







#### WHERE FLAVOR AND CULINARY ICONS MEET





















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#### **Inside** Spring 2020

# features

"You need a nimble enough process that allows members to influence the plan too."

—Jason Jordan

#### Time to Take a Stand?

Whether you're choosing when to speak on a core policy issue or deciding whether to jump into the fray on a new one, careful planning, collaboration with leaders, and input from members are critical to good advocacy messaging. As public policy takes center stage in an election year, it's a good time to reexamine how your organization decides when to take a stand.

BY TIM EBNER



#### Attention on Retention

A changing workforce requires a new approach to employee retention if organizations want to keep their top talent in a business climate facing new uncertainties.

BY ALLISON TORRES BURTKA



#### Language for All

As associations welcome an increasingly diverse membership into the fold, the way they communicate is crucial. This is why many organizations are adopting more inclusive language that better reflects the whole community.

BY RASHEEDA CHILDRESS



#### Get Recession Ready

Even before the coronavirus pandemic, economists were speculating on the timing of the next recession. Now, the economic picture has darkened substantially. It's time to take a look at your core mission, dues structure, partnerships, and more to better weather any coming storm.

BY MARK ATHITAKIS

# departments







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ASK THE CEO: Bridging divides and overcoming challenges.

CROWDSOURCE: A college campus strategy for membership growth.

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NOW SPRING 2020

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ASSOCIATIONS

NOW SPRING 2020

#### Making It Right

**If you're a regular reader** of Associations Now, you may notice something different in this issue's Leadership section. The executives who appear in the "CEO to CEO" feature look more like themselves—and to be perfectly candid, we've been doing it wrong for a long time.

In "CEO to CEO," we ask a question about association management or leadership or maintaining a balanced life while serving in a high-pressure role, and four CEOs share their answers. On page 22, you'll see those answers accompanied by a headshot. This replaces our longtime practice of using illustration, in which the artist converted a photo to a largely monotone line drawing. While the technique is interesting visually and gave the feature a unified look, we had one glaring blind spot where these images were concerned: This style of illustration, which removes most color from the headshots, makes everyone look very much the same. To be blunt about it, it makes everyone, essentially, white.

We write a lot about the importance of diversity, equity, and inclusion in *Associations* Now, and it's a value that ASAE fully embraces and works hard to uphold. The illustrations in "CEO to CEO" were inconsistent with that, and I'm sorry that it took a member's legitimate complaint to open my eyes to what's now perfectly obvious to me.

It was a message we needed to hear, and I apologize for the mistake.

Representation matters. It's a good thing that we were called out, so we could make a necessary change that ensures better representation in these pages of all members of ASAE's dynamic and diverse community.





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IN MEMORIAM

# Remembering John Graham

JOHN H. GRAHAM IV, FASAE, CAE, president and CEO of ASAE since 2003, died on January 13. He leaves behind a legacy of service over 50 years to the organizations he led, including the American Diabetes Association and the Boy Scouts of America, and

to the many aspiring association executives he encouraged and mentored. John loved associations and believed deeply in what the association community accomplishes in the world.

This is John Graham, in his own words.

"Associations serve as important refuges and communities for people who want to come together for a common purpose

that are positive for our nation and the world. This is the fundamental purpose of associations, to allow different voices to be heard, to accept that there are many ways of attacking a problem, and ultimately, to make our industries, our professions, and our society stronger."



"Associations have a huge responsibility to the world. We understand that our stakeholders extend beyond just the members and volunteers we represent, to the communities in which we live and work and the far regions of the world where some innovation or standard we perpetuate helps improve someone's quality of life."

"The future of associations is very bright because we have the capability and strategic focus to adapt, and because no matter what the world looks like in five years, people will still have common interests and challenges to meet."

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## TOP ASSOCIATION EXECS IN CONVERSATION WITH MEMBERS

**Briget Polichene, CEO** of the Institute of International Bankers, answers questions from IIB member **Nomita Singh**.



BRIGET POLICHENE, CEO OF THE INSTITUTE OF INTERNATIONAL BANKERS

#### What challenges are unique to the foreign banking community in the U.S. and how does IIB help?

Being labeled "foreign" can be a challenge, especially in the current political environment. The IIB has been focused on making sure that policymakers and the public understand that foreign banks make extraordinary contributions to the U.S. economy and the states and communities in which they do business. Unlike a domestically headquartered bank, with physical branches across the country, it's difficult for foreign banks to demonstrate their presence and dedication. A big part of the job is to raise awareness with members of Congress, the administration, and the media of the breadth and depth of lending and investment our members make in the United States and the jobs and economic growth that come as a result.

### How do you bridge the gap when members have diverging views on a particular issue?

The few times that there were diverging views, I've found that open communication works best—get everyone in the same room, or more likely on the same conference call, and talk it out. The foreign banking community is fairly tight-knit, and unity is critical. That also helps us punch above our weight. One of the three prongs of our mission is to collaborate, and those times of collaboration among our largest and smallest members have been the most fruitful.

#### Outside of IIB, what's something that you're passionate about?

When my son was eight, he was diagnosed with osteosarcoma, a type of bone cancer. During his treatment, our family got involved with the St. Baldrick's Foundation. Their work has supported almost \$300 million in research grants worldwide to seek better treatments, prevention, and ultimately a cure for pediatric cancers. St. Baldrick's volunteers shave their heads to raise money and show empathy for children who, like our son, lose their hair during treatment. Every year since his diagnosis, we have sponsored a St. Baldrick's head-shaving event. We are lucky-our son is cancerfree and embarking on his post-college career. St Baldrick's is our way to give thanks and help others achieve that same outcome. I've gone bald twice and will go for a three-peat this year!

COMINGS AND GOINGS

A roundup of new hires and other personnel moves in the association industry

Erin Essenmacher was named president and chief strategy officer of the National Association of Corporate Directors.



The National Association of Professional Employer Organizations named **Nick Kapiotis** its general counsel.

Dane Cheng joined the Hong Kong Tourism Board as executive director.



The American Seed Trade Association promoted **Jennifer Crouse** to senior director, meetings and services.

Continues on page 17



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POWER OF A

### **Chasing a Breakthrough**

#### A MULTIPRONGED INITIATIVE AIMS TO CURB SICKLE CELL DISEASE WORLDWIDE

**SICKLE CELL DISEASE** is a genetic blood disorder that's globally pervasive—an estimated 100 million people worldwide carry the trait for it. Yet it has been historically under-addressed by the medical community. In 2015, the American Society for Hematology began taking steps to change that.

"It's a devastating disease, it's a cruel disease," says ASH Deputy Executive Director Matthew Gertzog, CAE. "But there are extraordinary opportunities for new treatments and therapies. It's one of these areas where we're on the cusp of extraordinary breakthroughs that impact what has been an underrepresented and marginalized population." A 2016 ASH report notes that the disease is most prevalent in malariaendemic regions of the world, primarily Africa, the Middle East, and South Asia.

To begin making headway, in 2015 ASH launched its Sickle Cell Disease Initiative, which received a Summit Award in ASAE's 2019 Power of A Awards competition. The effort includes data collection, research, protocols for newborn screening, advocacy, clinical trials, and more.

To ensure ASH could manage all of those moving parts, it started small, focusing first on work within the United States. In 2016, it launched the Sickle Cell Disease Coalition, which now includes more than 85 stakeholder groups, to work on awareness and advocacy. That effort has produced a few



successes, most notably the passage of a bill in Congress in 2018 authorizing the creation of a grant program in the Centers for Disease Control and Prevention focused on sickle cell disease research.

From there, ASH began working with the research

community, launching a collaborative in 2018 to broker partnerships, identify priorities, and centralize data.

"The research collaborative is probably one of the most impactful efforts we've made in the years that I've been with ASH," Gertzog says. "It has the promise to introduce new therapies and potentially new cures."

Until the cure arrives, ASH has been using the initiative to address access-to-care issues, first in the United States and more recently in sub-Saharan Africa, where the disease is more prevalent. ASH is in the process of launching a consortium focused on newborn screening in Africa that will meet there annually to discuss challenges and create partnerships.

"We have a [screening] protocol in the United States, and what we're trying to do is find countries in Africa that have the resources and desire to get the appropriate protocol into their healthcare systems," Gertzog says. "The key to long-term success for the program is the establishment of connections and resources. Ultimately, the goal is sustainability."—Mark Athitakis

CHAINARONG PRASERTTHAI/GETTY IMAGES



#### COMINGS AND GOINGS

Continues from page 14

The National Grocers Association welcomed **Terence Huie** as manager of PAC and grassroots.

The American
Physiological
Society welcomed
Colette Bean as
chief publishing
officer, Dennis
Brown as chief
science officer,
and Meeghan De
Cagna, CAE, as
chief engagement
and partnerships
officer.



Oriana Beaudet joined the American Nurses Association as vice president of nursing innovation.

Gregg Balko, FASAE, CAE, CEO of the Society for the Advancement of Materials and Process Engineering North America, will retire in July.

Ty Gable, FASAE, CAE, CEO of the National Precast Concrete Association, retired at the end of 2019. The Enterprise Wireless Alliance welcomed **Kyle Entz** as executive director, strategic initiatives.

Visit Indy welcomed **Jon Hixon** as senior director of sales.



Nabeeha Kazi Hutchins joined KaBoom! as vice president of programs.

Erin Cadwalader was named director of strategic initiatives at the Entomological Society of America.



The American Association for the Study of Liver Diseases named Matthew R. D'Uva, FASAE, CAE, its new CEO.



Mike Fiber was named CEO at the event management firm PRA.



The Valve Manufacturers Association of America appointed **Heather Rhoderick, CAE**, president.

Heather Pownall, CAE, joined the Association for Women in Science as chief development officer.



**Erin O'Brien** was promoted to CEO at the Concrete Sawing and Drilling Association.

#### CROWDSOURCE

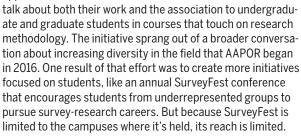
### A PUSH FOR MORE POLLSTERS

One association's college campus strategy for membership growth and workforce development

#### THE AMERICAN ASSOCIATION

for Public Opinion Research represents pollsters and survey researchers. That's a robust industry, especially in an election year. But colleges don't typically offer majors in polling and surveys. So, to encourage more students to pursue a career in the field, in the past year AAPOR has been drawing on a sizable resource: its own members.

Through its Send-a-Speaker program, AAPOR coordinates opportunities for members to



"We asked, how can we reach people that we're not reaching? And one of the strategies was to have people go to universities and give talks about AAPOR and public opinion research and to try to make people aware of it," says Dr. Allyson Holbrook, a professor at the University of Illinois–Chicago and chair of AAPOR's education committee.

Under the program, AAPOR invites its members to serve as guest speakers in classes. The staff also reaches out to professors who are looking for experts to present in-depth material that relates to their courses but that they might not otherwise cover in class. Intro courses in sociology, political science, statistics, journalism, and American government, for instance, are good fits.

"It provides us with an opportunity to get in front of an audience of people who might not go to an advertised talk like 'Learn About Careers in Public Opinion Research,'" Holbrook says.

For the spring semester of 2020, AAPOR attracted more than enough volunteers to take on guest-speaking slots: Approximately 30 members were slated to speak to 12 classes. It's a modest start, but it places only modest demands on AAPOR staff, beyond designing a slide deck speakers can use.

In the long run, Holbrook says, the effort can build up its core of student members and share the association's mission more broadly. "The biggest goal of the program is to reach students that we might not otherwise reach," she says. —M.A.

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ASSOCIATIONS NOW SPRING 2020



GLOBAL SPOTLIGHT

### SLOW AND STEADY SUCCESS

How patience in building long-term partnerships led to global standard-setting

GLOBAL STANDARDS FOR any association can be a challenge: By definition, they require agreements from stakeholders around the world. So when the International Parking and Mobility Institute announced last year that it had partnered with two other associations to establish a new parking-data standard, it was a big event for the industry. And it was one that came on the heels of more than a decade of effort.

Shawn Conrad, CAE, CEO of IPMI, began his tenure at the association in 2008, and one of his early goals was to legitimize the "international" in the association's name. He conducted a

listening tour of related associations, especially in Europe, with a mind toward establishing partnerships down the line.

"We were very sensitive when working with other associations not to diminish what they were doing or do anything that could be perceived as threatening their membership," he says. To that end, IPMI ramped up its education and conference offerings outside of North America and increased its marketing appeals for its events.

Those efforts helped IPMI increase international engagement with its certifications and attendance at its annual conference.

That success prompted IPMI to convene a summit of global parking association leaders (with the deliberately cheeky acronym GPALs) in 2012 to explore partnerships. It was a novel idea, Conrad recalls: "GPALs was

groundbreaking in that it provided a tangible forum to get everyone in the same room at the same time."

Chief among the issues that emerged was a need for consis-

tency in industry data metrics.
Conversations on the topic prompted IPMI last year to create the Alliance for Parking Data Standards in partnership with two other associations covering Great Britain, Canada, and Europe. The nonprofit is IPMI's brainchild, but Conrad recognized the importance of distributing ownership of the organization: He serves as its CEO, while his British counterpart chairs it, and board members hail from around the globe.

The slower strategy of building connections, Conrad says, pays bigger dividends in the long run. "A lot of people might say, 'Let's do market research to see where you can have an international impact,' and there's nothing wrong with that," he says. "But my first focus was on building relationships."—M.A.

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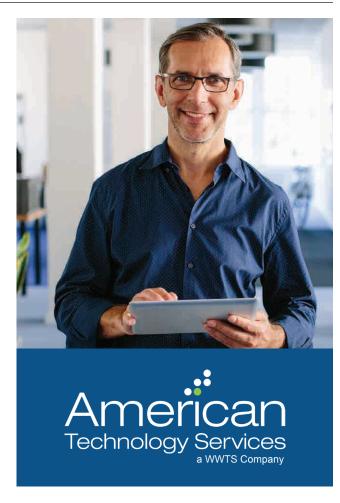
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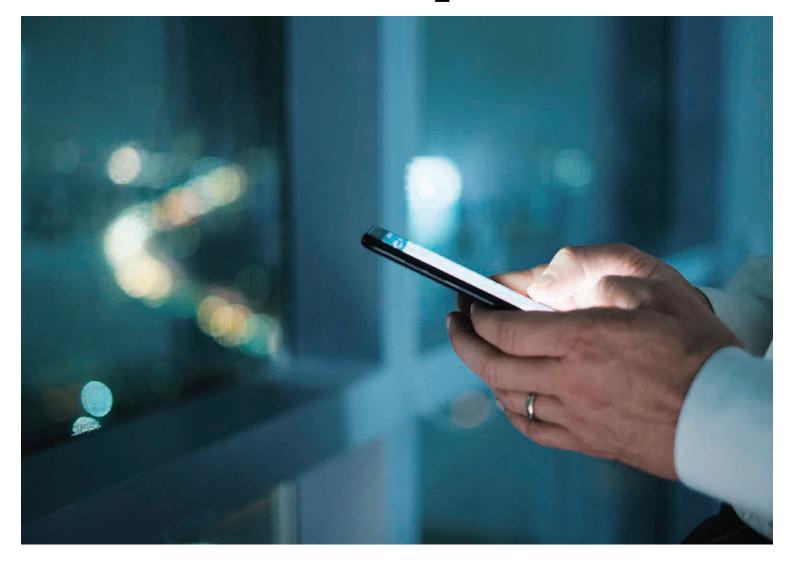
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# Leadership



#### Kick the **Device Habit**

A prescription for digital wellness

**By Tim Ebner** Many association executives suffer from a common ailment, says Pete Dunlap, a leadership coach and founder of a corporate digital wellness firm called Digital Detangler. "They're device-addicted by the very nature of the job," he says, whether the device they can't put down is a laptop, tablet, e-reader, or smartphone. ¶ "The time you spend looking at devices plays a role in your mental health and personal well-being," says Dunlap, who works with CEOs to reduce their dependency on screen time and multitasking. "Technology can also put barriers between people and create a workplace culture of burnout."

#### Leadership

He advocates for using technology in moderation and with intentional purpose. "It starts with being cognizant about how and when you email someone," he says. "Leaders should set boundaries around when it is and isn't acceptable to email. With the blurring of work and personal lives, your staff will appreciate it if there are clear boundaries set for responding to emails."

Dunlap also teaches executives and staff teams how to untether from smartphones during the workday. He frequently cites a 2016 Kaspersky Lab study that found workplace performance increased by 26 percent when employees' smartphones were out of reach.

"You are less intelligent and less trustful if there is a phone in your hands," he says. "If you think about it, your phone is basically a one-way media and information consumption device, but it's not very good for doing strategic work."

Tools like productivity apps and browser filters can help limit distraction, Dunlap says, along with digital wellness features that tech companies

are beginning to develop.

"I encourage people to use the do-not-disturb mode on their phones," he says. "Many smartphones also have screentime trackers to show you where your time is being put to good use or being wasted."

