and illnesses, many from workplace hazards they were exposed to long ago.

“One of the challenges is workplace illnesses don’t happen right away,” says Lawrence Sloan, CAE, CEO of the American Industrial Hygiene Association. “If you know you need to wear personal protective equipment to protect your hearing in 20 or 30 years, you may not see the immediate value and not always wear your personal protective equipment.”

Preventing serious illnesses like cancer, neurological disorders, and lung diseases or injuries like hearing loss requires current precautions against something that likely won’t cause noticeable harm for many years. So how to get employers and workers to attend to those

risks earlier?

AIHA takes a three-pronged approach to outreach. First, the organization educates professionals to help them understand workplace dangers and how to protect themselves. Second, it reaches out to business leaders to ensure they invest in the personal protective equipment and training employees need to be safe. The third prong is aimed at high school students, getting them to think about being safe in their first jobs, so they carry that mentality forward into their careers.

“We can save a lot of lives,” Sloan says. “If the breadwinner dies and no longer can support his or her family, think of the domino effect that has for that family. For the workplace, significantly enhancing the longevity of employees is going to help companies become financially stronger.” —**R.C.**

## Clearing a Path to Clean Energy

### ► Sustainability

#### ► Renewable Energy Buyers Alliance

► More than 300 companies—including Facebook, General Motors, Walmart, and Google—joined the Renewable Energy Buyers Alliance to make it easier for them to buy renewable energy. They aim to overcome built-in barriers that prevent direct access to different sources of energy.

REBA Board Chair Michael Terrell, the head of Google’s energy market strategy, says, “Every enterprise—whether it’s a bakery, a big-box retailer, or a data center—should have an easy and direct path to buy clean energy.”

REBA comprises large clean-energy buyers, energy providers, service providers, and others that are unlocking the marketplace for all nonresidential energy buyers to lead a rapid transition to a cleaner, prosperous, zero-carbon energy future.

The new organization builds on a prior group that included the Rocky Mountain Institute and World Wildlife Fund. With its reboot, the alliance hopes to launch 60 gigawatts of new renewable energy resources by 2025. —**L.B.**

## Total Flu Vaccination

### ► Healthcare

#### ► National Foundation for Infectious Diseases

► Despite vaccination against influenza being recommended for every person older than six months, the U.S. has low vaccination rates. In a typical flu season, up to 20 percent of the U.S. population is affected by the flu, including tens of thousands who die of the disease.

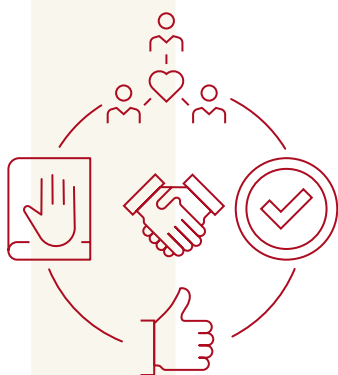
The National Foundation for Infectious Diseases is working with partner organizations to increase vaccination education and outreach so it can increase the U.S. vaccination rate to 100 percent.

Marla Dalton, CAE, CEO and executive director of NFID, says the goal is the “near eradication of this serious, once common disease.” —**R.C.**



**20%**

The percentage of the U.S. population affected by the flu each year.



## Election 2020's Reliable Source

### ► Civic Engagement

#### ► National Association of Secretaries of State

► Combating misinformation in the 2020 elections is the goal of the National Association of Secretaries of State's #TrustedInfo2020 campaign, which encourages the public to reach out to state and local election officials as reliable sources for accurate election information.

"The best way we can combat potential foreign influence in the 2020 elections is to be united as Americans and look to election officials for accurate election information," says NASS President Paul Pate, the Iowa secretary of state. "By promoting #TrustedInfo2020, my colleagues and I are able to shine a bright light on the importance of getting election information directly from us—the trusted sources."

NASS is joining partners in government, associations, and the technology space to help promote this message to a broad audience. Partners include the National Governors Association, the U.S. Department of Homeland Security, the National Association of Attorneys General, the Center for Democracy and Technology, Google, Facebook, and Twitter. —L.B.

## Lifesaving Rail Technology

### ► Safety

#### ► American Public Transportation Association

► Positive train control is an advanced technology designed to stop or slow a train before an accident happens. PTC has been developed, tested, and installed in rail systems across the country. The American Public Transportation Association says that all commuter railroads are committed to completely implementing lifesaving PTC by December 2020.

According to APTA, rail is already among the safest travel modes, and commuter rail and intercity rail are 18 times safer than traveling by automobile. —L.B.

## Leaving Bias at the Door

### ► Equity

#### ► National Association of Realtors

► Despite a rebound in the homeownership rate in the U.S., racial disparities persist, according to a study by the National Association of Realtors. And NAR says its members can be part of the solution.

NAR Director of Fair Housing Policy Bryan Greene says the association's Fair Action Housing Plan "advocates for more effective state mechanisms to hold real estate professionals accountable for discrimination, provides brokers more tools to identify and ferret out any discrimination in their companies, and offers innovative training to help agents recognize and check unconscious bias that may enter into the housing transaction." —L.B.

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# Better Signage for Better Wayfinding

## ► Community Resources

### ► Sign Research Foundation

**G**etting around a city can be as simple as following the signs. But signs aren't as simple as they seem. City planners have budgets and regulations about size and content to consider. Designers have to think about aesthetics and usability. And manufacturers have their own concerns about materials, timing, and cost.

These three communities were foreign to Sapna Budev, now executive director of the Sign Research Foundation (SRF), when she was on the staff of the International Sign Association (ISA) and began attending conferences on wayfinding in 2013. She discovered that those three communities were closed off to each other as well.

"It turned out that I was in a unique position where I was talking to all three groups," she says. "There were all of these different areas where people were just a little bit ignorant of each other's needs, through no fault of their own."

Budev's solution was simple but effective: Produce a manual that would explain wayfinding processes in a unified way to each of the stakeholder groups. First published in 2013, *The Urban Wayfinding Planning and Implementation Manual* has become a bible for professionals looking to create cohesive signage that directs people to area landmarks and attractions. SRF and ISA partnered to cover the costs of researching and

producing the document.

To ensure that the right ground was covered, Budev convened peer review and advisory councils for input. That in itself sparked a series of a-ha moments. "The relationship [between these groups] had been contentious," she says. "But the moment all of these people got in a room together and started talking, it was nothing but, 'Oh, I see—that's why that happens.' Or 'Oh, that's why you do that, this is what you have to do.' There was way more understanding and collaboration."

And the document struck a chord with the broader wayfinding community, once ISA and SRF announced webinars connected to the manual's release. Ordinarily, "a good [webinar] session has about 25 to 30 people on it," Budev says. "When the wayfinding manual was done, we held a series of webinars, and our very first one had 285 attendees. All of the webinars were in the triple digits."

The insights included in the manual have almost literally hit the streets. "Many city planners have used it as a go-to resource for their city to plan out an entire wayfinding project," she says. This year SRF produced an update to the manual that includes more details on materials and funding, plus a new focus on digital signage, which has exploded in the past decade. But the goal remains the same: to demystify the processes of sign planning, design, and implementation for everybody involved.

Thanks to the manual, ISA conferences now include workshops that connect those groups together to talk through issues. "We put different stakeholders together who normally don't agree, or consider each other combative, Budev says, and we show them, 'You really are meant to work together. And this is how you can do it.'"—M.A.

**"We put different stakeholders together who normally don't agree, or consider each other combative, and we show them, 'You really are meant to work together. And this is how you can do it.'"**

## Safe and Dry on the Water

### ► Safety

#### ► National Association of State Boating Law Administrators

► Alcohol is the leading contributor to recreational boating accidents, according to the U.S. Coast Guard. The National Association of State Boating Law Administrators works with law enforcement agencies at all levels to educate boaters and to enforce safe-boating laws through NASBLA's Operation Dry Water initiative. In 2019, hundreds of law enforcement agencies participated in the July 5-7 Operation Dry Water heightened-enforcement weekend, resulting in 536 arrests for boating under the influence. Since the annual campaign launched in 2009, the number of boating fatalities and injuries with alcohol named as the leading contributing factor has decreased 21 percent, NASBLA says. —J.S.

Since 2009, the percentage that boating fatalities and injuries with alcohol named as the leading contributing factor decreased.

**21%**

## Reviews You Can Trust

### ► Consumer Protection

#### ► The Review Society

► Every day, thousands of phony reviews are posted online to increase sales or tear down competitors.

The Review Society is working hard to squash the effects that fraudulent online

reviews have on buying behavior. Its members are leading the charge



to give consumers tools to sniff out fake reviews, and the group is working with the Federal Trade Commission to create commonsense regulations governing online reviews. The goal is to instill confidence in what The Review Society has dubbed the "Review Economy."

