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Thriving in a competitive marketplace requires both creativity and discipline, grounded in business intelligence—and you’re not off the hook because you work for a nonprofit. Associations are working to advance their missions in a high-speed, constantly changing environment where smart approaches to finance, product development, technology, and talent management are critical to success.

The Associations @ Work Toolkit is designed to help you navigate that new terrain. This is your guide to ASAE’s 2018 Associations @ Work Business Conference, offering two days of learning and networking opportunities. And in the Guide to Business Solutions, you’ll find companies with the expertise to help you address your toughest business challenges.
WELCOME TO ASSOCIATIONS @ WORK.
This is your guide to the onsite experience and everything this conference has to offer—from learning lab and industry partner sessions, keynotes, deep-dives, and more.

Working together makes us stronger. When you collaborate with others, you take on their strengths as your own. Associations @ Work helps finance, HR, business operations, executive management, and fundraising professionals work together by sharing critical insights, trends, and tools for interdepartmental success.

View the full session descriptions and learn more at:

- asaecenter.org/AtWork
- #AtWork18
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Schedule

**SUNDAY, OCTOBER 28**

12:00–4:00 p.m. Registration  
BULFINCH/RENWICK

1:00–4:00 p.m. Preconference Workshops  
Assess Your Financial Fitness  
DECLARATION A  
Create a Best Place to Work  
DECLARATION B

**MONDAY, OCTOBER 29**

7:30 a.m.–5:00 p.m. Registration  
BULFINCH/RENWICK

8:00 a.m.–5:00 p.m. Bookstore open  
INDEPENDENCE FOYER

8:00–9:00 a.m. Continental Breakfast  
INDEPENDENCE FOYER

Industry Partner Breakfasts

Build Board Consensus for Financial Decision-Making  
INDEPENDENCE FG  
Hosted by MCDONNELL MANAGEMENT

Grow Your Bottom Line with a Customized Banking Strategy  
INDEPENDENCE HI  
Hosted by JOHN MARSHALL BANK

9:00–9:30 a.m. KEYNOTE  
Be Real: How to Bring Your Human to Work  
INDEPENDENCE A

9:45–10:45 a.m. INDUSTRY PARTNER SESSION  
Looking for Returns in Alternative Places  
LAFAYETTE PARK  
Hosted by SUNTRUST

9:45–10:45 a.m. LEARNING LABS  
Data Cleaning—It’s a Dirty Job, But You Can Do it!  
INDEPENDENCE HI  
Foundation Leadership: It’s a Team Sport  
INDEPENDENCE FG  
The Intersection of Space and Culture  
INDEPENDENCE DE

Separate registration required.
9:45 a.m.–12:00 p.m. **DEEP DIVE**
From Strategy to Action: Best Practices for Operationalizing Your Strategic Plan
INDEPENDENCE BC

11:00 a.m.–12:00 p.m. **INDUSTRY PARTNER SESSION**
Delivering Risk and Fraud Assessments your Board Wants and Needs
LAFAYETTE PARK
Hosted by LEARNING LABS
Don’t Get Ambushed by Cyber Security Attacks
INDEPENDENCE FG

The Key to Building a Human Workplace: Honoring Relationships
INDEPENDENCE HI

Objectively Evaluating Your Association’s Investment Policy and Performance
INDEPENDENCE DE

12:15–1:45 p.m.
Networking Luncheon Roundtables
INDEPENDENCE A

Participate in facilitated roundtable discussions over lunch with more than 20 discussion topics, including fraud considerations, virtual workplace success, financial transparency and renovation vs. relocation analysis.

2:00–3:00 p.m. **INDUSTRY PARTNER SESSION**
Understanding and Mitigating Security Risks in the Workplace
LAFAYETTE PARK
Hosted by ASAE Business Solution Provider

LEARNING LABS
Association Revenue Recognition—This is the Year to React to ASC 606
INDEPENDENCE DE

Breaking Workplace Mental Health Taboos
INDEPENDENCE HI

Don’t Give up the Ship: Launching a ‘Risky’ New Program
INDEPENDENCE FG

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2:00–4:15 p.m.