And while you might like chat tools like Slack, HipChat, and Microsoft Teams for easing office collaboration and increasing productivity, Dunlap says the constant pinging and notifications add yet another distraction.

Digital wellness also means making time for in-person interaction. Dunlap recommends taking at least one lap around the office

each day to engage in face-to-face conversation. "Even something as simple as picking up the phone to call someone can help build relationship strength and trust," he says. "You're building interpersonal skills too."

He acknowledges that such devicefree interactions can be a challenge for on-the-go CEOs. So, "find small ways to make a connection," he says. For instance, instead of using email to thank someone for a job well done, pick up a pen and write an old-fashioned thank-you note.



# CEO What skill did you learn in the last decade that you know you'll need in the 2020s?



Wanda Johnson, CAE

AMERICAN SOCIETY FOR PARENTERAL AND **ENTERAL NUTRITION** SILVER SPRING, MARYLAND

I can listen, then ask probing questions, and, finally, synthesize a discussion to provide clarity and direction. It's important to truly understand the various positions on an issue. This can be learned by listening to what's said and probing to understand why a position is being shared. It's too easy to hear a snippet and react. It's harder and more valuable to take the time to hear all of the positions and push for clarity.



Wendy-Jo Toyama, CAE EXECUTIVE DIRECTOR
AMERICAN CLEFT PALATE-CRANIOFACIAL

ASSOCIATION CHAPEL HILL, NORTH CAROLINA

I learned to meditate. When I was younger, I didn't have the patience for sitting still. It was also an era when it was thought that working women could have it all. Now, I focus on achieving a better work-life balance. As the ability to consume information increases exponentially, finding time to reflect and create intention will be even more critical. We need to bring our best selves to our team.



Greg Melia, CAE

CUSTOMER EXPERIENCE PROFESSIONALS **ASSOCIATION** MINNEAPOLIS

I am deliberately bringing the customer voice into everything we do, including experience design projects, data analytics, and an omnipresent focus on how it feels for someone to interact with our association. By mastering skills like design thinking, journey mapping, behavioral analytics, and customer and employee listening, you'll be able to take your association leadership to the next level.



Heidi Weber, CAE

ALPHA OMEGA INTERNATIONAL DENTAL ROCKVILLE, MARYLAND

I run a small association, and it quickly became clear to me that networking was not only important, it was a crucial skill to develop. Networking connects me to colleagues and strategic partners with expertise to move my organization forward. I also try to be of service to others in a networking capacity where I feel I can bridge knowledge and needs.



September 19, 7:10pm **SAGAMORE PENDRY BALTIMORE** 

Instead of hopping in a cab, Chaunece Gaines took a water taxi to her association's reception in Baltimore. The next morning, she rallied her team for an early sunrise kayak that cleared their minds for a big day of business. And before her annual meeting adjourned in Charm City, Gaines closed a career-making deal — all while lounging at her harborside hotel pool. Turns out all she needed was three days in Baltimore to refresh her perspective.



"With the

blurring of

personal lives.

your staff will

appreciate it if

there are clear

boundaries set

for responding

to emails."

- Pete Dunlap

work and

**Tim Hopkins** builds empathy and understanding by making time for conversation

- SENIOR CONSULTANT MCKINLEY ADVISORS

#### **Know your staff.**

Knowing the names and skills of everyone inside your organization goes a long way. Make it a priority to schedule regular in-person or virtual conversations with staff at all levels to build rapport and trust and gain a better understanding of the people you can rely on when needed most. Doing this is also a great way to identify mentorship opportunities for up-and-coming leaders of your organization.

#### Visit with members.

with members where they work to gain a deeper understanding

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#### Participate in board meetings.

It's important to hear directly from board volunteers representing members' interests as they set out the association's organizational direction. This perspective may better inform the products and services you deliver. In addition, offering an opportunity to attend or listen in to a board meeting is a great way to introduce nextgeneration staff members who want to one day become leaders.



#### Without a Distribution Strategy, **Great Content Doesn't Matter**

In a world saturated with content. you can't build for just one use case.

**By Eric Goodstadt** 



"Do you know where and when to engage your audience?" - Eric Goodstadt,

President, Manifest

USED TO BE YOU COULD CRAFT a piece of content once, ship it to the printer, and let that single channel define audience response.

But we're not in that world anymore. Today, you might be plying your message in multiple formats across dozens of channels.

Despite that, we still take that old mindset build once, distribute widely—and apply it everywhere. We assume the same information will work across multiple platforms and channels. But the rules have simply changed too much.

For starters, you want the right eyes, not all eyes, on your content. Do you know where and when to engage your audience? Maybe print still works for part of your model, but probably not for all of it.

The same goes for digital content. Does every member of your audience want to interact with your content identically? Seems unlikely.

The experience across these channels must be coordinated and seamless too. As digital strategist Marianne Kay explains in an EContent article: "Omnichannel content is the creation, management, and delivery of content to multiple marketing channels in a cohesive, customer-centric way. It is a step up in comparison to multichannel content—the practice that is primarily concerned with the ability to publish information to different channels in different formats."

It's what your members expect as customers and they expect it from you, too. Consider recent research data from Omnisend about the loyalty and engagement that cross-channel marketing produces for e-commerce: Customer retention is 90 percent higher for brands using three or more channels; and, compared with brands using only one- or two-channel marketing, those using three or more saw 250 percent better engagement and purchase rates.

So how can you best approach distribution in the digital world order? Here's a three-pronged strategy.

**BUILD AROUND NEEDS AND GOALS, NOT CONTENT BUCKETS.** It's easy to focus on deliverables, such as four posts a week at 800 words each or six tweets every morning. Your audience doesn't care about arbitrary content buckets, and this approach could prevent you from perfecting your distribution formula. Ultimately, your association's goals, not tactics, should define content mix.

**ESTABLISH A DISTRIBUTION STRATEGY BEFORE YOU DEVELOP CONTENT.** In its 2019 Content Management & Strategy Survey, the Content Marketing Institute found that 38 percent of organizations rarely or never publish content to new channels without having to hand-build each piece.

Instead, plan ahead and use an "atomized" approach to content that treats every element as an integrated part of a larger piece. Using your digital data, define the best fit for each element from the get-go and also plan for that integrated omnichannel experience.

LISTEN TO YOUR CONTENT'S PULSE. A rich content program must continually evolve. Once a campaign is live, listen and track how people respond, immediately and over time.

For example, a high-performing piece of content may start out as a white paper but evolve into animated tips, a video, and an Instagram series all derived from data and research that pinpoint when and how to captivate your audience.

While you have a plan for your content, you also must remain flexible—in part because digital is an ever-evolving landscape. As your audience adapts, so must your program.

And here's a final truth about not building content just for print: You never really put this digital work "to bed." Time to rise and shine.

Eric Goodstadt, president of Manifest, has more than two decades of experience in the agency world, serving clients in diverse sectors—including associations, nonprofits, and Fortune 500 companies.

To learn more about Manifest, go to manifest.com.



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# Money & Business



NEW MONEY

#### Less Is More

Free events lead to a revenue boost

By Rasheeda Childress In 2017, the LGBT Bar Association of Greater New York found that fewer and fewer members were coming to its events. That's when Executive Director Eric Lesh decided to stop charging for events, hoping to create more engagement. He got it, along with something unexpected. ¶ As attendance rose, so did the association's ability to get sponsorships. "The engagement we've seen since we started making it free has been amazing," Lesh says. Some of the area's larger law firms that wanted to engage with the group's members and supporters took notice. ¶ "We get sponsors for [continuing legal education (CLE)] and sponsors for

#### Money & Business

events," he says. "We've found law firms that will sponsor events at bars, where they will get together and talk without programming."

Lesh has made it a priority to tout the work the group does in providing volunteer legal services and fighting against legislation that impinges on the rights of LGBTQ citizens. The organization also focuses on bringing together younger members with more established lawyers for networking.

"What younger people are realizing is you can't really build a network online," Lesh says. "To the extent that this bar association can serve as a place where judges and law students and young lawyers can come together with a big firm picking up a drink tab, without the need to wear a suit and tie, it frees up folks to feel they can make a more long-term connection."

Getting people from large law firms to participate in events has been key to increasing sponsorship dollars. "We get support from people who care and see the value of our work," Lesh says. "We've been able to do really meaningful, impactful work, and at the

same time, we are hip and fun."

One example of mixing meaningful work with a fun vibe is the bar's law-firm-sponsored, end-of-year CLE class covering key LGBTQ court decisions. "No one pays, everyone gets free drinks and food," Lesh says. "It's as much a networking piece as it is a CLE piece. Everyone feels a sense of community."

Since the association stopped charging and showed law firms the value of the organization, sponsorship has soared. "We really center the work that we do: the weekly legal clinics, the help line, the legislative activism, the communication with our members," Lesh says. "We raise more money now that we don't charge for events. Our revenue has doubled."



**WHAT'S THE GREAT IDEA?** Enlist high school students to improve Instagram presence

**WHO'S DOING IT?** Educational Theatre Association's International Thespian Society

What's involved? Among Ashley Kruger's duties as marketing and communications manager for EdTA is running social media for both the association, whose members are school theater teachers, and ITS, the section of EdTA that students can join. Kruger, trying to come up with ways to improve social media engagement, had an idea that would help ITS's elected student leaders and the organization. "I proposed, as part of their leadership program, that we incorporate a plan to use them as student contributors to the Instagram account," Kruger says. ¶ Turning over ITS's official Instagram account to high schoolers was met with some resistance. Kruger assured EdTA's leaders that the students were committed to doing well because they intended to list the experience on college or job applications. To get the final go-ahead, Kruger promised to train students extensively and start with a three-month trial. "We had many conversations about the importance of how they represent a brand online," Kruger says. "And, of course, I monitored it like crazy. After the three months, we reevaluated, and everything they had posted was really quite fabulous." EdTA and ITS have multiple regional conferences, which the students attended, posting pictures and even interviews. Student posts appeared on ITS's Instagram, and Kruger sometimes used those images for EdTA's account too. "You could get on our Instagram account and see what was going on around the whole country," Kruger says. "It was really exciting to see what the people were doing." WHAT ARE PEOPLE SAYING? "The engagement

**WHAT ARE PEOPLE SAYING?** "The engagement soared," Kruger says. "People were eager for more content." The ITS Instagram page started with 5,000 followers and grew to 16,000.—**R.C.** 



#### STARTUP STORY

New associations launch to fill a void in their sector. Here, newbies tell us what got them started, how they're succeeding, and what they plan to do next.

### MILITARY VETERANS IN JOURNALISM

#### LAUNCH

April 2019

#### **LEADERSHIP**

Babee Garcia, director of digital strategy and content

#### WEBSITE

mvj.network

**The Mission** | "There wasn't a lot of military and veteran representation in newsrooms, and we just want to be the voice that supports veterans willing to pursue a career in journalism," Garcia says. "We [veterans] have a lot of experience and skills that correlate with what journalism is about: integrity, accountability, commitment, courage, and teamwork."

**Early Successes** | MVJ has been focusing on connecting veterans with job opportunities, offering networking with journalists, and providing advice tailored to veteran needs. "We also have a podcast called Sword and Pen where military vets who want to pursue a career in journalism talk about their experiences and what they learned in the transition process between the military and journalism," Garcia says. "Veterans can be mentored by someone who has been in the industry for a while."

**What's Next?** | MVJ will host an "immersion" event in April where veterans can shadow professional journalists. In the longer term, the organization wants to expand its reach. "There are still a lot more veterans who don't know about us and need some assistance or support," Garcia says. "They want the connection, or someone else who understands the frustrations and the grit it takes to be a successful journalist."

#### THE FIX

#### Talent Search Goes Digital ( )



In today's blazing-hot job market, most employers venture online to find strong candidates. **Tom Aley**, group vice president of software solutions at Naylor Association Solutions, has advice for getting the most from the online portion of your talent search.

#### What's a common mistake employers make when posting positions on job boards?

Sometimes, they don't spend enough time articulating what the job is. With any talent strategy, you have to think about the core competencies that are important to make sure you get the talent you need. Today, technology can help. Have you ever been typing something into a search box online, and, all of a sudden, you get a suggestion? Some job boards use that same type of predictive text to help employers write a better job description.

#### What can associations do better when looking for talent?

Associations are really good at articulating some of the intangibles that come with working in the association: flexibility and teleworking, for example. What they could improve at is articulating the need to adapt and change, especially when trying to recruit outside of associations: You might be in marketing, but you might need to get your head into membership, too. Associations struggle with finding people who are comfortable wearing multiple hats.

#### What if an association isn't getting much traction through a job site?

People will see jobs posted many different places, but more often than not, they have gotten savvy and will go to the association directly to apply. People responsible for talent management and recruitment should understand that their brand is essentially made up of all these places where candidates might see jobs. They might apply on the association site directly, but it's likely they've seen it somewhere else.

29 ssociations now spring 2020

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"We get support

see the value of

from people

our work."

- Eric Lesh

who care and





#### **Employee or Contractor?**

California's new worker classification law reaches beyond the Golden State **By Andrea Milano** 

**NEW LEGISLATION ENACTED** in California last year could have far-reaching impact on associations nationwide. California Assembly Bill 5 (A.B. 5), which went into effect on January 1, 2020, sets forth a three-part test for determining if a worker is an employee or an independent contractor.

To hire someone as an independent contractor, an employer must prove three things:

- **1.** The worker is free from the employer's control.
- **2.** The worker is doing work that is not central to the employer's business.
- **3.** The worker has an independent business to do work of the same nature being performed for the employer. If any of these three conditions is not met, then the worker must be classified as an employee (with the exception of a limited number of jobs and industries exempted under the law).

Although A.B. 5 was focused on gig economy workers like Uber and Lyft drivers, many workers and businesses will be affected, including associations that are located in or have employees in California. Even employers in other states should take notice of this new law, as California often leads the way in employment law trends, and many other states continue to grapple with issues raised by the gig economy.

California sought to ensure proper classification of its workers for numerous reasons. California employees, as opposed to independent contractors, are entitled to an array of labor protections and benefits, including unemployment insurance, healthcare subsidies, paid

parental leave, overtime pay, workers' compensation insurance, paid rest breaks, daily overtime, and a guaranteed minimum wage of \$12 per hour. Additionally, employers must pay payroll taxes on behalf of employees, while independent contractors pay their own such taxes. Clearly, classifying workers as employees is more costly than using independent contractors to perform the same functions.

Associations that have employees in California and use freelancers or other independent contractors in the state should work with counsel to assess how they are classified. Anyone who is working as an independent contractor but does not meet the three contractor criteria will need to be reclassified as an employee. Those reclassified employees must receive the benefits they are entitled to under California law.

If reclassification is undesirable due to cost considerations, associations may want to consider relocating certain staff positions and contracted work outside of California to states with a less stringent legal standard. If an organization makes no changes and continues to operate as in the past, it should prepare for a potential legal challenge to the status of any of its independent contractors. Any such decisions should be made in consultation with legal counsel.

**ANDREA MILANO** is an attorney at Pillsbury, Winthrop, Shaw, Pittman LLP in Washington, DC. Email: andrea. milano@pillsburylaw.com

Money & Business

DATA POINT

#### HIRING CONTINUES TO CHALLENGE EMPLOYERS

The job market has been tight in recent years, and human resources professionals are expecting more of the same this year. According to XpertHR's *Top HR Strategic Challenges for 2020*, recruiting and hiring top the list of concerns for surveyed HR professionals. Others include benefits and workplace planning related to retention and reducing turnover. While diversity and inclusion rank lower on the list, of those who included it, 37.8 percent said they find D+I extremely challenging.

#### Top 7 HR Challenges for 2020















SOURCE: XpertHR's Top HR Strategic Challenges for 2020



- Registration Management
- Meeting Logistics Manager
- Exhibit Management
- Housing & Travel Management
- Abstract / Committee Review
- Conference & Speaker Management
- Banquet / Seating Management
- Mobile App / Event Website
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# Technology



тесн мемо

#### Don't Get **Faked Out**

Spot "cheap fakes" that undermine trust

**By Tim Ebner** When a video that appeared to show House Speaker Nancy Pelosi slurring her words spread across social media last year, it was quickly revealed as phony. The incident introduced many media consumers for the first time to an emerging misinformation tactic. ¶ "Somebody slowed down the timing of the video, then said [Pelosi] was drunk," says Britt Paris, who tracks misinformation campaigns as an assistant professor of library and information science at Rutgers University. "People believed it, and it was shared widely." ¶ Political figures are predictable targets, but any person or

NOW SPRING 2020

#### **Technology**

organization that relies on their good name-including associations-should be on the lookout as such attacks proliferate, Paris says. She is a coauthor of *Deepfakes and Cheap Fakes*: The Manipulation of Audio and Visual Evidence, a Data & Society report that warns of the lengths to which cyber actors go to manipulate media and

mislead people in an effort to break down institutional trust.