"Millennials are twice as likely to rely on reviews as other generations, and as they become the dominant generation in our society, online reviews will become an even more potent factor in our overall economy," says Executive Director Ben Martin, CAE. "The Review Society aspires to create an environment in which consumers have complete confidence in reviews." —S.W.

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## Families Reunited After Incarceration

### ► Community Resources

#### ► A Better Day Than Yesterday Initiative Program Association

**I**ncarceration doesn't affect just the person who is behind bars. Its tentacles reach out and touch everyone in the inmate's life.

"Incarceration impacts families emotionally, physically, and financially," says LeTeisha Gordon, founder of A Better Day Than Yesterday Initiative Program Association. "It impacts the kids tremendously being separated from a parent."

A Better Day Than Yesterday works to minimize the negative effects of incarceration on other family members, particularly children. For example, when one parent is incarcerated, the risk that the child will become incarcerated in the future increases.

The organization is currently educating local and national policymakers and advocating for more options in the judicial system. "For nonviolent offenders, we're advocating that judges

consider alternative sentencing options so that a parent may continue to provide financially and emotionally to the development of the child," Gordon says.

The group also has Build-A-Dad/Build-A-Mom workshops and helps families learn how to communicate effectively when a member is incarcerated. It provides inmates with training in life skills and coping skills to help them better reintegrate with their family and community after their release.

Gordon says the goal is to bring about a time when the recidivism rate has plummeted and families of the incarcerated are stronger. When that time comes, "we'll see families starting to heal the separation wounds and bring closure to a long, dark nightmare," she says. "It takes on a ripple effect that impacts our entire community." —**R.C.**

## Protecting Refuse Workers

### ► Safety

#### ► National Waste and Recycling Association

► Nobody wants trash around, so it is crucial to protect the workers who take it away. The National Waste and Recycling Association's Slow Down to Get Around campaign raises public awareness about the risk that refuse and recycling workers face from careless drivers. And as the COVID-19 crisis descended, NWRA offered safety tips for collectors.

"It's important to us that we have a workforce that is able to continue to collect waste of all kinds, from curbside collection to regulated medical waste," during the pandemic, says Brandon Wright, NWRA vice president of communications. "When waste isn't collected regularly, that is when you can have the spread of disease." —**R.C.**



## Taming Risk

### ► Business

#### ► Risk Management Association

► "No Bank Failures Recorded in 20 Years." That's the headline that Nancy Foster wants readers to see on *The Wall Street Journal* one day, brought about at least in part because her organization helped financial services professionals excel at managing risk.

Foster is president and CEO of the Risk Management Association, which has been ramping up its education and training activities to serve financial institutions that face a greatly diversified slate of risks, from traditional credit and market risks to new ones that past generations of bankers had no inkling of, like cyber risk. In addition to training, RMA provides underwriting tools and decision-making frameworks to help members make sound risk assessments.

"In the future, our members' ability to assess and manage risk will bring stability to our global financial system and all the local and global environments they serve," Foster says. "Simply put, more companies will be able to keep their lights on." —**J.S.**

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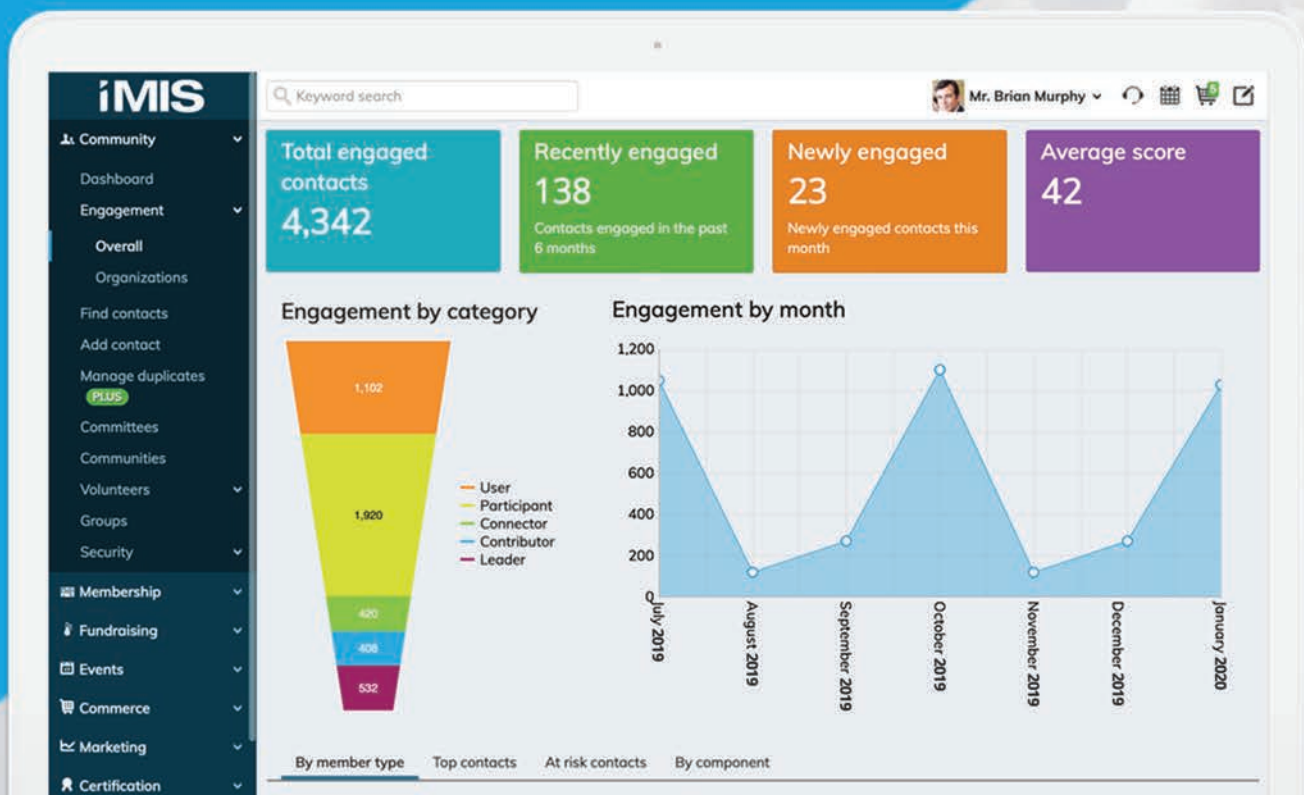
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## Return of the Bison

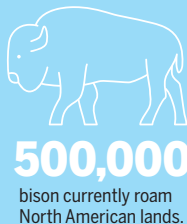
### ► Sustainability

#### ► National Bison Association

► Bison once roamed nearly all of North America, numbering in the tens of millions. But at the turn of the 20th century, there were fewer than 1,000.

In 2017, even though that number had grown to 391,000, the National Bison Association set an ambitious goal to increase the North American bison population to 1 million by 2027.

According to NBA, accomplishing the goal will require a collaborative commitment among private ranchers, public herd managers, tribal leaders, First Nations communities, conservationists, government agencies, and other stakeholders in the United States and Canada. Three years in, the group is making steady progress, with 500,000 bison currently on North American lands. —S.W.



**500,000**  
bison currently roam  
North American lands.

## Parks for Everyone

### ► Community Resources

#### ► National Recreation and Park Association

► Access to green spaces and recreation makes communities better. The National Recreation and Park Association wants to ensure all communities have that access, regardless of income or socioeconomic status.

"Racially discriminatory practices, general lack of funding for parks and recreation, and rapid urban development have all led to inequitable access to parks," says Rachel Banner, NRPA's director of park access. "Fair and just access to high-quality parks and green space is essential for all people."

To help make equity a reality, NRPA built an online tool, Creating Equity-Based System Master Plans, that helps planners ensure park plans are grounded in equity. —R.C.



## Breaking the Cycle of Opioid Addiction

### ► Healthcare

#### ► American Health Quality Association

**T**he epidemic of opioid addiction that has claimed so many lives can be traced to the overprescription of drugs, says the American Health Quality Association.

One of the fastest-growing demographics for opioid addiction is Medicare recipients, says AHQA Executive Director Alison Teitelbaum, MS, MPH, CAE. "It's a demographic that a lot of people don't think about," she says. "It's also one of the demographics in which poor prescribing practices can lead to overprescribing and a surplus of pills in the marketplace."

That surplus can result in addiction in the patient or in family members if unused pills are left in medicine cabinets. AHQA wants to break that cycle. "Our members work with providers to educate them about what appropriate prescribing practices are," Teitelbaum says. "The guidelines do change, and not all providers can keep up with that."

AHQA members—Quality Improvement Organizations led by the U.S. Centers for Medicare and Medicaid Services, and healthcare quality professionals—also show individual prescribers how their prescriptions compare to their peers. "You may have an outlier provider, who provides far more than their peers," Teitelbaum says. "If you show that prescriber their prescribing on a graph, it makes an impact. It can lead to behavior change."