DEEP DIVE
Drivers of Change: Reshaping Work and the Workplace for Associations
INDEPENDENCE BC

3:15–4:15 p.m.

INDUSTRY PARTNER SESSION
Big Investment Ideas for Smaller Associations
LAFAYETTE PARK
Hosted by ASAE Business Solution Provider

LEARNING LABS
Hiring the Best Staff in the New Marketplace: What Works and What Doesn’t
INDEPENDENCE HI
Strategic Analysis of Financial Data—Beyond the Basics
INDEPENDENCE DE
Your Corporate Partners are Seeking ROI. Are you Providing it?
INDEPENDENCE FG

4:15–5:00 p.m.

Networking Reception
INDEPENDENCE FOYER
Hosted by our Event Partner-Vault

5:15–7:15 p.m.

Women Executives Forum
Sexual Harassment Bystander Training for Women and Men
INDEPENDENCE BC
Hosted by our Strategic Partner-CHICAGO

Separate registration required.
TUESDAY, OCTOBER 30

7:30 a.m.–4:15 p.m.  Registration
BULFINCH/RENEWICK

8:00 a.m.–4:15 p.m.  Bookstore open
INDEPENDENCE FOYER

8:00–9:00 a.m.  Continental Breakfast
INDEPENDENCE FOYER

Industry Partner Breakfasts
Chapter Finances Reimagined: Taking Finances and Operations to the Next Level
INDEPENDENCE FG
Hosted by billhighway

More Money In Your Pocket—Retirement Plan Design Essentials for Association Executives and Employees
INDEPENDENCE HI
Hosted by asaeretirementtrust

9:00–9:30 a.m.  KEYNOTE
How To Think Like An Innovator
INDEPENDENCE A

9:45–10:45 a.m.  INDUSTRY PARTNER SESSION
Strategies to Thrive–Navigating the Accounting Professional Shortage
LAFAYETTE PARK
Hosted by our ASAE Event Partner CliftonLarsonAllen EVENT

LEARNING LABS
Customer-Centric Operations: A Story of Transformational Change
INDEPENDENCE DE

Deliver Successful Budget Outcomes When Revenue is Down
INDEPENDENCE FG

Don’t Hire Visionary Leaders
INDEPENDENCE HI
9:45 a.m.–12:00 p.m.  **DEEP DIVE**
The Strategic CFO and High Performing Executive Team: Tackling the Toughest C-Suite Issues
INDEPENDENCE BC

11:00 a.m.–12:00 p.m.  **INDUSTRY PARTNER SESSION**
Cyber Creeps and Criminals: Anticipating and Responding to Cyber Crime
LAFAYETTE PARK
Hosted by

**LEARNING LABS**
The Future of Workforce Development: Tools for Change
INDEPENDENCE HI
Trends, Culture, and Innovative Thinking
INDEPENDENCE FG
Understanding UBIT/Tax Code Revisions
INDEPENDENCE DE

12:15–1:45 p.m.
**Luncheon Lightning Talks**
INDEPENDENCE A

Building Affinity Through Educational Travel
Presented by Professionals Abroad

Enabling People with Disabilities to Help your Association Thrive
Presented by RespectAbility

Mission Critical Team Building Through Personal Protection
Presented by ASAE Business Solution Provider

Reaching for Perfection: Conducting a Meaningful RFP Process
Presented by ASAE Business Solution Provider

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- Sunday Preconference: 3 additional credits
- Industry Partner breakfasts: 1 additional credit each day

For more information, email Karen Bernstein:
kbernstein@asaecenter.org
2:00–3:00 p.m.  
**INDUSTRY PARTNER SESSION**  
Beyond the Board: Alternatives in Association Governance  
**LAFAYETTE PARK**  
*Hosted by* Caplin & Drysdale

**LEARNING LABS**  
Cultivating a Healthy Organizational Culture  
**INDEPENDENCE DE**

GDPR—How to Achieve Compliance  
**INDEPENDENCE FG**

A Simple Way to Analyze Price Sensitivity:  
Are You Charging the Right Price?  
**INDEPENDENCE HI**