Especially in an election year, "deepfakes are becoming a hyped issue," Paris says. Deepfakes use face-swapping and lip-dubbing speed and scale tools powered by artificial intelligence that make it nearly impossible to tell that a video or image has been doctored. "It's a manipulation method designed to be illegible to the common person and creates a picture of the world that isn't real," she says.

> While deepfakes are a troubling trend, Paris warns that "cheap fakes"

could be the bigger threat to associations and other organizations. "It's a technically unsophisticated method for developing fake videos and images," she says, "It relies on the speed and scale of social media to disseminate and deceive."

Paris outlines three cheap-fake methods that associations should watch out for:

#### Slowing, speeding, and clipping.

Doctored videos like the one that targeted Pelosi are becoming more common, Paris says. In addition to manipulating speed, many use a tactic known as clipping, where segments of recorded speech are broken into snippets, then pieced back together to put words out of context.

**Recontextualizing.** When an old photo or video is resurfaced and posted with a false narrative or caption, that's a cheap-fake tactic known as recontextualization. "It has a very low barrier to entry because it takes no technical skill to do," Paris says.

For the cheap fake to work, the creator just needs a compelling story that can go viral on social media. Associations can ensure media content is not recontextualized by conducting media monitoring scans and using reverse image search engines, which help identify where an image was first published and then reused.

#### Lookalikes and photoshopping.

These may pose as the biggest threat to associations, Paris says. Lookalikes and photoshopping are used to impersonate an organization's online identity. "It's designed to do reputational harm," she says. She has seen lookalike social media accounts, websites, and even photoshopped images of leaders or brands.

"You need the ability to spot the fake," Paris says. "Certainly, media literacy, in this day and age, is a valuable and important skill, and unfortunately it's one of the very few tools we have to protect ourselves."

#### **Technology**

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"Viber is a communications app that allows you to talk with staff in groups or one on one through either voice or texting. You can call, send videos or photos, or just relay a simple text message. It works anywhere with internet access, and it uses end-to-end encryption, so chatting is always protected and private. Additionally, we like to use it during big meetings and conferences to replace walkie-talkies."

**ANITA JOSHI**, DIRECTOR OF TECHNOLOGY, NATIONAL INVESTOR RELATIONS INSTITUTE, ALEXANDRIA, VIRGINIA

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More info: viber.com

DATA POINT

#### TIME FOR TIKTOK?

The fastest-growing social media platform in the world isn't Instagram, SnapChat, Facebook, or Twitter, It's TikTok, a short-form video-sharing app that has more than 500 million active monthly users worldwide and is especially popular with Gen Z audiences. A recent study from Activate, Inc., says TikTok is experiencing higher engagement time with U.S. users than any other platform. That's leaving many brands to wonder: Is it time for a TikTok strategy?

Average monthly time spent on social media platforms, per U.S. user

TikTok 10 hours

Facebook 9 hours 28 minutes

Instagram 4 hours 35 minutes

**Snapchat 4 hours 9 minutes** 

Twitter 1 hour 4 minutes

Reddit 1 hour 3 minutes

LinkedIn 32 minutes

TALKING TECH

#### **ACCELERATE CONTENT MANAGEMENT WITH AI**

Artificial intelligence can help automate routine content management tasks, such as tagging in a taxonomy structure. **SEAN BREEN**, CEO at agencyO, Inc., explains how the technology can go to work for your content team.

#### How can Al advance routine content management practices?

Creating an AI-driven, closed-loop system between a content management system and your front-end digital properties—websites, social channels, email marketing, and mobile apps—can help optimize content to match individual users' interests.

Combined with customer journey mapping, an AI-powered CMS can also deliver the right content or signal to a content manager when to act. And with natural language processing and machine learning technologies in place, the CMS can begin to process and learn from the archive, identifying and matching specific types of articles automatically.

#### Does this help streamline content tagging?

Yes. It used to be that content teams had to manually tag content for different interest areas according to a rigid taxonomy structure. Using recent advances in machine learning, it's now possible for an AI-powered CMS to automatically index and catalog content to an array of keyword phrases. That means your taxonomy will be much more dynamic and reflective of your content ecosystem.



#### Will Al replace content production processes?

I don't think AI will completely replace all content production processes, but I do think it will help associations create smarter systems, including deep-level tagging that can be vetted by a content manager. Remember that AI has the human-like ability to classify content quickly. Coupled with your CMS, it can match member personas to specific content types or formats for enhanced personalization. All of this adds up to greater member value, plus efficiency and speed for your content team.

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# Membership



MEMBERSHIP MEMO

#### Lounge Around

Give members a comfortable place to relax and network at meetings

By Tim Ebner Providing access to a special lounge—at, say, an airport or hotel—usually implies status, but for Patrick Algyer, CVA, chief strategist of Encore Engagement Solutions, LLC, lounge access is a powerful way to unlock engagement with members at a meeting. ¶ "Creating a members' lounge adds a wow factor," he says. "It's also a great way to meet with specific types of members face to face." ¶ Algyer facilitated a members' lounge for volunteers when he was senior director of membership at the Global Business Travel Association (GBTA). "We went into it with

#### Membership

two goals—to create engagement and say thank you to dedicated members," he says. "But over the years, the space morphed into other opportunities to talk about member recruitment strategies and chapter expansion."

He encourages associations to emphasize comfort and convenience so that a lounge is a place where members want to linger. GBTA used comfortable couches and lounge chairs, uplighting and drapes, and bonus features like cellphone-charging and snack stations.

"We also wanted to make it memorable well beyond the meeting," he says. To do that, his team created an inexpensive selfie station using a portable printer.

"That cost us about \$125, and it added so much value to the experience," Algyer says. "I think we were extremely strategic about what we put into the lounge and how those elements added to engagement."

Positioning the lounge in the middle of the convention hall helped increase foot traffic and attracted interest from passersby—proving that the prestige factor kicks in at conferences as well as airports.

"The lounge became a recruitment tool for new volunteers," he says. "People would see the space and say, 'Hey, what is this about? How do I get involved? How can I get inside?""

Lounges might also interest meeting sponsors looking for face time with members. "Start by having conversations with different companies and suppliers, and say, 'Hey, we think vou're a good match to meet these types of members," he says. "By strategically pairing sponsors together, we were able to cover high-expense items like AV costs."

You can also save on costs if you schedule staff members to be present in the lounge who know the people who will use it-whether committee members, conference speakers, award recipients, or another distinct group-and can play a conciergetype role.

"We used our membership team, as well as those who oversaw chapters and volunteer relations," Algyer says. "They maintained a visible were there to welcome people in and make a personal connection."

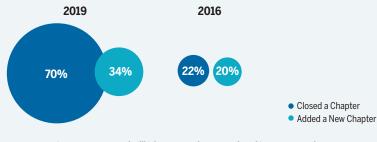
DATA POINT

#### **CLOSING TIME?**

A decision to close a chapter can be difficult, but it's one that many associations are making. According to the 2019 Chapter Benchmarking Report from Mariner Management and Billhighway, a sizable majority of respondents whose associations have chapters, 70 percent, said they closed a chapter recently. That's a significant increase from three years earlier, when only 22 percent reported shutting a chapter down.

"When you get into the details of this data, respondents said that when they closed chapters, they often merged," said Mariner Management President Peggy Hoffman, FASAE, CAE. "It's a reorganization that I think is adaptive to the local level, and it shows that chapters are playing with traditional structures more."

#### Of association respondents with chapters:



SOURCE: Mariner Management and Billhighway, 2019 Chapter Benchmarking Report, October 2019

RULES OF ENGAGEMENT

#### **GLAD YOU'RE HERE**

A few simple steps can make new members feel welcome

Allison Klein, senior vice president of strategic engagement at the American Road and Transportation Builders Association (ARTBA), is always on the hunt for light-touch engagements that roll out the welcome mat for new members.

"Direct engagement is the real key," she says. "It's about reaching that new member and trying to showcase their talents and expertise too." Here are three ways ARTBA welcomes new members:

**SOCIAL MEDIA SHOUTOUT.** Using the ARTBA Twitter account, Klein and her team will mention or tag a new member company in a tweet. "Twitter is definitely where we see the most activity and visibility for our members," she says. "It's a small but extra-special way to give some early recognition fast."

**NEWSLETTER AND MAGAZINE SPOTLIGHTS.** ARTBA uses its newsletter, Newsline, to draw attention to new members. "That includes more detailed contact information, as well as a logo and link to the [member's] website," Klein says. "We also devote an entire page of the magazine to all those who recently joined."

STAFF INTRODUCTION AND OUTREACH. New members quickly get introduced to ARTBA's staff team too. "That's more of an internal process where everyone on staff receives an email introduction, then they can reach out to the new member directly," Klein says. "While newmember promotion is great, I think it's direct engagement, including picking up a phone to talk [with] and listen to a member, that really matters." -T.E.

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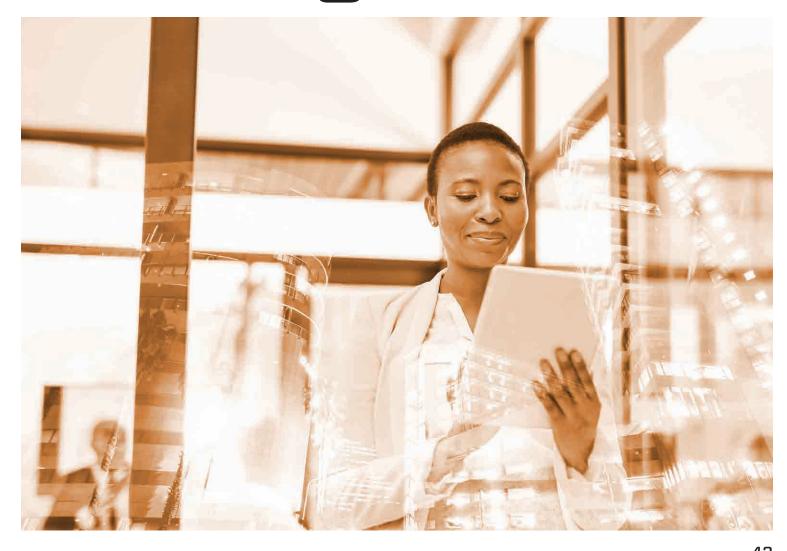
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# Meetings



MEETINGS MEMO

### A Move to Virtual

COVID-19 has planners reworking events

By Samantha Whitehorne While growing concerns about COVID-19 have caused events big and small to postpone or cancel, many associations hustled in March to ensure the show will go on, even if that means moving all or parts of their conferences to a virtual environment. Here's a look at how three associations took their events online.

**International Antiviral Society-USA.** On March 6, IAS-USA announced that its Conference on Retroviruses and

CIATIONS

#### Meetings

Opportunistic Infections (CROI) would go virtual at its regularly scheduled time, which happened to be only two days later. IAS-USA quickly developed a plan to get presenters to submit video recordings of their slide presentations, which were then streamed to attendees. In addition, poster presenters had the option to upload a five-minute video description of their research. Poster presenter videos were available to attendees during the virtual conference via the mobile app. IAS-USA was even able to add a special session on COVID-19, which featured four speakers discussing global efforts to control the outbreak.

After the virtual conference wrapped up, IAS-USA thanked everyone for their patience and as they navigated their first virtual event.

"Although we could not organize as much real-time interaction and question and answer sessions as we would have liked, the energy and technological savvy of our audiovisual staff and some of our PC members enabled us to add a mechanism for direct interac-

tion in sessions ...," organizers said a press release. "We all have learned a lot through this process, and as we all do as scientists, we will analyze the data and outcomes we have observed and use the information to move CROI forward in the future."

Consortium for School Networking. On March 11, CoSN's board decided to transform its 2020 conference to a two-part virtual experience.

"Like most associations, CoSN relies heavily on its large annual conference as a means to continue its hard work throughout the year," said Board Chair Pete Just in a letter. "I know that many of you will be disappointed that the conference in its previous form has been transformed, but CoSN is very hopeful about what we can still offer in these difficult times."

The first part, which began on March 16, featured the conference's previously scheduled keynoters streaming their sessions over the course of three days. Then, in May, the second part will kick off with a full virtual conference that will

mirror CoSN's previously planned in-person event.

According to the group, all CoSN2020 participants will be automatically enrolled in the virtual opportunity and provided with a \$200 credit toward any CoSN learning opportunity in the next 12 months, including registration to CoSN2021 in Austin, Texas.

#### **Society for Public Health**

**Education.** SOPHE announced that its 2020 conference would also be presented virtually beginning on March 18.

Like CoSN, SOPHE is doing a multipart rollout of its virtual meeting: All three conference plenaries were streamed live March 18-20, along with some concurrent sessions, and then the remainder of concurrent sessions were broadcast over the next three to four weeks.

In addition, SOPHE hosted a virtual exhibit hall. Exhibitors were able to upload video presentations, provide literature, and interact with virtual attendees.

SMART BUSINESS

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A way to eliminate your printed onsite guide

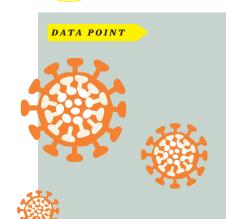


**THE PROBLEM.** While looking to trim expenses related to its annual conference, the American Association for Respiratory Care realized the printing costs for its onsite program guide exceeded the ad revenue it brought in—and the gap was even larger when staff time was factored in. "We were spending somewhere between \$7 and \$9 to produce each program," says AARC Associate Executive Director Douglas S. Laher, MBA, RRT, FAARC. "It was more than we expected."

**THE TACTICS.** Knowing that attendees would be upset if they took a cold-turkey approach and immediately got rid of the guide, AARC opted to make the transition over four years, with the goal of eliminating it by 2022. In 2019, attendees were asked if they wanted a program during the registration process. If they said yes, they received a ticket with their name badge that they exchanged onsite for a program. This year, AARC will offer a \$5 registration credit for anyone who opts out of receiving a program. And in 2021, attendees who want a program will have to pay an upcharge. "We're thinking \$10 to \$15—something that makes them really think twice about it," Laher says.

**THE RESULTS.** AARC saw some serious cost savings in year one, since only one-third of attendees opted to receive the printed program at its November 2019 meeting. "That was better than we thought it would be," Laher says. "Now we're extremely confident we'll have everyone on board and fully using our conference app by 2022."—**S.W.** 

#### Meetings



#### CORONAVIRUS RAISES BIG QUESTIONS

As association executives worldwide were just beginning to reckon with the implications of the coronavirus outbreak that emerged in January—especially its potential impact on meetings and events scheduled for the spring and beyond—a survey by Meetings Professionals International revealed some big areas of uncertainty about associations' emergency preparedness and risk management practices.

73%

Percentage of respondents who were unsure if their current event-cancellation insurance covers communicable diseases such as coronavirus.

67%

Percentage of respondents who said their organization had no formal contingency plan for managing human resources in the event that coronavirus was confirmed in their immediate community.

SOURCE: Meetings Professionals International, February 2020





ASSOCIATIONS NOW SPRING 2020

### TIME TO TAKEA



WHETHER YOU'RE choosing when to speak on a core policy issue or deciding whether to jump into the fray on a new one, careful planning, collaboration with leaders, and input from members are critical to good advocacy messaging. As public policy takes center stage in an election year, it's a good time to reexamine how your organization decides when to take a stand.

BY TIM EBNER

are helping create safe communities for all."

APA Policy Director Jason Jordan credits good preparation and collaboration with a key group of APA leaders for putting the organization in a position to speak with a unified voice on behalf of more than 40,000 mem-

behalf of more than 40,000 members—who work in varied disciplines including land use, transportation, natural resource management, and public health and safety—when the

he American

Planning Association (APA) had been

engaged with the issue of climate

when the policy landscape shifted

dramatically last fall. In November,

President Trump announced that

his administration was setting the

the 2015 Paris climate agreement.

expected, and perhaps it's no sur-

prise that an organization of profes-

sional planners was ready for it. Just

eight days after the administration's

announcement, APA issued a state-

advocate for essential and effective climate policies at all levels of govern-

ment and to provide the information

and resources to ensure that planners

ment urging reversal of the decision and committing to "continue to

wheels in motion to make good on his campaign promise to withdraw from

The president's move was widely

change for more than a decade

pivotal moment came.

"Addressing climate change head-on, we felt, was very consistent with values that underlie the work planners do," Jordan says. "We have a long history of working on environmental regulatory matters and protecting communities from natural disasters, but there was also a value we can give to the issue. Our work links directly to climate issues that are now higher on the political radar."

In cases like APA's, the key question is timing: When is the right moment to speak on a policy issue directly in your wheelhouse—especially when it's evolving rapidly and requires stepping into a highly divisive political debate? In other cases, an association's leadership team may be under pressure to take a stand on a new issue that falls outside of traditional industry-related public policy.

Amy Showalter, principal of the Showalter Group, Inc., a government relations consultancy, says answering those questions takes coordinated action.