AHQA believes the combination of education and monitoring can reduce negative outcomes for patients and families. "Opioids are always going to be here," Teitelbaum says. "The goal is to make sure they are only being prescribed when they are needed." —R.C.







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# Understanding Pain

## ► Healthcare

### ► International Association for the Study of Pain

**I**t seems like a simple question: What is pain? But for medical researchers, defining pain has been a knotty problem. Is it a disease in itself or a symptom of disease? Formal classifications that could help doctors make more confident diagnoses have been hard to come by, even though an estimated 20 percent of the world's population suffers from chronic pain of some sort.

In 2012, the International Association for the Study of Pain reached out to the World Health Organization, which maintains the authoritative International Classification of Diseases (ICD), to explore adding a more rigorous taxonomy of pain to the guide's next edition. Dr. Rolf-Detlef Treede, a professor at the University of Heidelberg, recalls effectively being told by WHO: OK, but hurry up. The next edition would be published in 2015, lightning speed in medical research circles.

"The challenge was that there was very little time, and the existing groups [focused on taxonomies] were known to be slow," Treede says. "So we had to put something together from scratch."

To get the job done efficiently but with the appropriate stakeholders involved, Treede helped organize and cochaired the IASP Task Force for the Classification of Chronic Pain. That work included the input of multiple partner organizations, with roughly 20 dedicated participants. Their charge was to put together an authoritative taxonomy—and to leave grievances

and hardline stances at the door.

"There are some people who are a little bit more in fighting spirits for their own sub-specialty interests, but we were quite successful in identifying those that knew what's at stake for the overall aim," Treede says. "Everybody was quite aware that we had no time whatsoever. Everybody knew that we had to come together, find the common denominator, and throw overboard anything that's in its way."

It turned out that the task force had more time than it anticipated—the final ICD wouldn't ultimately be released till 2019. But the task force worked speedily to establish seven general pain categories—such as cancer pain, chronic primary pain, and musculoskeletal pain—by 2015, quickly enough to persuade WHO that its work was on the right track. "We managed to do that within basically two years' time," Treede says.

The gears of formally implementing the classifications in the ICD are slow-moving—some elements won't become official until 2027—but Treede notes

**20 percent of the world's population suffers from chronic pain of some sort.**

that much of the task force's work is already being put to use by clinicians in Rwanda, Norway, Thailand, and Japan.

"Some hospital systems are using the pain classifications because they think it's better than what they have," he says, and he credits that implementation to the patient but focused approach the task force established.

"If you want to take on huge tasks, it's possible to do it in a staggered way," he says. —**M.A.**



## Athletic Equality

### ► Equity

#### ► Women's Sports Foundation

► While nearly five decades have passed since Title IX forbade discrimination “on the basis of sex” in education and associated sports programs, girls and women still lag behind in participation in and access to sports.

The Women's Sports Foundation wants to change that through its Equity Project, which aims to increase women's participation in sports, sports policy, and sports leadership.

“A world with true gender equity is one where all girls and women have equitable access to sports and physical activity, and all the life-long benefits that come with it, to help unlock limitless possibilities in their lives,” says Olga Harvey, chief strategy and impact officer for WSF. —R.C.

## Healthy Moms and Babies

### ► Healthcare

#### ► March of Dimes

► The March of Dimes, which began in 1938 as the National Foundation for Infantile Paralysis, had the good fortune to achieve its initial mission—curing polio—within two decades of forming.

The March of Dimes has since pivoted its mission to decreasing preterm births. While polio was a single problem with a single solution, preterm births have numerous causes and require multifaceted solutions.

“You cannot expect a healthy baby without a healthy mom,” says Dr. Rahul Gupta, March of Dimes' chief medical and health officer. “We are not going to have a vaccine for infant and maternal health. Today, we have complex problems, and they require complex solutions.”

March of Dimes solutions include researching causes and preventions of preterm births and developing community-based interventions to improve maternal health. If the group succeeds, preterm births—and their associated long-term cognitive and developmental impacts—will be greatly reduced. —R.C.



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# Patient-Centered Medicine

## ► Healthcare

### ► American College of Clinical Pharmacology

**Y**ou might assume that when sick people go to the doctor for the same problem, they receive the same treatment. However, pharmacologists know that bodies with the same ailments may react differently to treatments based on their genetics, meaning they need different solutions.

“Clinical pharmacology is how humans metabolize drugs and how we can use them optimally,” says Krista Levy, executive director of the American College of

Clinical Pharmacology. “Many of us have unique things about our genetics that might make us react well or not react well [to drugs]. One patient who appears to be similar to another will react well and others won’t. It’s really about their genetic background.”

**“Many of us have unique things about our genetics that might make us react well or not react well [to drugs].”**

ACCP wants to help patients get the best treatments for their genetic makeup. Levy says there are seven broad genetic makeups that roughly correspond to geography. “What we see is a drug might be brought to the market in the U.S. based on what that genetic background will handle,” Levy says. “If you want to introduce it in China or Japan, you have to test it for that background.”

ACCP is collaborating with other organizations to help educate prescribers about the genetic differences in patients and how those differences affect which pharmaceuticals should be used in treatment. The organization is working to advance medicine to the point where there is no universal best treatment, but rather a best treatment for each patient.

“We are really focused on bringing good medicine to market,” Levy says. **—R.C.**



**1/3**

The proportion of plastic bottles produced in the U.S. that get recycled.

## Every Bottle Back

### ► Sustainability

#### ► American Beverage Association

► Plastic beverage bottles are designed to be 100 recyclable, even their caps, says the American Beverage Association. But only about a third of plastic bottles produced in the U.S. get recycled.

ABA’s Every Bottle Back initiative has a lofty goal: for every plastic bottle to become a new bottle—and not end up in oceans, rivers, beaches, and landfills. Along with building public awareness, the \$100 million campaign is investing in modernizing recycling infrastructure and making it more widely available.

“Every Bottle Back will ensure that our plastic bottles are recovered after use and remade into new bottles, so we can reduce the amount of new plastic used to bring our beverages to market,” says ABA President and CEO Katherine Lugar. “This is an important step for our industry, and it builds on our ongoing commitment to protecting the environment for generations to come.” **—S.W.**

## More Family Doctors

### ► Healthcare

#### ► American Academy of Family Physicians

► A shortage of more than 52,000 primary care physicians is predicted by 2025. However, experts recognize that a robust family medicine workforce is critical to ensure patients everywhere have appropriate, effective, and accessible care for generations to come.

To help make that happen, in 2018 the American Academy of Family Physicians launched its America Needs More Family Doctors: 25x2030 Collaborative.



Its goal: to ensure that, by 2030, 25 percent of U.S. medical students pursue family medicine as their specialty.

But with only 12 percent of medical students currently selecting family medicine, AAFP admits it’s an uphill climb. “If we’re going to accomplish this, we need to achieve an absolute increase of 1 to 2 percent in family medicine recruits per year,” says Clif Knight, M.D., AAFP’s senior vice president for education. “Only with that kind of incremental increase will we achieve our goal.” **—S.W.**

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# Proof of Impact

## ► Business

### ► National LGBT Chamber of Commerce

**M**any marketers and others in the business world know the power of the LGBTQ community as a consumer segment. But “they don’t think about us as business owners, as taxpayers, as providers of healthcare, as employers, as contributors to the economy,” says Justin G. Nelson, cofounder and president of the National LGBT Chamber of Commerce. In 2016, NGLCC set out to change that perception, starting with some number crunching.

Data about LGBTQ-owned businesses is scarce. The Bureau of Labor Statistics, the largest keeper of data on the U.S. economy, doesn’t ask about the sexual orientation of business owners. But NGLCC did have data from members who had been certified as LGBTQ-owned businesses, and it had a community of affiliate chapters around the country that could contribute their own information and spread the word about the research.

The results revealed a business community with serious economic might: The more than 900 certified NGLCC members alone contributed \$1.15 billion to the U.S. economy in 2015—a number that grows to an estimated \$1.7 trillion when extrapolated to include

all LGBT-owned businesses. Member companies were responsible for 33,000 jobs, the study found, operated all over the country, and tended to stay in business longer than other small businesses.

For Nelson, who’d worked as a U.S. Senate aide and lobbyist before joining NGLCC, the dollar figures in particular demonstrated that he was helping to lead a community with some real political clout. “I’ve been in Washington over two decades, and when I saw that number come out, it was a wow moment, to be able to show that we are that important to the U.S. economy,” he says.