2:00–4:15 p.m.  
**DEEP DIVE**  
Refresh, Re-tweak, Revitalize: A look at the Performance Review Process and Other HR Management Sacred Cows  
**INDEPENDENCE BC**

3:15–4:15 p.m.  
**LEARNING LABS**  
Are You Ready for Your Own Association Health Plan?  
**INDEPENDENCE FG**

Don’t Create Committees, Design Them  
**INDEPENDENCE DE**

Rethinking Reserves—Using Reserves to Expand Your Mission  
**INDEPENDENCE HI**

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We gratefully acknowledge CliftonLarsonAllen LLP as the pioneer partner of this conference as well as an Event Partner in the ASAE Alliance Partnership Program.
TABLE OF CONTENTS

ASAE Insurance Source .......................10
ASAE Retirement Trust ......................12
Bostrom .................................................14
Community Brands ..............................16
Cushman & Wakefield ..........................18
DiMeo Schneider & Associates ..........20
Experient ...............................................22
Impexium ..............................................24
Quorum .................................................26
RSM US .................................................28
Cyber Creeps and Criminals: Anticipating and Responding to Cyber Crime

By Scott Swift

Do you leave your blinds open when you are changing your clothes? Of course not! So why would you expose your organization’s assets to cyber criminals by not learning how to mitigate cybercrime risk? Every organization needs to learn about the tools available to combat these cyber creeps as these criminals seemingly lurk in every email and every dark corner of the worldwide web.

Cybercrime is an issue that cannot be ignored and affects managers across the organization, including operations, IT, HR, and legal. Cybersecurity is an area that requires understanding, awareness, and efforts at various levels of the organization. The individuals in these roles need to be aware of, and stay current with, trends and information relative to cybersecurity and work together to ensure that their association is properly managing cybersecurity-related risk.

Cyber criminals are employing a variety of creative methods to gain access to company assets. The old adage of the best defense is a good offense is most appropriate when preparing against a cyberattack. Being prepared when the inevitable cyberattack occurs is the best line of defense for any organization.

The first line of defense is knowledge about best practices to mitigate cybercrime risks. Help your organization arm itself with this critical knowledge by learning more about cybercrime trends, risk-management strategies, and creating a breach incident response plan.

Cyber criminals are on the cutting edge. They are developing new ways every day to infiltrate your network and exploit your vulnerabilities. Cybercrime trends continue to include social engineering, ransomware, phishing, cryptocurrency mining, and brute force attacks. Learning more about the hallmarks of these various cyberattacks reduces your organization’s vulnerability to them when they are
knocking at your network door.

Secondly, while cyber criminals appear to be one step of ahead in the volatile cyber landscape, there are countermeasures available beyond understanding the various attack methods. For instance, an organization can effectively transfer the risk of exposure to cybercrime via appropriate insurance coverage. Cyber insurance products are available to protect your organization from the devastating impact of a data breach, malware, or ransomware attack. Additionally, reviewing and understanding vendor contract indemnification provisions can be an effective way to transfer risk from your organization to another.

Finally, to round out your solid offense and protect your organization from the creeps lurking outside your network, an organization must implement effective cyber incident planning. Who is the first person you call when the dreaded skull-and-bones emoji pops up on your screen with the flashing words “Your Files Are Encrypted”? If you don’t have a clear plan in place, the attacker is already one step ahead.

Fortunately, your organization can protect itself. With the right knowledge, insurance product, and breach response plan, your assets won’t be exposed by the cyber creep lurking outside your door.
In 1925, the Social Security Act was signed into law by Franklin D. Roosevelt and established a program designed to pay retired workers age 65 or older a continuing income after retirement. The age parameters for the program made a lot of sense to the lawmakers of the day. Since the average life expectancy was 61.7 years they felt the new program would not be a strain on the government.