"You need a process for dealing with any of these extracurricular issues, and I find that it's usually a neglected part of board strategy," she says. "There's no written outline that defines the exact people and steps needed to answer one question: What happens when we've got a new issue coming right at us?"

"Addressing climate change head-on, we felt, was very consistent with values that underlie the work planners do."

—JASON JORDAN
AMERICAN PLANNING
ASSOCIATION



In the age of the 24/7 news cycle, when an organization chooses to speak can have a big impact on the effectiveness of the message. Jordan says APA's decision to move came after months of careful media monitoring.

Long before the November announcement, the president made repeated tweets and statements about the planned withdrawal from the Paris agreement. But Jordan says any of those would have been the wrong time to speak.

"It's very tempting to respond to rhetoric and tweets," he says. "But it's important to ensure that the policy reality is matching to whatever social media frenzy is happening. You don't want to jump into things too quickly."

Instead, APA seeded the ground with messages and member engagement at the local and state levels, where climate change goals and greenhouse gas emissions targets were already being set. Meanwhile, Jordan and his team were drafting a rapidresponse plan so that APA could move quickly the moment the administration began the withdrawal process.

"We tried very hard to put in place a flexible plan, because sometimes things come out on a Friday, and you need a response by Monday morning," Jordan says. "There isn't time for three weeks of committee work, so you need to clearly define who will be involved."

APA's plan involved a few key decisionmakers: its CEO, board president, chair of the Legislative and Policy Committee, and chief communications officer, in addition to Jordan.

"You need a nimble enough process that allows members to influence the [plan] too," Jordan says. "So, if a



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rank-and-file or leading member of the organization wakes up on Monday and sees your statement, they don't think it came out of some black box at headquarters."

And sometimes, Showalter says, the right move is to say nothing at all.

"It's OK to say, 'We're not going to move right away because it's an issue that's too hot or controlled by the online mob," she says. "But you need to be on the ball and track the issue, so it doesn't get ahead of you."

#### **Member Input**

The most essential question Showalter advises association leaders to ask is simple: Does this issue matter to members? And if it seems obvious, that doesn't make it any less important, says Tommy Goodwin, CAE, government relations manager at the Project Management Institute.

"Every one of an association's positions or political stances should come from a set of policy priorities filtered through the membership and approved by the board," he says. "They should also be intentionally broad in scope to help you manage any emerging issue that may come up quickly."

When you don't know where your members fall on an issue, Goodwin suggests seeking out sources of member feedback to guide the policy decision-making process. This might include reaching out to chapter leaders or volunteer committees or reviewing hard data from a recent member survey.

"You need to have the right survey methodology to winnow that information out of members because there could be bias built into an issue," Showalter says. "But every association, regardless of size or scope, needs to find ways to listen to its members as part of an open and transparent process."

Putting an ear to the ground can also help identify future disruptions that may turn into the next big policy issue. Nate Smith, vice president of government relations at the American

#### **QUESTIONS TO ASK BEFORE SPEAKING OUT**

Is now the time to speak up or stay quiet? Amy Showalter, principal of the Showalter Group, Inc., guides association leaders through questions that can help them decide if the timing is right to take on a new issue. Here are eight questions to consider before making a move:

Does this issue matter to members? How do you know?

Who's pushing the issue, and is that person or group a credible actor or threat?

How is the new position connected to longer-term advocacy and policy work? Or is it virtue-signaling without lending credibility or action to the issue?

What are the potential gains and setbacks of the position? Do gains outweigh setbacks?

Who must be involved in deciding what position to take? Is that group adequately prepared to move quickly when the timing is right for the issue?

Where do you have member support for the position? Where do you not?

Will the position resonate with elected officials, the media, or the general public? Why?

How will your position evolve or change a year from now? Several years from now?

Traffic Safety Services Association, says one issue that could affect his industry in the next 50 years is the self-driving car.

"Our industry might look very different with the advent of a fully deployed fleet of connected and automated vehicles," Smith says. "You might not need some of the roadside hardware and safety devices that exist today. But that's an evolving conversation we're having, and eventually it may result in new policy positions."

To keep up with the rate of change in their industry or profession, Showalter says, associations will need to engage in future-focused conversations with members or invest in research that analyzes a variety of forces on the horizon.

"Go on a fact-finding mission even if you're sitting back" on an issue

for now, she says. "I think the most successful advocacy leaders are those who stay one step ahead."

**TIM EBNER** is former senior editor at *Associations Now*. Email: tebner@asaecenter.org

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## In almost any job market, the best employees have plenty of options.

That means associations must compete with a range of different employers, many of which offer better compensation and benefits packages that can entice top talent to leave.

This spring, the coronavirus outbreak created new uncertainties for business operations that will likely affect the employment landscape, making workforce stability in organizations perhaps more important than ever.

Bottom line: If an association wants to hold onto its top talent, it has to give employees options and make sure they feel valued—in ways both big and small.

#### Flexibility Required

Today's workers want and expect flexibility—and one way that many organizations meet that need is by offering remote work options.

Although remote work became a forced new normal in response to COVID-19, flexible options will remain important to employees after business as usual resumes.

For instance, Mighty Citizen allows staff to work from home as needed. However, since many of the marketing agency's employees work directly with clients, the company had to figure out how to make sure staff were in the office enough for meetings. The solution was to have most people work from home on Thursdays.

Even if telecommuting isn't a sustainable option in ordinary circumstances, you can offer employees a little more freedom with their time, such as choosing their hours. Because the Society for the Advancement of Material and Process

Engineering (SAMPE) doesn't offer a telework option, Christine Locke, director of marketing, membership, and education, gets creative in how she handles meetings, taking her staff outside to picnic tables, or to Starbucks, or to get dessert together after lunch. "It helps break up the monotony of the traditional being in the office each day," she says.

Employees also value flexibility in their time off. One retention strategy that has worked for Mighty Citizen is giving employees 3.5 hours per month, separate from their PTO, to use for appointments and other personal needs.

"We realized that there's a lot of things people need to take care of during daylight hours," says Vice President of Client Services Carly Hohl, PMP. "If you want to attend your kid's school event, or you have a nail in your tire, we wanted to give people the space to do those things."

It's a simple thing, but according to Rachel Clemens, Mighty Citizen's chief marketing officer, it's the perk employees appreciate most.

Some organizations are also rethinking their leave policies to help retain employees. Mighty Citizen recently rolled out a parental leave program, which offers six to 12 weeks of paid leave for a birth or adoption. Flexible holidays can be another option. If someone doesn't necessarily want to celebrate Columbus Day, for example, they



s it true that people don't leave bad jobs—they leave bad bosses? A recent survey by DDI's Frontline Leader Project says yes.

Close to 60 percent of respondents said they had left a job because of their manager, and another 32 percent considered quitting for the same reason. Those respondents said that managers didn't respect their work, were unprofessional, didn't listen to their concerns, and lacked empathy.

"How leaders manage their emotions and how they make other people feel are the strongest drivers of talent retention," says Stephanie Neal, director of DDI's Center for Analytics and Behavioral Research.

Which begs the question: Do your organization's leaders have the skills and support they need to manage their teams well?

The Frontline Leader Project found that 70 percent of managers did not intend to become leaders. And once they did, many of them received no leadership training. In the survey, 98 percent of senior leaders said leadership development was worth the investment but admitted their managers don't have the time to do it.

"I think that associations should provide training to managers," says HR consultant Mary Ellen Brennan, SPHR, SHRM-SCP. "However, training only goes so far, and if managers aren't held accountable for their performance as managers of people, then it's hard to effect change." So performance appraisals should evaluate managers on their people management, she says—not just their individual contributions.

Many managers also struggle with difficult conversations. In the DDI survey, both senior managers and frontline managers said that a top weakness of frontline managers is their ability to have difficult performance conversations with their employees.

"There are great resources available, mostly books, to learn how to have a tough or crucial conversation. There are ways to get better at it and feel more confident," Brennan says. "It's easy to put off tough conversations, but I always say that the conversation only gets more difficult the longer one puts it off. Very rarely does a 'people problem' fix itself and go away."—A.T.B.

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can take another holiday "to address their needs and what they bring to the workplace as individuals," says HR consultant Mary Ellen Brennan, SPHR, SHRM-SCP.

Mighty Citizen knows that its retention strategies are working: In an industry where the typical turnover rate is 30 percent, only two of its 30 employees left the firm in the past year, both to start new careers. And eight have stayed with the company for five or more years.

#### What Do Employees Want?

Choosing a retention strategy that will work best for your association involves "listening to and responding to employees and understanding what they're looking for," Brennan says.

Clemens recommends inviting employees to suggest new benefits or policies that they'd like to see, whether through a regular staff survey or some other tool that allows you to easily gather ideas. You don't have to try them all, but you might find that something simple can boost morale and make people happy, she says. For example, Mighty Citizen has breakfast tacos for staff every Monday—an idea that originated in one of its staff surveys.

Mighty Citizen started using surveys to invite staff to submit feedback anonymously, in case they weren't comfortable sharing it with their managers, Hohl explains. "This also allows us to look at patterns over time," she says. "For example, have people consistently been feeling like their workload is too high for the last three quarters? Or was quarter two just an anomaly?" The organization takes these quarterly surveys seriously: It has put several staff suggestions into practice.

One of Locke's retention strategies at SAMPE is to sit down with staff when someone leaves the organization, in sort of an exit interview for the people who stay.

"In a lot of ways, people start to feel a little vulnerable about their own situation, and maybe they start reflecting on why that employee left and "Associations need to establish their employment brand and think about it like a marketing professional would."

-MARY ELLEN BRENNAN, SPHR, SHRM-SCP

how it is going to impact their job," she says. "I take it as an opportunity to take something that can be perceived as a negative experience, somebody leaving, and try turning it into more of a positive experience—by acknowledging the pain of the employee moving on to another position outside of the organization, and just talking through what it means to them." Taking this step allows a manager to find out what people are worried about and provide some reassurance.

"There is a flight risk once one person leaves," Locke says. And this happened recently: While talking to a staff member after someone else left, Locke found out that the person "was reaching a point of being a bit burned out, so while we were talking, it occurred to me that she'd be a perfect candidate for a position we were going to be opening up in a few months." Locke ended up transitioning the employee to the new role, so she held on to one of her best employees instead of losing her.

#### **Polishing Your Brand**

Your strategy for retaining employees says a lot about your organization's brand—and it's something to keep top of mind as you go about adding new policies and benefits.

"Associations need to establish their employment brand and think about it like a marketing professional would," says Brennan. They should "think about how they communicate to both current and potential employees about what it's like to work at the organization and what they'll get out of it." This includes highlighting benefits and the best parts of your culture.

Brennan also recommends giving employees a total compensation statement annually. This statement "lets them know: This is everything that we're putting on the table for you," she says. "Not just your salary, but all of your contributions for benefits, the value of your vacation and other leave," and similar information. Associations should follow this best practice "so that you keep your employment brand in front of the employee at all times."

If rethinking your retention strategy seems like a daunting task, heed this advice from Mighty Citizen's Hohl: You don't have to go big right away. Start small and make adjustments as you measure the results. It's worth the effort, because losing a talented employee can hurt, and replacing them eats up precious time and resources.

"We know that there's an expense to losing people, both from a monetary standpoint and a staff morale standpoint," Hohl says. "We want to do everything we can to keep people here and keep them happy."

#### ALLISON TORRES BURTKA, a

longtime association journalist, is a freelance writer and editor in West Bloomfield, Michigan.
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# IT'S TIME TO UP YOUR MEMBER ENGAGEMENT STRATEGY

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As the world's population becomes more diverse across every demographic category, so do the people who belong to your association. To ensure that all members feel included, associations have been making adjust-

While some view language changes as superficial or go so far as to label them pejoratively as "virtue signaling," experts say the shift is critical.

"It's important to remember that communication defines the identity of the organization," says Nneka Logan, Ph.D., an associate professor of communication at Virginia Tech. "That is why it is important to communicate in an inclusive way. The things you say define you as an organization and can affect the way you are perceived in the public, by members and nonmembers."

Associations that are looking to adopt more inclusive language typically have a mission to be inclusive, according to communications expert Beth Hampton. "I've been a marketer for a number of associations," says Hampton, who is currently vice president of marketing and communications at the American Association for Clinical Chemistry. "I think it is important for associations to reflect their audiences in materials and communications. It can be age, it can be racial, or it can be gender."

Recognizing that inclusive language is important, associations have adopted new communications strategies to better interact with and welcome their changing membership.

#### **Member-Focused Strategies**

The changes that associations are making vary—some are incorporating gender-neutral pronouns and language, while others are revamping their codes of conduct to ensure that language respectful of diversity and others' humanity is used at all times.

At the Association of Moving Image Archivists, the membership has shifted in recent years from primarily white men who had entered the field

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via apprenticeships to increasingly diverse men and women joining the profession through traditional academic programs. To adapt, AMIA adopted several changes, including giving attendees at its conferences the option to include pronouns on their name badges so that colleagues would know how to

address them.

After seeing and hearing that members were communicating in ways that others found problematic, the group also adopted a member code of conduct to outline expectations for how members treat others—in deed and language.

"We wanted to have something in writing to foster cooperation and professional development of our members," says Andrea Leigh, an AMIA board member. "To ask people to be more respectful of different points of view and perspectives."

AMIA regularly reminds members about its code, with the goal that inclusivity becomes second nature. "It's promoted and communicated to new committee chairs and incoming members," Leigh says. "Eventually, it becomes part of the culture of your organization. We're still not quite there, but we're certainly moving in the right direction."

Brooke Leonard, chief of staff at the American Alliance of Museums. savs demographic shifts are not only changing the association's membership but also the audiences AAM's members serve. "We are simultaneously trying to make ourselves more inclusive for our own staff and more inclusive for our board and our members—and be a resource as they look to serve their own communities," Leonard says.

AAM has adopted inclusive communication strategies in many areas, including allowing members to include the gender-neutral Mx. designation on their profiles and acknowledging

#### How to Get **Started**

Expert recommendations for introducing inclusive language

#### **Begin with an assessment.**

#### Link change to your mission.

part of our mission?"

#### **Introduce changes thoughtfully.**

seem like you're jumping on the have made similar changes are a

Start small. You don't need

#### Be ready for resistance.

Native American land origination at conferences in U.S. cities.

Andrew Plumley, AAM's director of inclusion, says conflict can occur without some basic consensus on language. "For as many people who are in the room, there are as many definitions for terms," Plumley says. "One way to get the process going is to define the terms, so they know how you're defining those words, and that everybody has the same understanding when you're talking."

For example, the group's code of conduct asks members not to "deadname" or "misgender" people. But understanding that not everyone is familiar with those words, AAM provides a clear definition for each, explaining that deadnaming means referring to a transgender person using their pre-transition name, and misgendering is the practice of intentionally using the wrong pronoun (for example, referring to a "she" as "they").

In addition, AAM has several other documents that define terms, including its Facing Change report, which defines broad diversity and inclusion terms, and Welcoming Guidelines for Museums, which includes a glossary of terms to help people be respectful of those in the LGBTQ community. That glossary, in addition to defining terms like "biphobia," "cisgender," and "demisexual." explains which terms are considered problematic or defamatory.

#### **Broader Impact**

Sometimes adopting inclusive language benefits more than an association's members. When the American Psychological Association's style guide, APA Style, adopted the singular

everyone sees themselves in academic work. Our endorsement of the singular 'they' is to enable and encourage people to write with respect."

"APA Style has a longstanding

language. It makes sure that

**history** of embracing inclusive

-Emily Ayubi

"they" last year to improve inclusivity, the change affected all scholarly research and academic works.

"Affirming and validating are at the core of our mission to ensure that we are upholding everyone's well-being," says Emily Ayubi, director of APA Style. "We spent a lot of time listening to what was going on with the community, and we decided it was time for us to take a stand."

While the organization made headlines when it adopted "they"— Merriam-Webster even declared the singular "they" its word of the year— Avubi views the change as a natural step for the organization. "APA Style has a longstanding history of embracing inclusive language," she says. "It makes sure that everyone sees themselves in academic work. Our endorsement of the singular 'they' is to enable and encourage people to write with respect."

Beyond gender diversity, APA Style also covers language related to age, disability, racial and ethnic identity, and sexual orientation. "The underlying theme is to be respectful and

affirming," Ayubi says.

Using inclusive language benefits the whole organization because people who feel included are more engaged, says Virginia Tech's Logan.

"You get so much more out of people when they feel they are included," she says. "If they identify with that organization because they are included, that should build stronger member relations and even grow your membership because they're talking to their friends about you in a positive way. It strengthens the positive feelings about that organization. and that should transfer to member engagement and increased productivity and volunteerism."

Ultimately, inclusive communication strategies make the point that everyone matters. "The work we are doing is not to exclude anyone," says AAM's Leonard. "It is to make sure that everyone feels valued in the work they do and included."