To that end, NGLCC has used the survey as a lobbying tool, reaching out to municipalities to ensure that its member

businesses have a seat at the table when it comes to bidding. For instance, in 2018, Hoboken and Jersey City, New Jersey, implemented an order requiring the inclusion of LGBTQ- and veteran-owned firms, as well as those owned by people with disabilities, in contracting and procurement opportunities. Chicago, Los Angeles, and more cities followed suit with similar declarations in 2019.

Persuading those communities was partly a matter of showing the numbers. “They realized, ‘Oh my God, LGBT people do something other than just be LGBT,’” Nelson says. But the job

also required a lot of one-on-one meetings for NGLCC members to make their case.

“It involved a lot of shoe leather, not just from NGLCC but from our local affiliate chambers,” says Nelson. “They’ve been active, inspired, and determined to make sure that their

communities enact these sorts of legislative efforts. When [lawmakers] see the collective effort, they want to know more, and suddenly it makes a difference in what they do legislatively.”

NGLCC’s membership enjoyed a boost too: Nelson says that after the survey was announced, the association saw certifications among its membership double. “There are people who may not have known about us before that realized, ‘Hey, there’s an organization for my business in my community, and I want to be a part of it.’”—**M.A.**

**The more than 900 certified NGLCC members alone contributed \$1.15 billion to the U.S. economy in 2015.**

## Long-Term Cancer Survivors

### ► Healthcare

#### ► Advanced Practitioner Society for Hematology and Oncology

► A shortage of hematologists and oncologists makes accessing cancer care challenging, which is why assembling a team of healthcare professionals—including nurse practitioners, physician assistants, clinical nurse specialists, advanced degree nurses, and pharmacists—is critical.

"It really takes a whole village to achieve the best outcomes for someone with cancer," says Wendy Vogel, executive director of the Advanced Practitioner Society for Hematology and Oncology.

APSHO educates and supports advanced practitioners in their critical roles caring for patients with cancer. A collaborative model allows each person on the patient care team to work at the top of their scope of practice.

"Our mission is to improve oncology care so that everybody diagnosed with cancer becomes a long-term survivor," Vogel says. "In 20 years, we're probably going to have more cancer survivors than ever." —**L.B.**



## More Views on the News

### ► Workforce

#### ► News Leaders Association

► The stories of communities are best told by diverse newsrooms, says the News Leaders Association. Annually, NLA conducts a Newsroom Diversity Survey to gauge diversity in the journalism field.

"It's critically important that the industry reflect the many shades of diversity, not just in our staffing but also in our news reports," says Katrice Hardy, NLA diversity chair. "How can we truly provide authentic storytelling if we aren't employing diverse news staffs?"

Past surveys showed some improvements in general newsroom diversity, but little diversity in leadership. That finding prompted NLA to launch the Emerging Leaders Institute to strengthen the pipeline of future leaders. —**R.C.**

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## Analytics for Student Success

### ► Education

- National Association of College and University Business Officers  
Association for Institutional Research  
EDUCAUSE



► Data analytics can fuel better outcomes in many areas, including college student achievement, according to three leading education associations that joined forces last year to urge more higher ed institutions to “harness analytics for better strategic decision-making.”

The National Association of College and University Business Officers, the Association for Institutional Research, and EDUCAUSE came together on the issue to showcase the power of collaboration. “We wanted to model what we think institutions should do,” says NACUBO President and CEO Susan Johnston.

Christine Keller, executive director and CEO of AIR, says analytics are key to all universities’ mission. “We all have a common goal—student success,” she says. “It’s time for an institution-wide commitment to the informed and ethical use of data analytics to help us reach that goal.” —L.B.

## The Solar+ Decade

### ► Sustainability

- Solar Energy Industries Association

► The Solar Energy Industries Association wants solar power to reach 20 percent of all U.S. electricity generation by 2030 and named the 2020s the “Solar+ Decade.” SEIA hopes that by 2030, the industry will double the U.S. solar workforce, add \$345 billion in private investment, and offset electricity sector emissions by 35 percent.

“We are excited to work with anyone who shares our vision for job-creating, equitable, climate-conscious, economy-building energy policies that will lead us through the Solar+ Decade and to a new energy paradigm for our nation and the world,” says Abigail Ross Hopper, SEIA’s president and CEO. —L.B.



STEVEN PUTZER/GETTY IMAGES

## More Vets in Clinical Trials

### ► Healthcare

- National Association of Veterans’  
Research and Education Foundations

**C**linical trials offer innovative, life-saving medical care, but many veterans lack access to them. Less than 2 percent of clinical trials are offered at Department of Veterans Affairs hospitals because of barriers that have stood in the way of pharmaceutical companies working efficiently with the VA system.

**“They give patients access to cutting-edge therapies that they might not otherwise have access to.”**

The National Association of Veterans’ Research and Education Foundations has been working with the VA to streamline processes and improve efficiency through its Access to Clinical Trials for Veterans Initiative. One objective is

to help the VA cut its average clinical trial startup times by 100 days by 2021.

“Clinical trials are a key part of the national healthcare landscape, and they offer several opportunities,” says NAVREF CEO Rick Starrs. “They give patients access to cutting-edge therapies that they might not otherwise have access to. They give the clinicians and the investigators access to research and associated collaborative activities. And they help form those mutually beneficial partnerships between the VA and industry partners.”

Clinical trials may lead to the cure or treatment many veterans need for conditions such as spinal cord injuries, traumatic brain injuries, post-traumatic stress disorder, multiple sclerosis, COPD, chronic pain, cancer, and heart disease. In oncology, “clinical trials are very often the standard of care,” Starrs says.

As clinical trial startup times improve, NAVREF will shift focus to improving the recruitment and retention of veterans as enrollees in these trials. —A.T.B.



## Beating Back Bullying

### ► Workforce

#### ► British Columbia Construction Association

► When the British Columbia Construction Association saw that workers were leaving the industry at an alarming rate because of hazing, harassment, and bullying at construction sites, it implemented a Builders Code program to change worksite culture.

"Attrition for women in the trade in the first year is 60 percent or higher," says Lisa Stevens, chief strategy officer for BCCA. She estimates the attrition rate for men is 40 to 50 percent.

The goal of the program is to attract and retain new workers by changing the industry's culture and addressing negative behavior that makes worksites unpleasant and unsafe. "We build our buildings to code; let's build our workforce to code, too," Stevens says. "Harassment and bullying are not tolerated on a Builders Code worksite." —L.B.

# 60%

Attrition rate for women in construction in the first year.

## Mental Health Through Play

### ► Healthcare

#### ► Association for Play Therapy

**P**lay is a child's natural comfort zone, which makes it a powerful tool for mental health professionals treating children who have experienced abuse, exhibit behavioral or developmental issues, or suffer from other social-emotional stressors.

"Children's play helps them communicate what they have experienced, what they're going through, and where they are developmentally to mental health profes-

sionals," says Kathryn Lebby, CAE, president and CEO of the Association for Play Therapy. "Play therapy is essential to getting children back to a healthy level of functioning."

APT credentials licensed mental health professionals—including

counselors, marriage and family therapists, psychologists, and social workers—as specialists in play therapy. "Traumatized children represent the most vulnerable population there is," says Lebby, adding that "working with any child in developmentally inappropriate ways can do more harm than good."

In January, APT revamped its credentialing program, enhancing face-to-face training requirements. It includes in-person instruction, practical experience, and supervisors witnessing the sessions and providing feedback. In 2016, APT created a new credential specifically for school-based counselors, psychologists, and social workers who frequently see kids with developmental and family issues. Because they have greater access to kids than traditional mental health professionals do, this credential helps expand the population of children who can benefit from play therapy.

APT was established in 1982, and the credentialing standards it has set have become an international baseline. By strengthening these credentials, the association is promoting children's access to an expanding number of highly qualified play therapists. —A.T.B.

**"Play therapy is essential to getting children back to a healthy level of functioning."**

## Genetic Testing for Parkinson's Patients

### ► Healthcare

#### ► Parkinson's Foundation

► PD GENeRation, an initiative of the Parkinson's Foundation, will give thousands of Parkinson's patients access to free genetic testing and counseling, which will help uncover new treatments for the disease by examining Parkinson's at a genetic level.

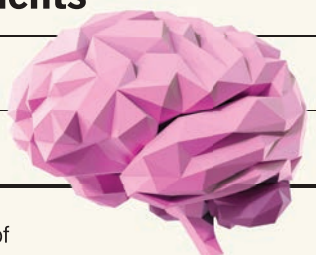
Only 10 to 15 percent of people with Parkinson's have the genetic form of the disease, and in most cases, they don't know it.

"By better understanding how these people experience symptoms related to the disease and respond to treatments, scientists can begin to build the foundation for precision medicine in PD," says Parkinson's Foundation Chief Science Officer James Beck, Ph.D.

The results will also help patients and their doctors determine whether the patients may be eligible to participate in clinical trials. The initiative began with a pilot program and will expand nationally to up to 50 centers and offer genetic testing and counseling for up to 15,000 patients with Parkinson's by 2024. —L.B.