Fast forward 90 years, and we find that Social Security is in jeopardy. Life expectancy is now 78.7 years, and it’s increasingly common for individuals to surpass this mark. Other demographic changes, such as declining fertility rates, are affecting the system as well, all of which puts the sustainability of this system into serious question. According to the annual trustee reports on Social Security and Medicare, Social Security’s trust fund is projected to run out of money by 2034. This news, combined with data regarding the dismal savings rates in the U.S., points to a serious challenge. Americans are facing a retirement crisis, and without the guarantee of a Social Security fix, the onus falls on everyone as an individual to plan for and meet their retirement income needs.

Luckily, there is something association retirement plan sponsors can do in the face of this crisis: implement smart, IRS compliant retirement plan design features and engagement tactics. Here are three examples:

1. Take advantage of technology. Provide interactive and easy-to-comprehend online tools to keep your plan participants engaged and on track. It’s amazing, but true; people love gamification, so seek out a platform that taps into your participants’ competitive spirits via a dynamic user interface.

The ASAE Retirement Trust is an innovative 401(k) plan choice created by ASAE specifically to meet the needs of associations. Along with fiduciary protections, it has lower fees and a higher level of service than most plans available today. Through the ASAE Retirement Trust, organizations gain the ability to address two pressing talent management challenges: financial retirement readiness among current staff and attracting and retaining high-quality, skilled employees in an increasingly competitive workforce.
Offer an employer match. You may already be doing this, but it’s worth a careful look because not all employer matches are created equal. As the following scenarios demonstrate, the way an employer match is constructed can have a huge impact on how much the employee elects to contribute:

**Scenario 1:** Employer Match = 100% of the first 4% of employee contributions

The employee will receive a maximum employer contribution of 4 percent of salary, as long as the employee contributes at least 4 percent of their pay.

**Scenario 2:** Employer Match = 50% of the first 8% of employee contributions

The employee would receive a maximum employer contribution of 4% of salary as long as the employee contributes at least 8% of their pay.

As you can see, Scenario 2 accounts for the same amount of employer contribution dollars as Scenario 1, but for the employee to take full advantage of the maximum employer match, they must bump up their contribution to 8 percent of pay. While this may seem like 401(k) trickery, when your employees realize the positive impact this bump in employee contribution makes in their retirement plan accounts, they will thank you.

Utilize an automatic enrollment feature.

This is where you as the employer automatically deduct employee elective deferrals from an employee's wages unless the employee makes an election not to contribute. Voilà, the issue of inertia is solved!

Help your employees and your organization turn the retirement crisis into a retirement win by taking a thoughtful approach to your retirement plan design. Not only will you engage and incentivize employees to put more money into their pockets, but your organization will also see benefits too as top talent can be recruited and retained by way of meaningful benefits, and workers become positioned to retire on time.
WHAT IS YOUR ASSOCIATION’S USER EXPERIENCE? MAP IT!
BY DEDE GISH-PANJADA

Do your staff and board of directors understand your members, sponsors, exhibitors, and customers as well as you do? Does the association change its offerings as your customers traverse the professional development path and “journey” through the association experience? Is there a disconnect between what your association’s customers are experiencing compared to what your association is—or you think it is—providing? Creating a journey map highlights these big-picture questions and service gaps that can be difficult to answer.

A journey map tells the story of your customers’ experiences from initial contact through the entire engagement process. Each milestone in that process is considered a touchpoint at which associations consider their customers’ feelings (emotions evoked), motivations, and questions to better understand their experience with the association. This allows your organization to better understand and improve those relationships by revealing pain points throughout the customer experience. Once pain points are revealed, your association can target and implement the improvements with the greatest return.

RESEARCH
Journey maps offer a detailed visualization of interactions the customer has with your organization. Besides exploring the touchpoints of your association’s customer experience, the journey-mapping process requires the brainstorming of “personas,” the customer patterns and profile drawn from your anecdotal research and workshop analysis that allow you to group your customers into easily identifiable categories.

Personas tend to be grouped by age, gender, region, occupation, and relationship to your association. More specific identifiers can include their goal as a customer of your association, how they first learned of your association, and what they felt when they became involved with your association.