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Even before the coronavirus pandemic, economists were speculating on the timing of the next recession. Now, the economic picture has darkened substantially. It's time to take a look at your core mission, dues structure, partnerships, and more to better weather any coming storm.

by MARK ATHITAKIS

# GET RECESSION RECEADY

on't panic. Plan.

That's the key advice from association business leaders when it comes to thinking about a recession. In late 2018, many economic observers were confident that the U.S. economy (if not the globe's) would falter in 2019. That didn't come to pass. But then along came the coronavirus outbreak in January 2020, ushering in the first bear market in 11 years and providing a bracing reminder that the economy is always as little as one crisis away from a major downturn. (At presstime, it was still unclear how well the world economy would weather COVID-19.)

Even so, associations have largely neglected to think ahead. According to a survey of association professionals

conducted last summer by Marketing General International, a majority of respondents (56 percent) said there was a better than 50 percent chance of a recession in the next 12 months. However, only 39 percent said they had a contingency plan in place for that circumstance.

"Something about a river in Egypt comes to mind," says Glenn Tecker, chairman and co-CEO of Tecker International, when asked how well associations and their boards have prepared for the next downturn beyond reserves.

Denial isn't a viable strategy. Association executives have taken lessons from the last recession to review their finances, rethink dues, and bolster their volunteer leadership. That's a good idea, in any economy.



#### **How Are Your Finances?**

Gary Roebuck, CAE, knows a recession is coming. Not when, exactly. But as the associate executive director for finance and administration at the Association of Research Libraries, he recognizes the threat. "Obviously, we've had a long period of economic expansion," he says. "We're overdue, historically, for a recession."

That awareness has prompted ARL to take a close look at its financial policies in the past year. It hired a new investment advisor to shore up its reserves, Roebuck says. (Opinions differ, but experts recommend that an association have between six and 12 months' worth of operating expenses available as reserves.)

One of the first things we've seen [associations] cut historically in recessions is their marketing budget, and to some extent that's the exact opposite of what you should do. That's the time that people in the industry need to know the benefits of membership."

TONY ROSSELI

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ASSOCIATIONS NOW SPRING 2020 ARL has also begun thinking more about nondues revenue streams. Because many of its members are public institutions, substantive dues increases can be hard to bear. During the Great Recession of 2008-2009, ARL avoided them and implemented a salary freeze. The association survived without layoffs, but the experience prompted Roebuck to think about doing more to generate revenue via training, events, and assessment tools.

"We want a diversity of constituency groups and a diversity of revenue streams," he says. "This helps further the work of the association."

Eve Lee, CAE, executive director of the American Orthotic and Prosthetic Association, has been thinking about the role dues play in the association's well-being. The makeup of an association's membership changes over time, she notes, as do the financial fortunes of different member constituencies. So she thinks now is a good time to identify cases where a dues increase might be reasonable.

"It's really important for us to be constantly looking at our dues structure," she says. "We have a lot of acquisitions going on in our industry, and blurred lines between different member segments. So we have to look at dues to protect that revenue source and meet the needs of our members."

#### **Bolstering the Board**

As much as recession-proofing ought to prompt conversations about reserves, dues, and nondues revenue sources, experts advise answering another question: What will you keep? What is so essential to your mission that it shouldn't be touched?

"I think what leaders really need to do in terms of planning is take a hard look at what are their mission-critical initiatives," says Bill Fisher, senior consultant at DiMeo Schneider & Associates, an investment advisory firm that works with associations. "What do their members really value? It's important to determine and prioritize those and understand which activities and initiatives are critical to retaining membership and preserving their mission."

Raising those kinds of questions with the board can ensure that an association doesn't slip into panic mode and slash essentials when a downturn does happen. "I really make sure we all have consensus around what our mission-critical priorities are," says AOPA's Lee, "so that when the board and I have to make difficult choices, we have a guiding set of principles that are already in place."

The tricky part can be assembling a board with that mindset, says Tecker.

"The difficulty we find is with those organizations where there is very little control over who ends up on the board, where it's a general election or where components of the organization are the primary sources of the selection of board members," he says. "In which case it's very difficult to compose a board with individuals who have mindsets, competencies, and experience that can enable the organization to effectively navigate through a downturn if it occurs."

Raising the issue with the current board can be similarly fraught, Tecker says. Many board members may confuse a conversation about a recession as opening a political debate. Clear—and more regular—communication with the board can help address such issues.

"Part of the challenge is that boards are not meeting every week with the association, so you have a lag in the decision-making process," says Tony Rossell, senior vice president of Marketing General Incorporated. "The other issue that comes up is where a board member has made up a pet program that you should be cutting but you can't cut because it's his pet program."

# ROADBLOCKS TO RECESSION READINESS

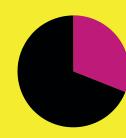
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According to a survey of association professionals conducted last summer by

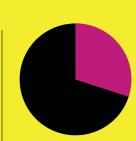
Marketing General Incorporated, three of the four biggest obstacles to an effective response to recession are related to a change-averse board.



Lack of revenue/
personnel to develop
programs that would
bring in more members



Institutional resistance to risk



Slow pace of board and/or senior executive decision making



Lack of agreement among board members regarding possible action

Source: Marketing General Incorporated, Association Economic Outlook Report, September 2019

Respondents to Marketing General's survey cited slow-moving and split boards as leading obstacles to an effective response to a recession, and only 5 percent said they would await board input to respond to a downturn. (See "Roadblocks to Recession Readiness" above.)

#### **Getting Ahead of the Problem**

Strong reserves and a stable, engaged board can help an association prepare for a possible recession. And as much as an organization's leaders might ramp up internal conversations during a downturn, Rossell cautions against neglecting member communication. Any recession-proofing should include thinking about ways to promote the value of membership during tough times.

"One of the first things we've seen [associations] cut historically in recessions is their marketing budget, and to some extent that's the exact opposite of what you should do," he says. "That's the time that people in the industry need to know the benefits of membership."

It's also a good time to recognize that associations aren't in this alone and to think about potential partnerships with related organizations. During the Great Recession, many associations co-located their meetings to save on expenses and shore up attendance at a time when many members had their professional development and travel budgets cut.

"It would be very smart at this time for execs in particular to develop relationships with organizations that are potential candidates for cooperation, collaboration, or coordination later, so that if in fact you find that you need to either reduce expenses or share expenses, you've got some relationships already in place," Tecker says. "That doesn't necessarily require an emotional conversation about 'Will we lose control? Will we lose our culture?" It's prepping for what could be."

**MARK ATHITAKIS** is a contributing editor to *Associations Now*. Email: mathitakis@asaecenter.org



READ THESE ARTICLES AND MORE AT ASSOCIATIONSNOW.COM

- "Are You Putting the Right Amount Into Your Reserve Fund?" by Rasheeda Childress, December 18, 2019
- "Is Your Association Agile Enough to Navigate a Turbulent Future?" by Rasheeda Childress, Oct. 16, 2019
- "Is It Time to Recession-Proof Your Association?" by Mark Athitakis, January 6, 2019

#### **Brain Power**

BOOKS

#### **Effective Experimentation**

**DISCIPLINE AND PROCESS WIN** By Kristin Clarke, CAE

HARVARD BUSINESS School Professor Stefan Thomke urges organizations to become far more strategic, organized, and assertive about experimentation in his latest book on innovation, Experimentation Works: The Surprising Power of Business Experiments.

Effective experimentation begins with discipline and a clear process, not vague trial and error, writes Thomke. This means understanding the elements of a true business experiment—buy-in, feasibility, causality, value, and decisions—and how they play into organizational decision making and accelerated learning. Associations will find plentiful takeaways as Thomke moves readers past the myths and barriers of business experimentation and into the how-to of determining tactics, pacing failure and prototyping, and scaling, among other actions.

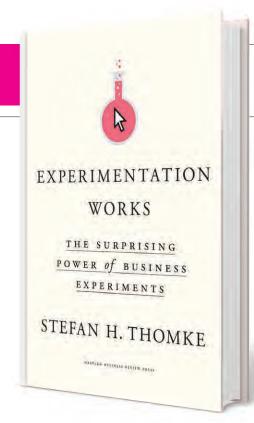
Particularly fascinating are case studies of experimental cultures such as that of Booking.com. Using website conversation rates as its key performance indicator, the online travel agency has exploded into 70 countries with 15,000 employees and conducts more than 1,000 daily experiments focused mainly on improving customer experience.

"[P]eople are terrible at guessing," says Lukas Vermeer, Booking.com senior product owner of experimentation. "Our predictions of how customers will behave are wrong nine out of 10 times." For instance, the team misjudged the effectiveness of chat lines (fail), hotel packages (fail), and the "walkability factor" (fail—customers didn't convert based on a property's neighborhood).

ASSOCIATIONS NOW SPRING 2020

Such candor around attaining business goals makes Thomke's experimentation framework and support tools all the more powerful for organizations that understand the need for constant transformation.

[HARVARD BUSINESS REVIEW PRESS; 288 PAGES; \$32]



FUEL YOUR MIND. **BOOST YOUR CAREER** 

TOO IMPORTANT TO FAIL: LEADERSHIP LESSONS FOR NONPROFITS By Toni Pergolin



ASSOCIATION FINANCIAL executives and CEOs will find familiar themes around cash-flow challenges, audit angst, and strategic planning

in this short memoir by nonprofit CFO-turned-CEO Toni Pergolin.

Outwardly cool but inwardly worried, Pergolin describes ongoing financial battles of the past two decades to keep afloat Bancroft, a large, New Jersey-based nonprofit. Bancroft has served people with autism and other developmental disabilities for 134 years, and Pergolin is determined to secure its faltering position after deeming its mission "too important to fail."

Her candid tale of desperate outreach to angel investors, negotiations with banks, offerings of bonds and potential mergers, and collaborations with board directors and the local community gives a rare public look inside the usually private financial ups-and-downs of a nonprofit.

Spoiler alert: Cheers to the happy ending.

[FARFALLINA PRESS; 166 PAGES; \$29.99]

THE MINISTRY OF COMMON SENSE: HOW TO ELIMINATE BUREAUCRATIC **RED TAPE, BAD EXCUSES, AND CORPORATE BULLSH\*\*** By Martin Lindstrom



MARTIN LINDSTROM CALLS Ministry of out organizations replete common sense with logic-defying practices and bureaucratic bottlenecks that senselessly harm the customer

and employee experience. Fast-paced and funny, Lindstrom's scolding includes fix-it exercises, a five-step cleanup program, and creation of an organization-wide Ministry of Common Sense to serve as a repository of red-tape examples needing resolution.

"Common sense is a blind spot," writes Lindstrom, who lists declining empathy, technology, politics, and legal fears as factors driving the growth of illogical policies and regulations. Unless organizations—especially large ones—address "silliness" like excessive approval requirements and other rules, their long-term survival seems as questionable as their excuses,

Some jaw-dropping anecdotes might strain credibility, except that we've all likely witnessed similar nonsense.

[HOUGHTON MIFFLIN HARCOURT; 256 PAGES; \$28]

CAREER COACH

# Must-Ask Questions for Managers

ADVICE FROM CERTIFIED CAREER COACH VIKRAM KAPOOR

#### What can supervisors do to determine if their management style is effective?

Being a manager inherently involves interacting with a wide range of personalities and preferences—and what works for one person isn't going to work for everyone. But by asking each of your employees pointed questions about how they'd like to be managed, you can figure out what will work best for your team and mold your management style accordingly.

#### What's the first question a supervisor should ask? I'd start with, "How do you

manager, you don't always jobs + have an accurate picture of what your employees truly want. But if you give them a chance to spell it out for you, you'll have a clear vision of how you can motivate them. And when you incorporate those things, your employees

will be a lot more willing to put in

that extra effort.

want to be rewarded?" As a

#### What's the hardest question to put out there?

Hands down it's "What don't you like about my management style?" This question can be intimidating, as it can easily serve as a jumping-off point for an employee to completely rip apart methods you've always thought were on point. But it can also be a very effective tool to see what makes your employees tickand what you can do to make their lives a little easier.

#### Anything else?

Two more questions are high on my list: How do you work best, and what can I do to make your job easier? Once you know the answers to these questions, you'll know exactly what to do to make each of your employees happy, productive, and motivated.

#### HOW I GOT HERE

#### Vanessa LaClair, CMP, CAE

■ EXECUTIVE DIRECTOR

■ EMPIRE STATE SOCIETY OF ASSOCIATION EXECUTIVES

ALBANY, NY

Vanessa LaClair, CMP, CAE, says that her early job choices led her to a career in association management because they all had to do with working with different clients, vendors, and staff. And that eventually evolved into closely working with members. "For me, it has always been about the value of connections and keeping members engaged by remaining relevant to them and their ever-changing needs," she says. Some notable stops on her career path:

### MAKE YOU HAPP\



#### A Working History



Executive Director at Society of Association Executives

67 ASSOCIATIONS NOW SPRING 2020

2016 -**Empire State** 

## **ASAE@Work**

TEAMWORK

### **PIONEERING PARTNERSHIP**

ASAE, MPI collaborate to bolster meeting expertise

IF SUPERHERO FILMS have taught us anything, it's that the best outcomes occur when you team up. In that spirit, ASAE and Meeting Professionals International have joined forces to develop new projects and offer education designed to develop and certify expertise among association meeting professionals.

"Providing opportunities for association professionals to transform society through the power of collaboration is a focus for ASAE," says Susan Robertson, CAE, interim ASAE president and CEO. "The partnership with MPI will allow members from both organizations to take advantage of educational opportunities and relationships with industry partners in the experience design space while reaching a more diverse group of association meeting planners too."

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MPI will furnish education at ASAE's Annual Meeting & Exposition August 8-11.

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"MPI is thrilled to share resources and best practices with the ASAE team," says Paul Van Deventer, MPI president and CEO. "ASAE is the leader of the association industry. This collaboration promotes a larger context for business events industry professionals by combining resources and insights in ways that build on the value that we provide to our members while extending our reach. This partnership exemplifies these efforts."

FOUNDATION REPORT

## **CLOSING THE SKILLS GAP**

New research shows associations play a major role in workforce development

By KEITH SKILLMAN, CAE



arly results from a recently concluded ASAE Research Foundation study underscore the pivotal role of associations in supporting workforce development in the industries and professions those organizations serve. The research, conducted in collaboration with the independent opinion research institute NORC at the University of Chicago, also suggests opportunities associations may have to strengthen their contributions.

Associations that participated in the research made it clear that concern about finding, developing, and retaining skilled workforces in their industries and professions runs high. Sixtyfour percent of associations expressed high levels of concern about their ability to find skilled workers, and 61 percent had similar concerns about retention.

A primary focus of the research was to understand how association-provided workforce development is used, perceived, and valued. More than 53 percent of participating managers reported recommending that their staff be members of one or more associations. An additional 13 percent said they require staff to be members of an association. Nonmanager use of association-provided development is relatively high: The most-used association resources were self-directed learning (73 percent of nonmanager employees), access to industry standards (68 percent), and webinars (66 percent). Two-thirds of association members reported having used those services in the past year.

Meanwhile, 36 percent of managers rate associations as highly qualified to offer such services, and 39 percent see associations as moderately qualified to offer them.

The research also explored how association offerings are shifting with changes in the workforce and trends shaping the future of workforce development. The study sought the perspectives of association professionals, managers, and employees from across the United States. Complete findings are anticipated by summer 2020.

KEITH SKILLMAN, CAE, is senior research and content advisor for the ASAE Research Foundation. Email: kskillman@asaecenter.org

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Recruitment Concierge can help.

### **MAKING OUR MARK**

Timeline documents a century of association achievement

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We shared three examples—the passage of the 19th Amendment (1920), the Montgomery bus boycott (1955), and the response to Hurricane Katrina (2005) in the winter issue. Here are a few more highlights:



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Congress passed the Education for All Handicapped Children Act to ensure that children with disabilities receive special education and related services to meet their individual needs. In 1990, the law was amended and is now known as the Individuals With Disabilities Education Act. The goal of the law is to provide children with disabilities the same opportunities for education as those students who do not have a disability. The National Education Association advocated strongly for Congress to adequately fund special education and to provide free public education for all students with disabilities in the least restrictive environment.



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# FLORIDA DESTINATIONS



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Downtown West Palm Beach sets the stage for meetings at the 350,000-square-foot Palm Beach County Convention Center and its attached, 400-room Hilton West Palm Beach hotel. The West Palm Beach Convention, Arts, and Entertainment District is a hub of culture and nightlife, showcasing more than 1,200 guest rooms within a short walk, including the West Palm Beach Marriott and Hyatt Place West Palm Beach Downtown. Steps away are the restaurants, shops, and new eye-catching public art of Rosemary Square; and a short (free!) trolley ride away is Clematis Street, rich with restaurants and nightlife.