# 10-15%

of people with Parkinson's have the genetic form of the disease, and in most cases, they don't know it.





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# Universal Newborn Hearing Screening

## ► Healthcare

### ► American Speech-Language-Hearing Association

**B**ig changes sometimes require buckling in for the long term. In the case of the American Speech-Language-Hearing Association, it took more than three decades for its work studying childhood hearing impairment and promoting widespread infant screening to have an impact. But when it did, the difference it made was dramatic.

In 1969, ASHA launched the Joint Committee on Infant Hearing with two other medical societies to develop policies for newborn hearing screening. JCIH's founders had recognized a pervasive problem with children having undiagnosed hearing impairment. Indeed, until 2005, nearly half of American children with hearing loss weren't diagnosed until age three or later. That delay risked setting off a cascade of medical and learning issues for children.

By the 1990s, ASHA began to move beyond policy statements and pursued advocacy routes to turn JCIH's findings into legislation. A separate stakeholder group spun off from JCIH and began strategizing.

"ASHA took the leap to say, 'Hey, there are a lot of us who have this awareness. Let's work together. Let's form a coalition. Let's pursue this at both the state and federal levels,'" says ASHA CEO Arlene Pietranton, FASAE, CAE.

Various attempts at legislation stalled for a decade until the passage in 2000 of the Children's Health Act, which established federally funded

programs for early hearing detection and intervention (EHDI) for children born in hospitals. The impact is stark: According to Centers for Disease Control and Prevention data, 97 percent of infants born in hospitals in 2014 have had their hearing screened.

**"There are a lot of us who have this awareness. Let's work together. Let's form a coalition. Let's pursue this at both the state and federal levels."**

"As a result of the testing that's in place now, the average age at which a child who is born with congenital hearing loss is confirmed is a matter of a couple of months," Pietranton says. More sophisticated testing methods have also helped with earlier detection.

ASHA continues to advocate for EHDI programs, which "have been to a certain degree baked into federal budgets and federal policy, but it does require continued advocacy to keep them there and to keep them funded," she says. "So the work is ongoing around protecting, preserving, and expanding them." (Federal legislation enacted in 2017 preserved EHDI program funding until 2022.)

And ASHA helps to keep JCIH going as it continues its policymaking work, supporting two volunteer members with seats on the committee. "ASHA is fortunate to have resources and infrastructure that allow us to support the JCIH by having our volunteer member representatives that serve, as well as a staff member who helps to support the JCIH itself," Pietranton says.

While EHDI has helped society make huge strides in screening, JCIH is paying close attention to how well follow-ups are being implemented after those diagnoses.

"We're asking how we can identify which states are doing a really good job managing follow-up," says Tricia Ashby-Scabis, director of audiology practices at ASHA. "We're trying to get a better understanding of what's happening state by state and how we can start to support and promote the best models" to ensure adequate follow-up care. —M.A.





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## Safe Food From Farm to Fork

### ► Safety

#### ► Institute of Food Technologists

**E**very year, one in six Americans experiences a foodborne illness, according to the Institute of Food Technologists, and of those, 130,000 are hospitalized and 3,000 die. But when outbreaks occur, the complexity of the global food supply chain often makes it difficult to trace the source.

IFT knew that accurate, efficient tracing worldwide would require a coordinated effort, and in 2013, in collaboration with industry stakeholders, it launched the Global Food Traceability Center to serve all aspects of the food system, from agriculture to consumer. The GFTC shares knowledge, expertise, applied research, data, and resources to limit risk and improve food safety.

“As food production and distribution systems become increasingly complex, interdependent, and globalized, businesses, regulators, and consumers need practical solutions to a spectrum of food-related chal-

lenges,” says Bryan Hitchcock, IFT’s senior director of food chain and executive director of the GFTC.

Traceability includes following the path of ingredients or finished food products throughout their entire lifecycle. IFT works to accelerate the digitization of food supply chains, and it advances food traceability through research, development, education, and training. Seafood traceability is one area where IFT has made progress recently: The organization helped establish the first-ever global standards for tracking seafood products from point of origin to point of sale.

“The food industry has come a long way in reducing the frequency and severity of foodborne illness outbreaks,” Hitchcock says. “And through continued focus, learning, collaboration, and the implementation of strategic technology, we can continue to mitigate the impact of foodborne illness.” —**A.T.B.**

## Modern Energy

### ► Sustainability

#### ► Smart Electric Power Alliance

► The Smart Electric Power Alliance is one of four organizations selected by the U.S. Department of Energy SunShot Initiative to lead an effort called Orange Button, which will streamline the way the solar industry establishes and manages data.

“The world has benefited immensely from declining solar costs, which includes technology advancements, new innovative business models, and lowered soft costs such as standardized formats and standards for data sharing. SEPA will continue working collaboratively with our members and industry to facilitate a smart transition to a clean and modern energy future for all,” says Ben Ealey, SEPA’s principal of grid integration. —**L.B.**



## More Women Music Makers

### ► Workforce

#### ► Production Music Association

► Equality for women in production music is the goal of an Inclusion Committee formed by the Production Music Association. Working with the Geena Davis Institute, the committee will examine gender in the industry and work to achieve gender parity.

“People are shocked to learn that a mere 3 percent of music composers in media are female, and this figure could be even lower in production music. Raising this percentage is not only the right thing to do but the smart thing to do because it’s been demonstrated time and again that when women achieve equal status, everyone prospers,” says Mirette Seireg, chair of the committee and founder of Mpath Music Library. —**L.B.**

**3%**  
of music  
composers in  
media are female.

# Made, Not Born

## ► Leadership Development

### ► Alpha Phi Omega National Service Fraternity

**T**here's that old expression that some people are "born leaders," but Alpha Phi Omega National Service Fraternity believes leaders are also molded by experience.

"Our mission is preparing campus and community leaders through service," says the group's executive director, Bob London, CAE. "Our alumni go on to be everything from nonprofit leaders to religious leaders and presidents of the United States." APO alums include former presidents Bill Clinton and George H.W. Bush, among others.

In some ways, the job of molding future leaders is harder now. "The challenge we face today is the over-programming of kids, so they are being raised in ways that do not allow them to develop natural leadership skills," London says. "There are a lot of organizational and project management skills

that they do not have when they come to college. We developed programs to help them do that, to give them the education, as well as the practical experience."

In partnership with the Non-profit Leadership Alliance, the group offers a certified nonprofit credential that its members can earn while still in college. The CNP, along with other APO pro-

grams that require service hours and intense training, focus on teaching students the skills they'll need to lead an association or a nation.

"It means we will have many more people in the nonprofit and association space who have the skill set to help associations grow and achieve their missions," London says. —**R.C.**



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## Building Up the Builders

### ► Workforce

#### ► Association of the Wall and Ceiling Industry

**T**he skilled labor shortage in the construction trades has effects that extend beyond the job site all the way through to the consumer, says the Association of the Wall and Ceiling Industry.

“Increased labor costs, potential adverse effects on job site safety, and delays in project completion due to chronic labor shortages in key metropolitan areas are the most visible effects of the crisis,” says Chris Williams, CAE, AWCI director of membership. “Less visible, but equally impactful, are issues such as increased project costs that are eventually passed on to the consumer [and] overwork of the existing labor force.”

AWCI has partnered with coalitions and unions to promote careers in skilled trades, and members are creating futuristic tools to maximize workers already in the field. Williams says such advances include “lighter, more ergonomic construction products and tools [and] the deployment of cutting-edge technology like

**“Advances include... the deployment of cutting-edge technology like exoskeletons that [allow] workers to safely lift heavier loads.”**

exoskeletons that [allow] workers to safely lift heavier loads.”

If AWCI succeeds in balancing both priorities—building up the skilled workforce and meeting workers’ on-the-job needs—society will reap the benefits.

“This balance will lower overall project costs and, most importantly, increase the safety and efficiency of our most important asset, our people,” Williams says. “Organizations such as AWCI will have succeeded in educating the general public about the value of a career in the skilled trades, making construction one of the more desired career paths for future generations.” —**R.C.**

## In-Time Transplants

### ► Healthcare

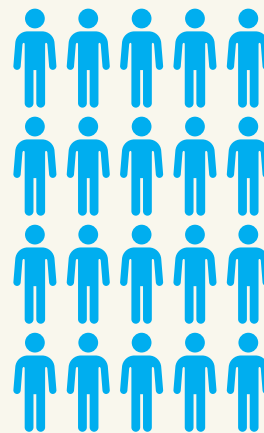
#### ► Association of Organ Procurement Organizations

► More than 112,000 people in the U.S. are waiting for a lifesaving organ transplant, according to the Association of Organ Procurement Organizations, and every 10 minutes another person is added to the list. Each day, 20 people die waiting.