"The Bocawide"—the Boca Raton Citywide Collection—offers more than 1,500 guest rooms in a walkable downtown anchored by the iconic Boca Raton Resort & Club and its 150,000-square-foot Mizner Center. Nearby is Mizner Park, home to plenty of options for dining and shopping, plus an outdoor amphitheater and the colorful Boca Raton Museum of Art—all easily accessible by foot or the city's own Free Ride service.

The Palm Beaches is also home to distinct offsite event venues, like the opulent Flagler Museum and serene Morikami Museum and Japanese Gardens. In addition, the Loggerhead Marinelife Center offers corporate social responsibility opportunities at one of the most densely nested loggerhead sea turtle beaches in the world.

#### **GETTING HERE IS A BREEZE**

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The Destination Services Team is here to make your next meeting a success—from crafting unforgettable experiences, to creating revenue-generating opportunities and welcoming your attendees in style. Get recommendations for offsite venues and activities for spouses and families, and let us provide support with onsite registration and room-block fulfillment. With a suite of complimentary attendance-building and marketing tools, you can access photos and videos of the destination to help market your event and build attendance. And that's just the beginning of the services offered.

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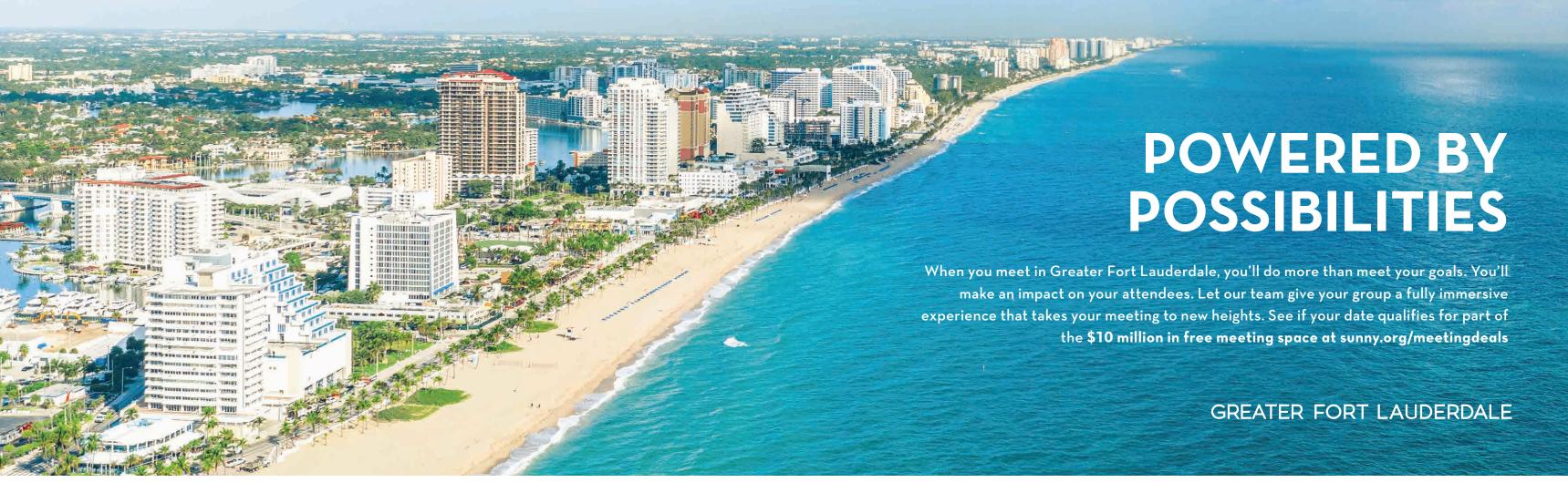
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The 650 room oceanfront resort on South Florida's largest private beach features 100,000 sq. ft. of indoor and outdoor meeting space. Dynamic meeting facilities are complemented by world-class dining, a full-service spa and a location just minutes from the airport.



#### The Diplomat Beach Resort -Curio Collection by Hilton

The Diplomat Beach Resort - the center piece of south Florida - welcomes your group and attendees to experience more at our beachside destination. We accommodate meetings and conventions for up to 4,000 attendees and have repeatedly been recognized as one of the top meeting resorts in America.



#### Seminole Hard Rock Hotel & Casino

We're ready to put your next conference on our center stage. Located just 10 minutes from Fort Lauderdale-Hollywood International Airport, boasting 120,000 sq. ft. of meeting space, 1,271 luxury guest rooms & suites, world-class spa spanning 42,000 sq. ft. and 140,000 sq. ft. casino, Seminole Hard Rock doesn't miss a beat!



#### Margaritaville Hollywood Beach Resort

Meet in paradise and where serious business is followed by a license to chill. With over 30,000 sq. ft. of meeting space, creative team building activities, 8 waterfront dining venues & nightly live entertainment, Margaritaville Hollywood Beach Resort is conveniently and minutes from the airport.



#### **BB&T Center**

BB&T Center is the most notable sports and entertainment venue in Florida and among the best in the world. Events at BB&T Center include Florida Panthers hockey, music concerts, college and high school commencement ceremonies, corporate functions, charity events, motivational seminars and much more. Reserve our meeting space today for an event to remember.



#### New Convention Center Expansion

A \$1 billion expansion of the Greater Fort Lauderdale Convention Center District is underway. In 2023, this sensational venue will be even bigger and better, with 350,000 sq. ft. of exhibit space; a 65,000 sq. ft. waterfront ballroom; original dining concepts; enhanced Water Taxi access; as well as an upscale 800 room headquarters hotel.

Fort Lauderdale 954-525-4000 MeetAtHarborBeach.com Hollywood 954-602-6000 DiplomatResort.com Hollywood 866-502-7529 HardRockHolly.com Hollywood 954-874-4402 MHBR.com/MeetInParadise Sunrise 954.835.8041 TheBBTCenter.com Fort Lauderdale 954.767.2459 Sunny.org/Meetings



## GREATER FORT LAUDERDALE CONVENTION & VISITORS BUREAU

10 million reasons to meet in Greater Fort Lauderdale

#### **CONTACT**

#### Greater Fort Lauderdale Convention & Visitors Bureau

Ed Simon Executive Vice President, Convention Sales 954-767-2459 esimon@broward.org sunny.org/meetings

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#### **GIVE YOUR GROUP A FULLY IMMERSIVE**

experience in Greater Fort Lauderdale. From unique offerings to unforgettable venues, there's a lot for your attendees to get excited about.

Be among the first to reserve meeting space in the newly expanded Greater Fort Lauderdale/Broward County Convention Center, and it could be free. The CVB is giving away \$10 million in meeting space for events booked during eligible 2021 to 2024 dates. See details at sunny.org/meetingdeals

#### **CONVENTION CENTER REIMAGINED**

The Greater Fort Lauderdale/Broward County Convention Center is undergoing a \$1 billion expansion project. The transformed venue will feature 350,000 contiguous square feet of exhibit space and a new 65,000-square-foot waterfront ballroom, plus original dining concepts, enhanced water-taxi access, and a new, iconic waterfront plaza available to the public. The project is expected to be completed by July 2023.

"We are excited about the addition of our waterfront plaza which will offer unique food and beverage venues, an outdoor amphitheater, and private areas for groups," says Ed Simon, executive vice president of the Greater Fort Lauderdale Convention & Visitors Bureau. "Best of all, this entire complex is just minutes from our airport, our central entertainment district, our beaches, and so much more. Our city's compact footprint makes it quick, easy, and cost-effective to fit any of our numerous recreational, educational, and entertainment offerings into a group's meeting agenda."

The convention center's expansion includes a new, luxury

800-room headquarters hotel—managed by Omni Hotels and Resorts—that will be connected to the property, adding ease and elegance to your meeting experience.

#### **MORE PLACES AND SPACES**

With 300 miles of inland waterways, a yacht charter is a brilliant way to meet in the "Venice of America." The Gallery of Amazing Things has 40,000 square feet of flexible space. And historic "Old Florida" venues include Flamingo Gardens, Stranahan House, and the New River Inn Museum of History.

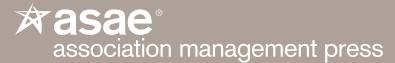
#### THINGS TO DO

The area's diverse cuisine scene invites you to explore farm-to-table, vegan, gastropub, or seafood; artisanal coffees or waterside brunches; Mediterranean, Latin, or Asian, and celebrity menus. Follow the Greater Fort Lauderdale Ale Trail to find local brews at some of the area's best breweries and craft beer bars.

Your group can also head out on an epic Everglades adventure. Round out your event with a wellness or shopping excursion. Greater Fort Lauderdale offers an astonishing array of spas and wellness centers, plus world-class shopping centers like Sawgrass Mills, The Galleria, and Las Olas Boulevard.

#### **PLAN BRIGHTER**

Do more than meet your goals. Make an impact on your attendees. Let the Greater Fort Lauderdale Convention & Visitors Bureau meetings and conventions team take your meeting to the next level. Learn more at sunny.org/meetings



## A Volunteer Leader Orientation Tool You Can Trust

The **2020 Associations Now Board Brief** is a concise guide to the fiduciary duties of your directors.

Governance work is complex. Providing a resource to each of your board members so they have a shared understanding of their roles and responsibilities, along with some of the finer points of governing, can increase their effectiveness and serve as a motivational tool. Your team will appreciate this issue offering insights on:

- Governing in disruptive times
- Board member fiduciary duties
- Financial oversight
- Board meeting preparation and participation
- Ethical conduct and conversation
- Political advocacy
- Fundraising fundamentals

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200+	\$4.00	\$8.00

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## MIAMI BEACH CONVENTION CENTER

A dynamic venue for marquee events

#### CONTACT

#### Miami Beach Convention Center

Barry Moskowitz Vice President of Sales and Industry Relations 305-539-3042 barry@gmcvb.com MiamiMeetings.com

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#### A VIBRANT GLOBAL HUB, MIAMI OFFERS A

stunning array of venues, including the reimagined Miami Beach Convention Center.

Located 11 miles from the airport in the heart of South Beach, Miami Beach Convention Center boasts nearly 500,000 square feet of exhibition space and 180,000-plus square feet of meeting space, including a 60,000-square-foot grand ballroom, a 20,000-square-foot junior ballroom, and 84 breakout rooms

The vast array of space makes Miami Beach Convention Center a dynamic venue that's hosted marquee events, such as the Super Bowl, Art Basel, and Emerge.

Enhancements to Miami Beach Convention Center, like outdoor spaces and one of the nation's largest public art investments, stimulate a creative approach to business and higher productivity.

In addition to these enhancements, the convention center offers top-notch customer service and exquisite food and beverage options representing the community's diversity.

The Greater Miami Convention & Visitors Bureau is also excited to announce that Miami Beach Convention Center will soon have a connecting 800-room headquarters hotel. This addition, along with the area's growing arts, culture, and entertainment, has transformed Miami Beach Convention Center to a dynamic convention center district known as the Miami Beach City Center Campus.

The Miami Beach City Center Campus has 96 hotels, nearly 10,000 guest rooms, world-class dining and shopping on Lincoln Road, scenic strolls at Miami Beach Convention Center Pride Park, and live entertainment at the Fillmore Miami Beach and New World Symphony, all within walking distance of the convention center. Plus, you're just steps from iconic beaches

#### **ENDLESS POSSIBILITIES**

Few cities can deliver international sophistication, tropical beauty, and cultural diversity like Miami.

Take a stroll through Miami's neighborhoods and witness the unique cultural diversity in everything from food to night-life. Discover the Caribbean heritage of Little Haiti and Little Havana or the Bahamian roots in West Coconut Grove. Explore Overtown's rich African-American history or the thriving Native-American community in South Dade.

Miami also has a vibrant art scene. Start at Museum Park in Downtown Miami for contemporary exhibitions at the Perez Art Museum Miami or the natural wonders at the Frost Museum of Science. Head to Wynwood Art District for eclectic street art, or admire the innovative architecture in the Design District.

Outdoor lovers will enjoy  $1.1\,\mathrm{million}$  acres of Miami's national parks. Experience Miami by water, kayaking, or paddle boarding in Key Biscayne; or venture the Everglades by airboat or bike.

Miami International Airport offers more than 400 daily flights from around the globe and serves more airlines than any U.S. airport, making Miami the ultimate convenient meetings destination.

When it comes to planning your next meeting, Miami has it all. Breathtaking landscapes and diverse neighborhoods set the perfect stage for innovative art, world-class entertainment, family-friendly attractions, and a stunning array of meeting options, including the Miami Beach Convention Center, which visitors never forget. Plan your next meeting today. Visit MiamiMeetings.com to learn more.



When it comes to planning your next meeting, Miami has it all. Breathtaking landscapes and diverse neighborhoods set the perfect stage for innovative art, world-class entertainment, family-friendly attractions and a stunning array of meeting options, including the Miami Beach Convention Center, which visitors never forget. Plan your next meeting today.

#### FIRST CLASS CENTER.





800-933-8448 ext. 3071 Meetings@MiamiMeetings.com

MiamiMeetings.com



## FLORIDA'S PARADISE COAST

#### Going from the boardroom to the beach has never been easier

#### CONTACT

#### Florida's Paradise Coast

Debi DeBenedetto Group Sales Manager 239-252-2379 debi.de@colliercountyfl.gov MeetinParadise.com

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#### **EASY TRANSPORTATION. GREAT SEASONAL**

values. A variety of hotels with onsite services. If a meeting destination like this is at the top of your list for 2020, start with the destination that's sure to impress and delight every attendee: Florida's Paradise Coast.

That's because there's more to Naples, Marco Island, and the Everglades than white sand beaches, sparkling waters, and the kind of weather your attendees will never want to leave. You'll also love our stunning hotels with fully equipped meeting spaces of all sizes with restaurants, golf, tennis, spas, and fitness centers right on property—no transportation needed. And it gets even better when you book your meeting or event from mid-April to mid-December, when you can experience the best the Paradise Coast has to offer—for less.

Consider the AAA Five Diamond Ritz-Carlton Golf Resort, which houses more than 16,500 square feet of conference space and 14 unique meeting rooms; or the Naples Grande Beach Resort, which features 474 guest rooms and suites, all with stunning Gulf of Mexico views and signature restaurants onsite

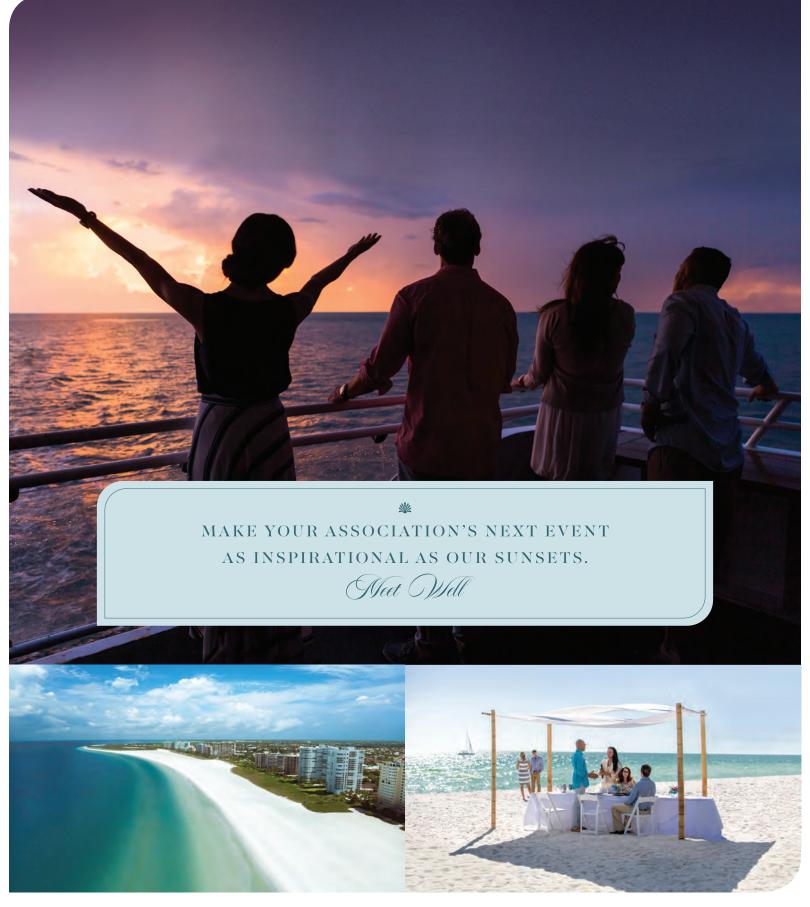
Looking for something truly up to date? Several area hotels have been recently renovated, including LaPlaya Beach & Golf Resort, where gentle breezes sway palm trees just outside the meeting room window. And at Edgewater Beach Hotel, you'll find state-of-the-art A/V, multiple indoor and outdoor meeting spaces, and seamless transportation options.

When you host your event on Florida's Paradise Coast, the

experience is just as much about what happens outside of the conference room as what happens in it. Before or after the meeting, attendees can get a taste of the world-class cuisine that has earned Paradise its reputation as a culinary mecca. In fact, the area is consistently named among the best cities for food in the United States. When you combine award-winning restaurants with locally sourced ingredients and creative chefs, you get a dining destination that's sure to make mouths water

Also on the menu nearly every day in Paradise: sunshine. Meeting attendees can take advantage of the natural playground that surrounds them in Naples, Marco Island, and the Everglades. That means chartering a private boat and island hopping in the famed Ten Thousand Islands, where they'll discover uninhabited islands perfect for shelling and picnicking; stepping aboard the elegant Naples Princess yacht and sipping champagne while taking in a gorgeous Gulf of Mexico sunset; relaxing in a private beach cabana at the JW Marriott Marco Island; or teeing off in North America's top golf destination

Going from the boardroom to the beach has never been easier. With impressive spaces, beautiful settings, and plentiful onsite amenities, Naples, Marco Island, and the Everglades are the simple choice for your next event. To discover how to make your meeting in our beautiful destination both unforgettable and affordable, visit MeetInParadise.com—and meet







#### CONTACT

#### **Visit Orlando**

Mike Waterman Chief Sales Officer 800-643-0482 convention.sales@visitorlando.com www.orlandomeeting.com

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#### THE ORANGE COUNTY CONVENTION CENTER

(OCCC), close to Orlando International Airport, is in the heart of Orlando's tourism corridor. With a focus on connectivity, it's directly linked to four hotels with a system of pedestrian bridges and is within walking distance of thousands of other hotel guest rooms.

The country's second-largest convention center, which recently celebrated its 35th anniversary, continues to dazzle clients and guests, boasting 2.1 million square feet of exhibit space and offering 1,100 access points to its wireless network. Walkability to more than 42 hotels and 75 world-class restaurants, plus an array of tourist attractions within a 2-mile radius, add to the destination's appeal.

#### **WHAT'S NEXT**

The next five years are sure to elevate OCCC into an even more dynamic and sought-after event space. In late 2018, leaders received approvals to move forward with the \$605 million North-South Building improvements and expansion project, including the Convention Way Grand Concourse and new multipurpose venue. These projects will expand its meeting and exhibit space with more options for clients looking to deliver a top-notch event experience for attendees.

The Convention Way Grand Concourse, an enclosed connection between the North and South concourses, includes additional meeting space and an 80,000-square-foot ball-room with grand entrance to the North-South building along Convention Way.

The new multipurpose venue is a 200,000-square-foot, flexible, divisible, column-free space with a combination of retractable and floor seating. It will accommodate between 18,000 and 20,000 guests, while incorporating connectivity

between the North and South concourses.

"We spent years working with valued clients to best determine what improvements should be made to keep us competitive and top-of-mind in the convention and trade show industry," says Yulita Osuba, OCCC's Deputy Director. "This priceless feedback and strong relationships will help us lay the groundwork for the future."

#### **NEW AND IMPROVED**

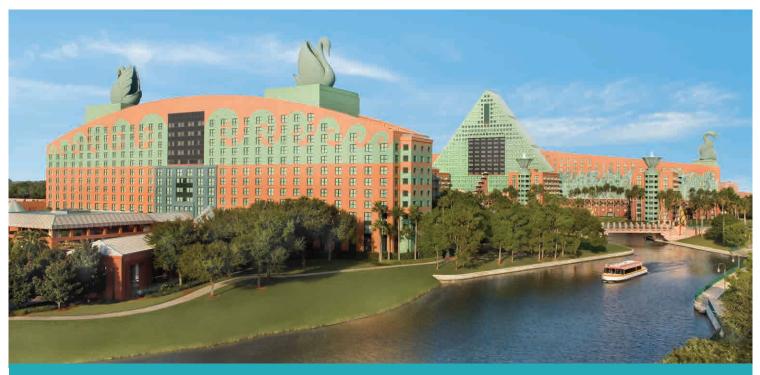
OCCC is in the process of creating wellness rooms and networking spaces that will be located around campus. A wellness room is defined as a dedicated, private space that can be used for nursing mothers, meditation, prayer, and more. Each room will be outfitted with a chair and table, ensuring comfort when the space is in use. A networking space, either a formal room or an open space, can be used for informal gatherings and meetings. These areas also provide basic charging and connectivity capabilities.

Dedicated rideshare pickup and drop-off locations have been established at OCCC. These locations, easily identifiable using the unique OCCC-developed rideshare logo and banners, make it easier for attendees to know where to go to catch their ride.

Orlando continues to up the ante year after year with new options for planners and experiences for attendees. Whether it's improving connectivity between our convention center and 5,200 hotel rooms through new pedestrian skybridges, the development of new hotels and resorts, or the addition of new restaurants and attractions, Orlando continues to evolve and it's the reason we're consistently ranked by Cvent as the number-one meeting destination in the U.S. To learn more, visit OrlandoMeeting.com

## ORLANDO ... continues to impress

There's a reason Orlando continues to rank #1 on Cvent's Top Meetings Destination list, six years in a row. The region's business leaders are always innovating and investing. Therefore, no matter how many times you've been to Orlando, there's always something new to see — and our meeting hotels are no exception.



#### SPOTLIGHT: WALT DISNEY WORLD SWAN AND DOLPHIN RESORT

The Walt Disney World Swan and Dolphin Resort recently underwent a comprehensive renovation of the Walt Disney World Dolphin lobby. This \$12 million re-design was the final stage of the largest makeover in the resort's history. The new lobby has been completely transformed into a sleek contemporary space, and features new dining and beverage options as well as more space for attendees to socialize.



This lobby marked the final piece of an exciting transformation for the Walt Disney World Swan and Dolphin Resort.

This space is designed specifically to cater to today's guests and offer an inviting place where they can come together to relax, network, and grab something to eat or drink. — Fred Sawyers, General Manager

Hilton Orlando

#### Meetings Collection

Caribe Royale All-Suite Hotel & Convention Center

DoubleTree by Hilton at the Entrance to Universal

DoubleTree by Hilton Orlando at Seaworld

Embassy Suites by Hilton Orlando Lake Buena Vista Resort Hilton Orlando Bonnet Creek
Hyatt Regency Grand Cypress
Loews Hotels at Universal Orlando
Margaritaville Resort Orlando
Mango's Tropical Cafe
Wyndham Orlando Resort
International Drive

Rosen Hotels & Resorts
Seaworld® Orlando
Walt Disney World Swan and



## Helping you find direction for more than 20 years.

The Industry Partner Alliance (IPA) Committee is more than a guide for ASAE industry partners. It's more than a group of companies and organizations that provide services and products to ASAE members. The IPA is a strong committee that listens and responds to the needs of the industry partner community.

#### Did you know that the IPA:

- + Improves the membership experience and return on investment for industry partners.
- + Works with ASAE and the ASAE Foundation on events and social responsibility programs.
- + Delivers education sessions specifically targeted for industry partners at ASAE meetings.
- + Develops resources for industry partners looking to connect with the association community.

We can't do it without you.

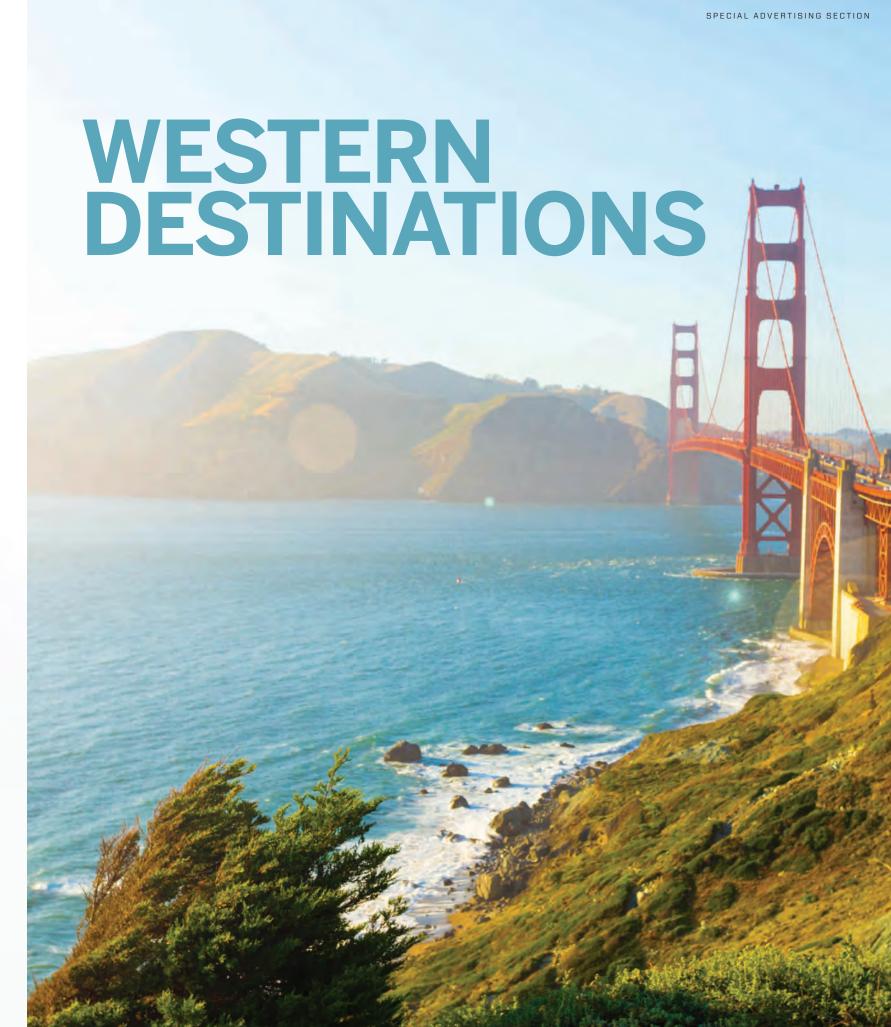
Learn more at **AccessAssociations.org** 



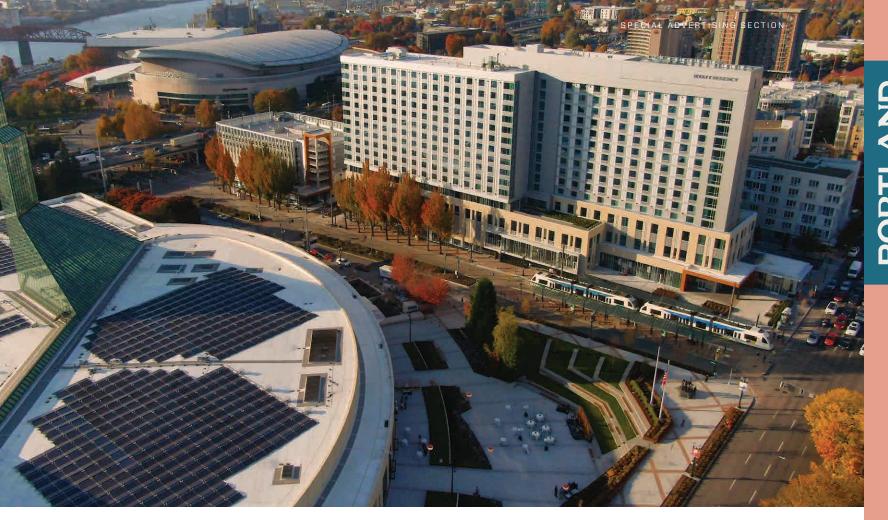
Lori Adlesick. IPA Vice Chair Choose Chicago 312-567-8496

ladlesick@choosechicago.com









## **PORTLAND**

#### There's more to love about Portland in 2020

#### **CONTACT**

#### **Travel Portland**

James Jessie Senior Vice President of Convention Sales 503-275-9770 james@travelportland.com www.oregoncc.org

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#### IT'S AN EXCITING TIME TO PLAN YOUR

meeting in Portland, Oregon. Recent changes to the city's convention landscape have elevated Portland's meetings offerings in a major way. True to Portland's nature, these additions fit in seamlessly with the city's adventurous and welcoming spirit.

Portland is thrilled to announce the recent opening of the Hyatt Regency Portland at the Oregon Convention Center. The hotel boasts 600 rooms directly across from the Oregon Convention Center and is equipped with more than 38,000 square feet of flexible event space, including two sprawling ballrooms and multiple breakout rooms. The hotel also features striking city views, a full restaurant, and guest parking. Hotel guests can take advantage of Portland's award-winning public transportation, with easy access to the hotel via multiple types of transit, including a short light-rail ride directly from the airport. With the addition of this centrally located convention hotel, Portland is solidifying its position as a premier national convention destination.

To add to the excitement, the Oregon Convention Center also recently completed a \$40 million renovation. The ambitious project included numerous updates to the ballrooms and public spaces throughout the venue, and the convention center's outdoor plaza also underwent significant changes

to create a flexible space for events. Featuring local design touches, such as lichen-inspired carpets and forest canopy ceilings, the Oregon Convention Center drew inspiration from the beauty of Oregon's natural landscape.

Steps away from the convention center is the four-star, 168-room Hotel Eastlund, which features two restaurants and a wine bar from esteemed Portland restaurateur David Machado. Altabira City Tavern sits on the top floor with fabulous views of downtown and the West Hills, while Citizen Baker occupies a prime spot on the ground floor. To top it off, Machado's Pullman Wine Bar & Merchant, a sleek, sophisticated space inspired by Pullman railcars, offers a vaulted wine cave for private dining.

With both the opening of the Hyatt Regency Portland at the Oregon Convention Center and the convention center premiering its renovated space, 2020 will usher in a momentous chapter for Portland's convention center neighborhood, the Lloyd District. Not your typical convention center neighborhood, the Lloyd is an up-and-coming district boasting restaurants, bars, and shops. Visitors will have the chance to explore the area while taking advantage of the Lloyd's gleaming new convention lodging and facilities.

Go somewhere different. Go to Portland.

## If you were sleeping any closer, you'd be in the convention center.

The new **Hyatt Regency** is now open directly across from the **Oregon Convention Center**. With over 39,000 square feet of meeting space, 600 guestrooms, and too many pillows to count, it's a planner's dream come true.





Seoul Korean BBQ & Sushi on Havana Street

## **VISIT AURORA**

#### Your guide to Aurora, Colorado

#### CONTACT

#### **Visit Aurora**

Justin Clark
Director of Sales
720-650-0798
justinclark@visitaurora.com
www.visitaurora.com

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#### AS COLORADO'S THIRD-LARGEST CITY,

Aurora artfully melds capacity as an ideal location near Denver International Airport and the Rocky Mountains with areas to explore, award-winning chefs, craft breweries, and a wide range of activities. Visitors can explore the great outdoors and receive expert accommodations all in one destination. Explore our top picks.

#### **SHOPPING**

There are multiple shopping districts within reach. Explore Southlands, known as Aurora's main street, to find popular brands and handmade goods at The LOCAL. Explore Stanley Marketplace for a one-of-a-kind selection of boutique clothing, shoes, jewelry, and gifts. Or stop by Town Center at Aurora for well-known retailers.

#### **ETHNIC EATERIES**

In Aurora, you can dine across the globe. Explore more than 250 locally owned options—from Korean BBQ and Mexican taquerias to Taiyaki Japanese ice cream and many more; there are plenty of places to try. Consider heading to On Havana Street for a hub of ethnic eateries. You can find breakfast, lunch, dinner, and dessert within walking distance.

#### **CHERRY CREEK STATE PARK**

Explore Colorado's natural area, trails, parks, and open space. Cherry Creek State Park is ideal for viewing wildlife, exploring new hikes, and blissful mountain views. Colorado receives more than 300 days of sunshine every year, so even during the cooler months, hiking and nature walks are accessible.

#### STANLEY MARKETPLACE

An aviation factory turned marketplace is now Colorado's largest indoor market complete with dining, shopping, entertainment, and craft beverages. Step inside the Stanley Beer Hall and try a little bit of everything at their pour-your-own taps. Then, head over to Comida for an authentic Mexicaninspired dinner. Before calling it a day, stop by Sweet Cow Ice Cream for dessert or pick up something to remember your trip at Trunk Nouveau or Squadron.

#### **REST AND RELAXATION**

Spend a little time treating you during your Aurora stay. Gaylord Rockies Resort & Convention Center is home to Relâche Spa specializing in massages, facials, and nail treatments. Visitors are also welcomed to enjoy Clementine's Salon for upscale facial treatments, alongside professional hair color, cut, and style.

#### **BREWERIES & CRAFT BEVERAGE**

Aurora is home to more than a dozen craft beer and beverage locations designed to give you a taste of the Colorado lifestyle. Dry Dock Brewing Company, Aurora's oldest brewery, has two locations for tasting all types of locally made lagers, porters, and IPAs—just to name a few. If you're looking for something different, Haykin Family Cider's intimate taproom offers an exciting take on cider made from only yeast and Colorado apples.