AOPO represents the 58 federally designated organ procurement organizations, which coordinate the recovery of organs, tissues, and corneas for transplant. “The more OPOs can be consistent in their practices, the better we all can communicate and improve our performance,” says CEO Steve Miller, CAE. AOPO focuses on standardizing best practices and collaborating with organizations in related disciplines.

The work is paying off: A record number of donations and transplants occurred in 2019, as tracked by the United Network for Organ Sharing.

“AOPO and its members actively work toward the day when there is no longer a waiting list for individuals in need of a lifesaving organ transplant,” Miller says. “If we are successful in this mission, the day will come when no one dies awaiting an organ transplant.” —**J.S.**



# 20

Number of people who die each day waiting for an organ transplant.

Every **10 minutes** another person is added to the transplant waiting list.

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## Zero Fatalities From Falls

### ► Safety

#### ► International Window Cleaning Association

► While most people would probably find scaling the exterior of a skyscraper terrifying, it's all in a day's work for members of the International Window Cleaning Association. Of course, worker safety and adherence to regulations are paramount, which is why IWCA has been in an alliance with the Occupational Safety and Health Administration since 2011.

The partnership with OSHA "has significantly reduced falls from heights in the window cleaning industry," says IWCA President Paul Collum. "This year, we had zero fatalities from falls—a goal we wish to continue every year with more and more safety initiatives."

To help accomplish this, IWCA is increasing access to safety training for window cleaners and the companies that employ them. That strategy includes creating courses as new regulations are introduced and opening regional facilities to allow for more hands-on training. In addition, IWCA is introducing online courses that allow for ongoing, year-round safety education. —S.W.



## Fewer Dollars Lost to Fraud

### ► Consumer Protection

#### ► American Land Title Association

**B**uying a first home is a big part of the American Dream, but it can turn into a nightmare when buyers are scammed. In real estate wire fraud schemes, consumers get tricked into sending funds to the scammer's accounts, rather than those involved in the transaction.

"Statistics from the American Land Title Association show homebuyers are not worried about real estate wire fraud," says Megan Hernandez, ALTA's public relations and marketing manager. "That is a problem."

Real estate fraud cost victims \$221 million in 2019, according to the FBI's *Internet Crime Report*. "Our first goal is to raise awareness about the serious dangers of real estate wire fraud and mortgage closing scams," Hernandez says.

To that end, the ALTA has joined the Coalition to Stop Real Estate Wire Fraud, which has targeted first-time home buyers to educate them about these

scams. "We instruct consumers that there are two main rules: one, be vigilant, and two, protect your money," Hernandez says. "Consumers need to be suspicious. It's uncommon for title companies to change wiring instructions and payment information via email."

Hernandez acknowledges that fraudsters will always look for creative new ways to separate people from their money, but she thinks in the future, with the right information, consumers will get better at detecting fraud. "The potential for fraud will probably always exist, but that doesn't mean we can't constantly be vigilant, educating consumers and professionals involved in the transaction about the latest fraud schemes," Hernandez says. —R.C.

**"Consumers need to be suspicious. It's uncommon for title companies to change wiring instructions and payment information via email."**

# From Bystanders to Helpers

## ► Safety

### ► Sigma Nu Fraternity

**T**he #MeToo movement unleashed a chorus of voices sharing formerly hidden stories of sexual assault, including on college campuses, where according to one survey one in five female undergraduates say they've experienced it in some form. Sigma Nu Fraternity was moved to address the matter in 2015, looking for tools to educate its members on college campuses about how to identify the danger signs and intervene to prevent an assault if necessary.

Sigma Nu quickly discovered that the kinds of tools it was looking for didn't exist.

"We evaluated what programs were being used for college students related to sexual misconduct, and whether or not they could be easily scaled up and adapted to fit a fraternity and sorority community," says Fred Dobry, Sigma Nu's director of health and safety. "And our conclusion at that time was it didn't seem like any of the programs could meet what we were hoping to accomplish."

What the programs lacked was a focus on the realities of Greek life that spoke directly to fraternity members who could step in before an assault occurred. Working with a consultant, Aaron Boe, Sigma Nu developed a program that addressed high-risk, college-specific scenarios ("You notice a person is passed out at a party"; "A brother or friend shares an attitude that all this sexual assault talk is B.S.>").

To implement the program, Sigma Nu partnered with a national sorority, Zeta Tau Alpha, to train staff to lead chapter workshops on campuses. Soon, eight more fraternities and sororities signed on to share resources and hold workshops. By 2017, a year after the program was implemented, nearly all Sigma Nu chapters had hosted a workshop. Participants reported being better able to recognize the need for interventions and understood tools to use in a variety of situations.

Now, Dobry says, the plan is to expand the program's reach. Sigma Nu is exploring training volunteers and perhaps the students themselves to lead the workshops. Expansion is important not just because the program's content is valuable but because the message is reinforced when multiple fraternities and sororities share similar information.

"One of the hidden benefits of having a large partnership is

**"We evaluated what programs were being used for college students related to sexual misconduct, and whether or not they could be easily scaled up and adapted to fit a fraternity and sorority community."**

that our members on a certain campus are carrying on a topic of conversation and message while their peers within their community are hearing a similar message," says Drew Logsdon, Sigma Nu's director of communications. "So when they go to a social function and they're with friends from a different organization, when they talk about these things, it makes sense and it clicks."—**M.A.**







## Better Treatments for Depression

### ► Healthcare

#### ► Anxiety and Depression Association of America

**M**illions of people around the world suffer from anxiety, depression, PTSD, and related mental health conditions. The Anxiety and Depression Association of America is on a mission to find new treatments to improve their quality of life and, one day, to prevent and cure these disorders.

“Our membership includes a wide spectrum of people who are either working on the front lines, in terms of providing therapy and treatment, or working behind the scenes to find the next important development in the treatment of anxiety disorders and depression,” says Deputy Executive Director Lise Bram.

ADAA promotes scientific innovation, helps translate research into practice, and

encourages new treatments and best practices to be implemented across disciplines. Free ADAA resources help people when they need support, including webinars, podcasts, peer-to-peer communities, and a “find a therapist” directory.

The atmosphere of 2020 has only increased the need.

“Anything that happens in the world that is stressful or concerning is even more so for those experiencing anxiety disorders and depression,” Bram says. “ADAA is in this unique position to be able to share what’s going on in the research world and in the treatment world in real time with the public who is eager to find out: What are the available evidence-based options to help with my anxiety or depression?”—**A.T.B.**

## Data-Driven Patient Care

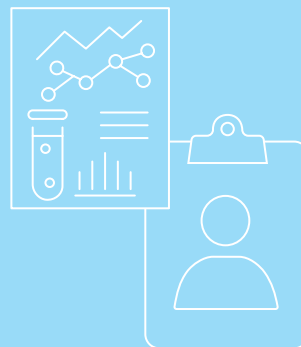
### ► Healthcare

#### ► Muscular Dystrophy Association

► Patients at all ages and stages of disease need to be seen and counted by the medical and scientific communities as they are working to develop drugs and improve care. The Muscular Dystrophy Association’s MOVR Data Hub (neuroMuscular ObserVational Research) aims to do that by providing a central location for data about people living with neuromuscular disease.

“The goal of MOVR is really to bring together a big-data approach to both improve care for neuromuscular disease patients and also to make drug development more efficient,” says MDA’s Sharon Hesterlee, Ph.D., executive vice president and chief research officer. “MOVR gives us the tool we need to apply a fairly sophisticated analysis to everything from how we recruit patients to what interventions are performing better than others.”

In the long term, she says, “We hope for more drugs, faster drugs, more effective drugs, and ultimately better clinical care.”—**L.B.**







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# Connected First Responders

## ► Safety

### ► The Monitoring Association

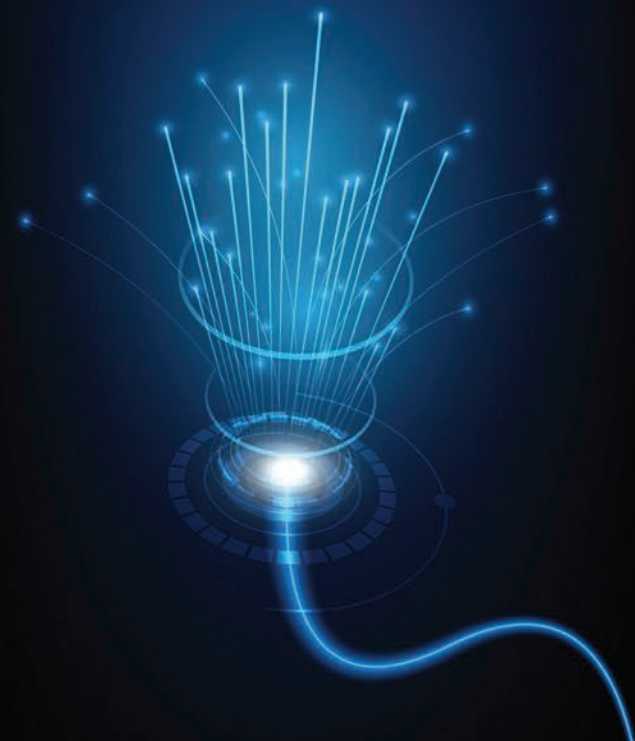
**M**any buildings use video and audio monitoring, transmitting data to monitoring centers, which contact first responders when alarms are triggered. But even in 2020, information about a scene where an alarm was triggered is still often relayed to first responders by telephone.

“Video or audio data may be available in a monitoring center, and a description of what the operator sees or hears is commonly relayed to the ECC [Emergency Communications Center] verbally,” says Celia T. Besore, MBA, CAE, executive director of The Monitoring Association, the trade organization representing the professional monitoring industry. “However, the first responder has no way of seeing live what is happening. Any additional data about the alarm activation provided to the ECC, such as additional sensors being triggered, necessitates another phone call.”

TMA is working to move that communication into the 21st century. The organization is advocating for universal use of “ASAP-to-PSAP technology,” a national infrastructure that automates the process of sending alarm notification data.

“There is no need for a phone call, which means that public safety receives the information a lot faster, saving an average of five minutes per call,” Besore says, adding that electronic transmission also has the advantage that “human error due to miscommunication is virtually eliminated.”

With full implementation of this technology, first responders will have access to audio and video details when they arrive on the scene of an emergency, improving their safety and that of those who are already there. —R.C.



# More Than a Roof Overhead

## ► Community Resources

### ► National Affordable Housing Management Association

► Research by the National Affordable Housing Management Association shows that affordable housing is not only about putting a roof over someone's head. “Affordable housing is also about being able to help residents succeed in life,” says Kristina Cook, CAE, executive director of NAHMA, which advocates for creative ways to increase affordable housing development. But “there is no one-size-fits-all solution.”

NAHMA's research shows that many residents in affordable housing have many life challenges, including low-wage jobs, a lack of proficiency in English, and—particularly among seniors—special needs and health concerns.

“Many of society's challenges can be solved in affordable housing communities, because that's where the most vulnerable people live,” Cook says. “We have added positive data to the ongoing conversation in this country showing that we should all be concerned about having affordable rental housing for Americans.” —L.B.



# Longer, Healthier Lives

## ► Healthcare

### ► American Heart Association

► In recent decades, healthy life expectancy was increasing, thanks to better disease prevention and control, advances in medical treatment, and improved lifestyle behaviors. Recently, however, there has been a leveling off, and in some cases, even a reversal in this trend.

AHA is working to equitably increase healthy life expectancy from

**64 → 67**  
worldwide by 2030.

That's where the American Heart Association's 2030 Impact Goals come in: Partnering with local, national, and global collaborators, AHA is working to equitably increase healthy life expectancy from 66 to at least 68 years in the United States and from 64 to at least 67 years worldwide by 2030. —S.W.



# How Research Saved Hospice Care

## ► Healthcare

### ► Missouri Hospice and Palliative Care Association

**I**n 2011, with the Great Recession in full swing, Jane Moore met with the chairperson of Missouri's healthcare budget. Moore is the CEO of the Missouri Hospice and Palliative Care Association (MHPCA), and the Missouri statehouse was looking to cut costs by reducing Medicaid payments to hospice facilities. Moore believed that hospice care was more affordable than hospitals, and she tried to make her case.

"I'll never forget the conversation," she says. "He looked me dead in the eye and said, 'There are many good causes that need funding, but I don't want to hear a heartstring story. You'd better tell me how you're going to save the state some money.'"

So, Moore figured out how to do the telling. In 2012, MHPCA began contacting the state's Medicaid director for data on its expenditures on end-of-life care in hospices and hospitals. She met with a lot of stonewalling. Moore heard of similar resistance among her colleagues in other states. But a year after that statehouse conversation, Moore made headway by explaining the narrow focus of her research. Also, she was stubborn.

"I just kept coming back and coming back. I would not go away, like a bad penny," she says. "Finally, the director for Medicaid sent me an email, saying, 'OK, this is what we'll give you.'"

Moore didn't actually know if the numbers would show that hospice care saves Medicaid

money. But indeed it did: The 2011 data that MHPCA accessed showed that patients under hospice care incurred costs that were 45 percent lower than those in hospitals. A follow-up survey using 2012 data delivered similar results.

**MHPCA didn't actually know if the numbers would show that hospice care saves Medicaid money. But indeed it did.**

Since then, MHPCA has been using its findings to preserve Medicaid funding for hospice care in Missouri. And there's a twist: Everybody else is using the data too. With other states' Medicaid offices still reluctant to release data that would allow for comparisons between hospices and hospitals, *The Missouri Hospice Medicaid Study* has proven to be an essential document for other organizations around the country making similar lobbying cases to legislatures.

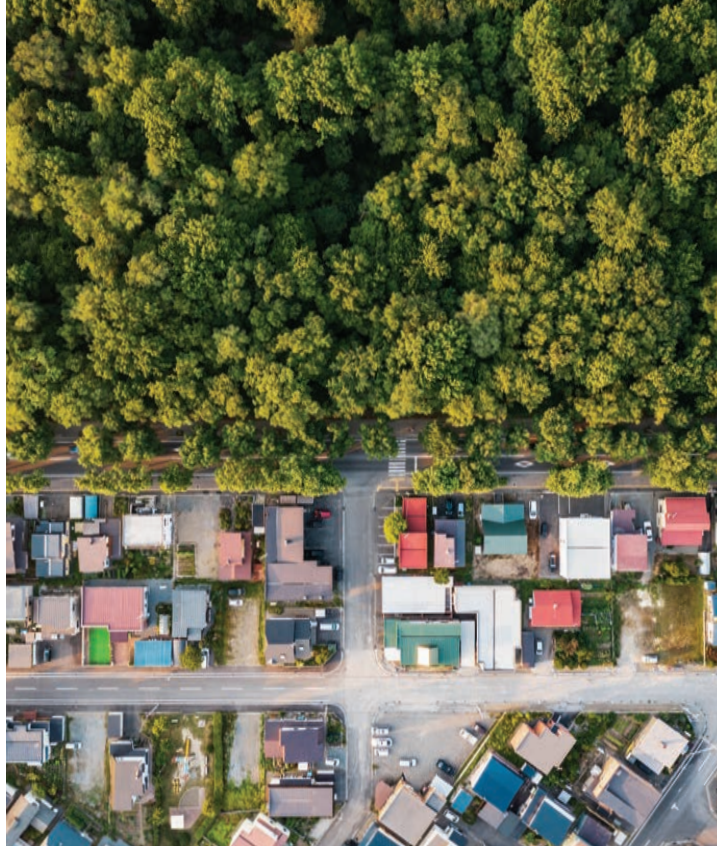
Missouri's position as a state that's neither too wealthy nor too poor makes their data a helpful example, Moore says.

"People can say, 'If Missouri does that and they've been able to save this much, think of what we could do.'"

Now, with state legislatures looking to trim budgets yet again due to the economic fallout from the coronavirus pandemic, Moore is preparing to reargue her case.

"We worry about doing it again, because it's all about how the stars align," she says. "The data will have to come from the Medicaid director, which changes all the time, and we'll have to go through the same processes we did before. But the thing we have going for us if we do it again is the fact that they did it one time for us, two years in a row. There's more of a possibility of us getting it than anybody else out there. We have the best chance."—M.A.





## Carbon-Neutral Communities

### ► Sustainability

#### ► American Society of Landscape Architects

**Y**ou might not expect to find landscape architects in the army of professionals fighting climate change. But there they are, designing landscapes that help communities adapt to its effects, such as severe flooding, sea level rise, and extreme heat. They also mitigate climate change by creating landscapes that remove carbon from the atmosphere.

In 2017, the American Society of Landscape Architects convened a Blue Ribbon Panel on Climate Change and Resilience, which produced a report—*Smart Policies for a Changing Climate*—that sets out “core principles, key planning and design strategies, and public policies that will promote healthy, climate-smart, and resilient communities.” Success stories are showcased in an exhibition, both online and on

display at its Center for Landscape Architecture in Washington, DC. The exhibition offers many examples of what works.

“We’re trying to raise public awareness that these are very big issues affecting communities now, and landscape architects can help solve them,” says Jacquelyn Bianchini, manager of media relations and public awareness. “Landscape architects can address the problem on the design and planning end, before there is a situation where your community is struck with a flood or facing extreme heat levels.”