## **VISIT AUSTIN**

#### Six business leaders to know in Austin

#### CONTACT

#### **Visit Austin**

Amy Brown Vice President of Sales 512-583-7241 abrown@visitaustin.org www.visitaustin.org

#### ONE OF THE THINGS THAT DRIVES AUSTIN'S

cool factor is its fiercely entrepreneurial spirit. From funky local businesses to bleeding edge tech startups, it's a city where big dreams thrive. Check out some of these local entrepreneurs leading the charge.

#### MIKAILA ULMER FOUNDER OF ME & THE BEES LEMONADE

This former *Shark Tank* competitor was one of *TIME*'s Most Influential Teens in 2017. Ulmer started Me & the Bees Lemonade at 4 years old after she was stung by a bee. Her family encouraged her to learn more about bees, and she soon began making her Great Granny's special recipe for local events and competitions. Today, Ulmer travels the country educating audiences about the importance of pollinators, donating a portion of her sales to organizations working to save the honeybees.

**Join her by:** Seeing her speak at ASAE's XDP, May 19-20, 2020.

#### KENDALL AND JOHN ANTONELLI OWNERS OF ANTONELLI'S CHEESE

It's hard to remember a time when this Hyde Park cheese shop didn't exist. That's partially because of the incredible work of the Antonellis in building a local cheese empire and offering unique group events at their Cheese House. It's also because the pair is a force in the community, participating in events and tirelessly supporting organizations like Good Food Foundation and the Austin Child Guidance Center.

**Join them by:** Booking the space for your private event or hiring Kendall to speak.

#### ELIZABETH ALDERSON OWNER OF AUSTIN DETOURS

It would be nearly impossible to fit everything Austin in one trip, but you can try with Austin Detours. Alderson started

Austin Detours as a tour company for locals. Now offering 20 plus tours and team-building experiences, Austin Detours takes visitors and locals alike around the Capital City on live music crawls, a Street Art + Food Tour, plus their staple—a Real Austin tour—incorporates the local spots keeping Austin weird.

Join her by: Organizing a customized private group tour.

## GREG MCEVILLY FOUNDER AND CHIEF INSPIRATION OFFICER OF KAMMOK

McEvilly founded Kammok to design durable and comfortable hammocks for city-to-trail adventurers. As the chief inspiration officer, McEvilly is focused on brand architecture for the sustainably minded, locally rooted company. Kammok is a certified B Corp business and a member of 1% for the Planet, donating 1 percent of their annual top-line revenue to Explore Austin, a nonprofit which equips local youth with experiences in leadership, mentoring, and adventure.

**Join him by:** Visiting the flagship Kammok store to witness social impact in action.

## LANI ROSALES CHIEF OPERATING OFFICER OF THE AMERICAN GENIUS

As COO of *The American Genius* news site and cofounder of Austin Digital Jobs, Rosales is an incredibly effective community builder. In addition to covering technology, small business marketing, and the economy through *American Genius*, Rosales is the planner and host of BASHH, a monthly tech networking event. Through her events, she brings together a fascinating intersection of local founders, job seekers, and more.

**Join her by:** Subscribing to and partnering with *The American Genius*.



















## IRVING, TEXAS

Built for business, primed for play

#### **CONTACT**

#### Irving, Texas

Lori Mansell Sales Manager, National and State Associations 800-2-IRVING info@irvingtexas.com www.irvingtexas.com

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#### TOP 5 REASONS TO MEET IN IRVING, A RENAISSANCE CITY

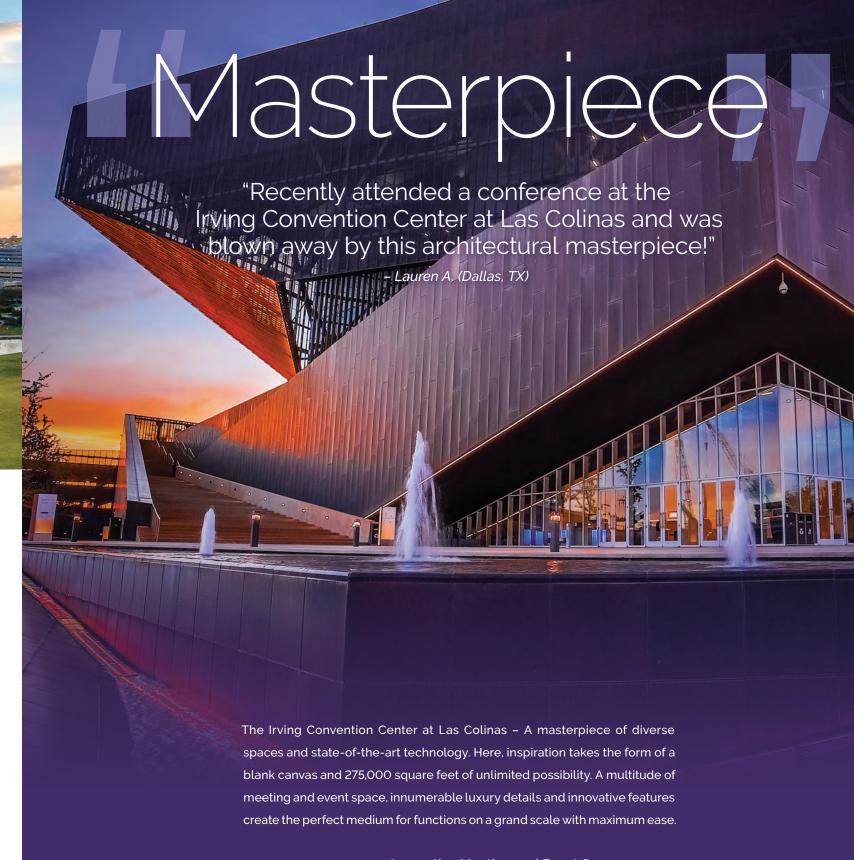
- Easy in, easy out
- Stunning convention center and Westin headquarters hotel
- Convention-centric visitors district
- Pedestrian paradise
- Vibrant, thriving, and surprising—from arts, culture, and live music to food and fun

#### IRVING'S ENTERTAINMENT EVOLUTION CREATES NEXT-LEVEL CONVENTION EXPERIENCE

If Irving isn't on your radar yet, it should be. There is much that is new, and it's truly allowed Irving to be alluring to planners. It's a breeze to fly into Dallas/Fort Worth International Airport (DFW), and there is easy access via light rail to the city's business district, Las Colinas Urban Center. With a pristine lake and Venetian-like waterways throughout, the Las Colinas Urban Center is charming, clean, and safe. Now, Las Colinas features a new, walkable entertainment district, and it's completely reshaping the convention experience. The district houses dining, nightlife, and accommodations—open 365 days a year—anchored by The Irving Convention Center and its Westin headquarters hotel. The LEED Platinum-certified convention center's stacked floor plan is easy-to-navigate and offers natural lighting and dramatic views of the city and waterways. Next door, Irving's go-to entertainment destination, the Toyota Music Factory, features a thriving music and foodie scene. Plus, there are unique venues for planners to choose from, ranging from offsite meeting spaces to special event sites and everything in between.

#### **DESTINATION DETAILS**

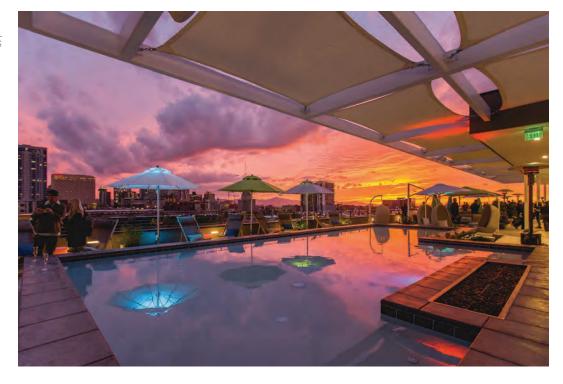
- Less than a three-hour flight from either coast to DFW Airport
- 275,000-square-foot convention center
- 85 hotels totaling 13,000-plus rooms
- 16 full-service hotels collectively offering 300,000-plus square feet of meeting space



**IRVING ROCKS** Innovative Meeting and Event Space



A SIGNATURE SUNSET OVER DOWNTOWN PHOENIX AT FROM THE ROOFTOP BAR & LOUNGE, THE NEWLY OPENED CAMBRIA HOTEL DOWNTOWN PHOENIX CONVENTION CENTER'S MIXFD-LISF SPACE.



## **VISIT PHOENIX**

Downtown's rapid growth includes major hotel renovations and new, state-of-the-art stays

#### CONTACT

#### **Visit Phoenix**

Ronnie Collins Director of Sales 602-452-6215 rcollins@visitphoenix.com visitphoenix.com/meetings

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#### IN PHOENIX, MEETINGS ARE OUR

specialty. And with a diverse portfolio of conference-friendly accommodations, an award-winning convention center, convenient airport access, and a burgeoning downtown scene, Phoenix is in full bloom.

More than \$5 billion has been pumped into a 1.7-square-mile zone in the downtown core, which includes new and improved office space, shops, restaurants, entertainment venues, convention and academic facilities, and hotels.

Greater Phoenix is home to more than 66,000 rooms at more than 480 hotels and resorts, and the city's downtown core offers more than 4,000 hotel rooms, with additional accommodations on the horizon.

#### **BOUTIQUE BRILLIANCE**

The Cambria Hotel Downtown Phoenix Convention Center, a 127-room property on downtown's Roosevelt Row, opened in late 2019. The \$26 million hotel features a rooftop bar venue (From The Rooftop Bar & Lounge) that can accommodate 499 and offers 360-degree views of the city; 900 square feet of indoor meeting space; several large art pieces, including murals that span the height of the building; and Poppy, a restaurant led by Chef Nate Cayer, former executive chef of The Godfrey Hotel in Chicago.

The AC Hotel by Marriott Arizona Center broke ground in September 2019. The 199-room hotel is scheduled to open in 2021, making it the third AC Hotel in Greater Phoenix after

the AC Hotel by Marriott Phoenix Biltmore and the AC Hotel by Marriott Phoenix Tempe/Downtown.

#### **RENOVATION AND REIMAGINATION**

The Sheraton Phoenix Downtown, located only a few blocks from the city's convention center, is in the process of revamping its guest rooms, lobby, meeting space, and culinary offerings. The 1,003-room property—the city's largest—was selected to become the prototype for Marriott's portfolio-wide rebranding of Sheraton. Guest room renovations are projected for early 2020 completion, with the lobby, restaurant, and meeting space updated to reflect the new brand identity by the second quarter.

Following an exterior refresh in early 2019, the Hyatt Regency Phoenix kicked off floor-to-ceiling renovations of its 693 guest rooms, as well as revitalization of meeting spaces and three new meeting rooms. The 24-story hotel, located across the street from the Phoenix Convention Center, will also be adding a patio and a rooftop courtyard for enjoying Phoenix's perfect weather. An expanded grab-and-go market will complement Bushel & Barrel (formerly Networks Bar & Grill), which opened in January 2020.

Neighboring Renaissance Phoenix Downtown Hotel completed a \$12 million renovation on its lobby and exterior in 2017 and has now shifted focus to remodeling its guest rooms—splitting the construction between summers 2019 and 2020.





You're not looking for another breakout—you want a breakthrough. In a city where unconventional places meet state-of-the-art convention space, success can be found everywhere you turn. So come, and let Phoenix surprise you.

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#### CONTACT

**Visit Seattle** 

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#### MORE SPACE TO MEET

In 2018, Seattle broke ground on Summit, the additional facility at Washington State Convention Center—right in the heart of downtown and just a block and a half away from the existing facility, Arch. Opening in Spring 2022, Summit has 31 groups already committed to placing their meeting in the building, or using a combination of both buildings, reinforcing why WSCC's central location in Seattle sets the city apart as a meeting location. WSCC anchors convention attendees to the heartbeat of Seattle, allowing them to experience the city for themselves.

The Arch building is named after the canopy arch that parallels Pike Street between 7th and 8th Avenues in downtown Seattle. It includes 205,700 square feet of exhibit space, 78 total rooms, and 44,000-plus square feet of ballroom space. The Summit building name was inspired by its architectural design and the dramatic staircase that can be seen from the street. Summit will add 248,450 square feet of exhibit space, up to 65 total rooms, and 58,000 square feet of ballroom space. With more than \$93 million from the project designated to streamline pedestrian and transit infrastructure, the goal is to make the city center more connected and accessible to all.

#### **MORE SPACE TO STAY**

Between 2018 and 2019, Downtown Seattle's hotel supply increased by more than 20 percent. An additional 5 percent

increase is expected in 2020, augmenting an already outstanding hotel package. This increase brought the total downtown room count to 14,160, with 15,157 total rooms expected by the end of 2020. The new Hyatt Regency Seattle added 1,260 new rooms to downtown Seattle alone, and many of the city's existing hotels have also been updated. The Sheraton Grand Seattle completed renovations in 2018 that included updates to all 1,236 guest rooms, the lobby, the lounge, and its 78,327 square feet of meeting space.

#### **MORE CONNECTIONS**

When meeting planners choose WSCC, attendees will be in close proximity to countless restaurants, venues, and retail stores, all walkable in downtown Seattle. What's more, Sea-Tac airport to downtown Seattle is only 35 minutes via light rail, adding even more efficient travel options into the city. With emblems of the city's culture—like critically acclaimed restaurants, Loulay and Wild Ginger; iconic music and theater venues including The Paramount and The Moore; and flagship retail experiences: Nordstrom, Starbucks Roastery, and Amazon Go—so easily accessible to WSCC, attendees will be immersed in Seattle's diverse, transformative, and creative spirit. Meeting attendees at WSCC will also be less than eight blocks away from Pike Place Market—one of Seattle's biggest and most vibrant attractions.

Learn more about placing your meeting in the heart of downtown Seattle at visitseattle.org/meetings.



**THE SUMMIT BUILDING, OPENING SPRING 2022** Summit features expansive meeting spaces. A place that will soon be home to a jaw-dropping atmosphere designed to foster mindfulness and creativity. Book your next event here or at Arch, our existing building on Pike Street. Learn more at **visitseattle.org/conventioncenter** 





## Cleaning

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#### **AMERICAN CLEANING INSTITUTE**

You can't get something clean without the right cleaning product. That's where the American Cleaning Institute comes in. The group began in 1926 as the Association of American Soap and Glycerine Producers, later becoming the Soap and Detergent Association, and eventually evolving into ACI The organization says it is committed to "promoting the use of scientific concepts and standards" in the cleaning industry. It supports members with education on standards and best practices.



#### AMERICAN HOUSE CLEANERS ASSOCIATION

When it's time for spring cleaning—or anytime year round-members of the American House **Cleaners Association** are available to take charge. AHCA helps members grow and nurture their housecleaning businesses and seeks to raise respect for the profession. AHCA wants the world to know its members are "skilled and vital" professionals who are "changing lives every single day."

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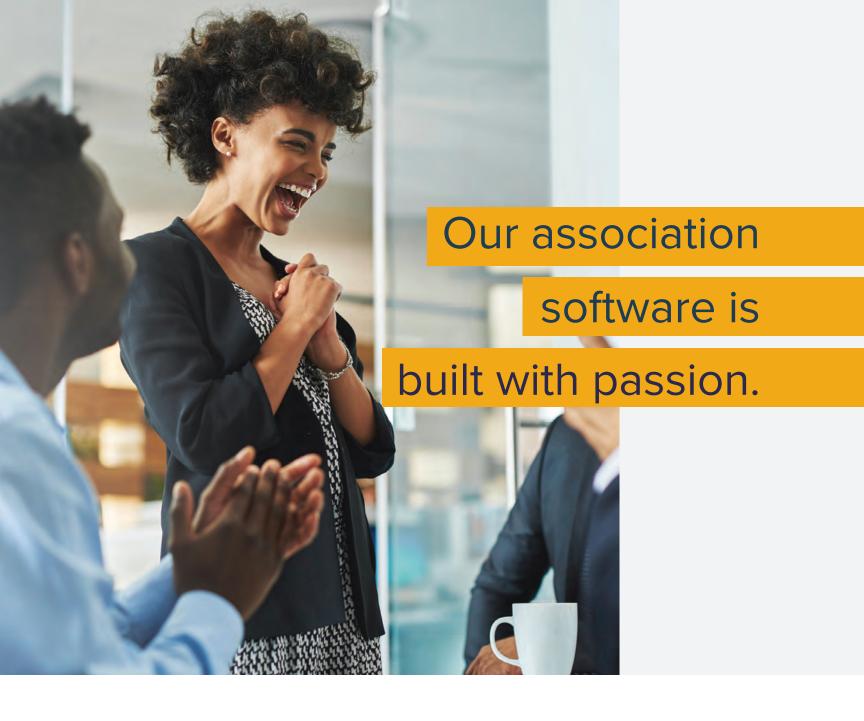
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ACTIVITIES OF DAILY LIFE TO PEOPLE AROUND THE WORLD. ON THIS PAGE EACH ISSUE, FIND OUT HOW.—RASHEEDA CHILDRESS



{ maybe that's why it's so easy to love. }

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