ASLA and partner organizations developed the Sustainable SITES Initiative, which certifies sustainable landscapes, similar to LEED building certification. Together, ASLA says, these efforts can help communities get closer to carbon neutral. **—A.T.B.**

## Better Grades for School Boards

### ► Education

#### ► Texas Association of School Boards

**P**ublic schools face plenty of criticism, “some of it justified, much of it not,” says Karen Strong, associate executive director for communications and public relations at the Texas Association of School Boards. “It’s affected the funding for schools, it’s affected public support for schools, it’s affected political support for public schools.”

TASB represents the school board of every public school district in Texas, and it advocates for and supports public schools in several ways.

TASB’s mission is to promote academic excellence for schoolchildren in Texas public schools. One way it does so is by conducting research on how the governance of a local school board can improve students’ academic achievement—an area that has not been well studied.

**“Our staff goes into the school district, works with the whole board and the superintendent, and applies the research findings to the specific district to improve outcomes for students.”**

TASB hosts a summit every other year that brings together and shares this research on exceptional governance. The association also adapts the training it offers school boards based on the findings.

The governance research delves into what practices governing boards can use to directly affect academic outcomes. The research has found, for example, that steps as simple as setting goals for the

school district and superintendent that are focused specifically on student achievement make a difference.

To put the research into practice, “our staff goes into the school district, works with the whole board and the superintendent, and applies the research findings to the specific district to improve outcomes for students,” Strong says. **—A.T.B.**

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# Legal Aid for All

## ► Community Resources

### ► State Bar of Nevada

**T**he State Bar of Nevada knew that people with low incomes often had difficulty accessing legal services when they needed them. But when it began to study the problem in 2016, researchers found that traditional information-gathering methods didn't work.

SBN launched a statewide survey to connect with a population that's hard to reach "because of transitional housing, because fewer and fewer people actually have landlines," says SBN Access to Justice Director Brad Lewis. "There's a lot of call avoidance because people are avoiding debt collectors or unknown calls. Trying to survey people at physical addresses for the low-income population is not producing great results the way it might have a decade ago."

So how to best understand the shifting legal needs of the state's poorest residents? Answer: Meet them where they are. SBN's interviewers hit the streets, visiting dollar stores, laundromats, and rodeos.

Using a mix of law students and other volunteers from legal aid and SBN itself, SBN spent two months speaking with more than 1,000 people who qualified. The research put some hard numbers behind the scope of the problem: 76 percent of the state's low-income residents were not able to access legal aid, the study found, and the system is badly underfunded, with one lawyer available for every 4,800 residents below the poverty line.

The research identified the broad categories of issues

people faced, including employment and housing. It also pinpointed which groups were particularly affected.

"One was the low-income population in the senior com-

munity," Lewis says. "The Great Recession of 2008, combined with the foreclosure crisis in Nevada, left a lot of the senior population devastatingly hit by that double whammy. And there was a significant increase in the poverty rate in the native populations."

With that information in hand, SBN promoted some policy solutions. An advocacy group used the survey findings to help persuade the state legislature to ease eviction rules and strengthen protections regarding late fees and payday loans. The research also led to one county hiring an advocate for foster children facing legal challenges in the school system.

More broadly, says SBN Executive Director Kimberly Farmer, the research can be used to help motivate more lawyers to help low-income residents via legal aid or pro bono work.

"The education component is really important," she says. "We now have numbers, statistics, and information to share with Nevada lawyers. It's useful in energizing Nevada lawyers to contribute. It's such a big issue, but now they have something they can hold on to." —**M.A.**

## 1 to 4,800

Ratio of lawyers to Nevada residents below the poverty line.



## 76%

of the state's low-income residents were not able to access legal aid.



## Tracking Firefighter Exposures

### ► Safety

- International Association of Fire Fighters
- International Association of Fire Chiefs
- Metropolitan Fire Chiefs Association
- International Public Safety Data Institute

► Running into a burning building is dangerous, and not just because of the fire. A slew of building materials and consumer products release toxic fumes when burned.

To help firefighters document what they may have been exposed to, the International Association of Fire Fighters partnered with the International Association of Fire Chiefs, Metropolitan Fire Chiefs Association, and International Public Safety Data Institute to create the National Fire Operations Reporting System Exposure Tracker.

The NFORS app allows first responders to log possible exposures and incident details in a secure environment. Accessible even after personnel have retired, the data will be important to helping assess and deal with long-term health problems tied to on-the-job exposures.

In addition to helping the firefighters firsthand, researchers will use the data to better understand on-the-scene exposures, develop new prevention protocols, and better treat occupational diseases. —R.C.

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# Big Rigs Geared to Women

## ► Workforce

### ► Women in Trucking Association

**T**he trucking industry has faced a shortage of drivers in recent years, and its equitable wages have appealed to more women. But women entering the industry have found themselves driving semi trucks designed for the 95th-percentile man—a bad fit in terms of both comfort and safety. Because most women have shorter limbs and wider hips, some have resorted to putting wood blocks on the truck's pedals and sitting on pillows while driving.

The Women in Trucking Association's research has prompted truck cab manufacturers to make their cabs safer and more ergonomic for women drivers.

"We're not trying to build a truck for women—we're just trying to make it more adaptable, especially since there's so many husband-wife teams," says WIT President and CEO Ellen Voie, CAE. "Now the truck cab manufacturers are really paying attention" and incorporating changes that make driving safer and more appealing to women.

For example, WIT has asked manufacturers to install an alarm system in the sleeper berth that goes off if someone tries to break in. Peterbilt has

# 11%

Percentage of truck drivers who are women, up from 3% in 2009.

created an alarm that triggers if the driver hits an emergency button. Some manufacturers have also used hydraulics to make opening the truck hood easier.

In 2009, about 3 percent of drivers were women. Now women make up just under 11 percent—and that number is growing, Voie says. "Without tapping into half the population, the trucking industry was missing good, qualified drivers." The design changes that WIT has been pushing for have made trucking a better option for women. —A.T.B.

## Supporting Global Goals

### ► Sustainability

#### ► Project Management Institute

► In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals addressing major global challenges from poverty and inequality to climate change, education, and peace. The goals are ambitious, and "effective project management, led by [Project Management Institute] members and volunteers, will be critical to delivering successful outcomes," says Michael Carvill, director of brand at PMI.

One measure of its members' commitment to that work is their participation in PMI's Global Celebration of Service in support of the Sustainable Development Goals. Last year, PMI members pledged more than 150,000 hours of service to local nongovernmental organizations around the world.

"Whether that's helping to reverse climate change, transitioning organizations—or whole countries—to renewable energy, or building more sustainable cities, the members we serve will be at the forefront of helping to make new, innovative ideas that can dramatically improve the world we live in a reality," Carvill says. —J.S.



# A Launchpad for Future Leaders

## ► Leadership Development

### ► Air Cadet League of Canada

**W**hen young people have access to quality programs that teach valuable skills and connect them to their communities, the world is a better place. That's a core belief of the Air Cadet League of Canada, an organization that combines leadership training, community service, and a focus on aviation.

"A thriving Cadet program means that every Canadian youth—regardless of where they live or their socio-economic background—has access to quality youth programming and activities," says Danielle Russell, the group's executive director. "For the Air Cadets, this means that every Canadian youth has the chance to, to the best of their abilities, pursue experience and licenses in aviation."

In addition to aviation education, the league offers young Canadians training in skills like public speaking, access to job fairs, and opportunities to win academic scholarships. While some activities have shifted or paused due to the coronavirus pandemic, Russell says the organization is striving to maintain budget and continuity for the future.

If the Air Cadet League succeeds in its goal, the world will be filled with a bevy of youth who go on to posi-

tions of leadership in their communities.

"Alumni of the Air Cadet Program go on to serve as members of the Armed Forces, to work in the aviation industry as pilots and mechanics, or to make demonstrable contributions to the leadership of any industry in which they pursue careers," Russell says. —R.C.



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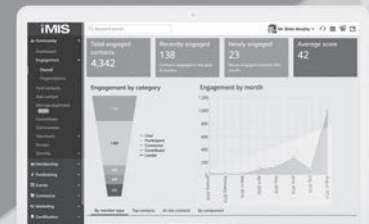
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# 2

**Great Ways to Find Industry  
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# #ASAE100

What will associations need if they are to meet the future challenges described in this issue, along with many others? Attendees at the 2020 ASAE Great Ideas Conference jotted down what they believe is most critical to their organization's future success. Here's just a sampling.

Empathy  
&  
Logic!

Inclusive  
Leadership.  
Break Bias,  
Lead Now

Coaching!

PEOPLE  
SKILLS  
😊

innovate  
innovate  
innovate  
↩

Help  
Staff See the  
Big Picture  
- the Social  
Impact

Yes,  
THAT  
↓

Flexibility

New look  
at Strategic  
Planning!

Embrace  
New  
Technology!

SIMPLIFY  
(please)



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