COMPANY BIO
With its Agile Association Management™ approach, Bostrom (www.bostrom.com) specializes in consulting, comprehensive management, and outsourcing to professional societies, trade associations, foundations, and other not-for-profits. Associations are only as successful as the customers they satisfy and attract to their programs and services. Bostrom’s consulting services help organizations achieve their maximum potential by identifying needs and customizing services to address them. Based in Chicago and Washington, DC, Bostrom has a more than 85-year track record of building successful organizations and enhancing value for clients through trust, experience, and personalized services and solutions.
Much of the initial research of the journey-mapping process, which includes one-on-one interviews and customer focus groups, brings patterns to light that allow these personas to form. Asking frontline staff about the conversations with customers and what concerns, suggestions, and other information they hear can also bring forth key insights about customer touchpoints throughout their journey with your organization. These discussions can be especially helpful when identifying unmet needs and pain points that your association’s staff hears about when answering calls and responding to emails.

**PATTERNS**

Through a facilitated workshop, patterns are first categorized into three building blocks: doing, thinking, and feeling.

- “Doing” highlights what actions your customers are taking as they go through your association’s experiences.
- “Thinking” explores what comes to your customers’ minds during those actions.
- “Feeling” analyzes what emotions the action evokes or how this makes your customer feel.

**ANALYSIS**

This stage is focused on finding your customers’ stories. Using the patterns drawn from the analytical data and anecdotal research, you can group your customers into easily identifiable categories or personas. Create at least three differentiating dimensions when you delve into what makes each persona different and list them on a scale.

Another strong indicator of customer pain points is determining Customer Effort Scores (CES). These scores allow you to understand the opportunities to “lose” customers as they go through the journey, comparing the actual level of effort to the amount of effort the customer expected. CES has a critical link to loyalty: Experiences that require more effort than expected lead potential customers to drop out of a process before your sales channel can intervene.

**MAP IT**

On the map’s X axis, create steps of the customer journey. Then, on the map’s Y axis, list each action and the appropriate emotional level. Next, summarize key differences, thoughts, and feelings.
ASSOCIATIONS CONTINUE TO ACCELERATE CHANGE THROUGH TECHNOLOGY

BY JEAN-PAUL (JP) GUILBAULT

Digital transformation is everywhere, and the pace of change can be as intense as the stakes. Organizations of all kinds are using technology to create new processes, invent new activities, and design new ways to achieve success. This trend started many years ago and has quickly made its way into all that we do personally and professionally. What we value, what we experience, and what we expect has fundamentally shifted.

Most organizations have started on the transformation path with immediate and practical solutions like integrating technology. Increasingly, transformation will come from enhanced cloud computing, the Internet of Things, robotics, and artificial intelligence. These technologies will create new possibilities—reimagining what now exists and envisioning what may soon exist.

PEOPLE, PRODUCTS, PROCESSES

The intersection of people, products, and processes forms the relationship and the experience created with association members. It’s an interwoven tapestry of activities and technologies that addresses many association needs: membership management, professional education and certification, events and attendee experience, career centers and media sales, foundation fundraising, accounting, and secure payment and engagement transactions.

How will the future take shape? First, the profile of staff members will change. Executive directors, membership managers, professional development managers, accountants, event planners, and foundation leaders will all have more experience with digital transformation and technology initiatives. They will see different opportunities and have different tactical priorities. Technology and mobility will be at the heart of member engagement. Through automation, many of the duties of staff members will be replaced.

Second, association members will experience new forms of engagement and can now participate in meaningful and lasting experiences for their members, donors, volunteers, and families. Headquartered in St. Petersburg, Florida, Community Brands serves the social good community in more than 30 countries.
of engagement. Member profiles will be richer, and algorithms will create smarter solutions. Data will sync and update across platforms, and software will make contextually relevant suggestions. Members will check in at an event with face recognition, walk into an educational session, and see further learning and involvement recommendations the next time they engage. Members will engage, learn, share, pay, and donate from anywhere, anytime.

**DIGITAL TRANSFORMATION HORIZON**

As we prepare for technology on the transformation horizon, three areas are worthy of consideration:

1. **Transformation planning.** Establish goals for the next one to two years that address technology integrations designed to improve member engagement. Plan the three- to five-year horizon that incorporates more transformative technology, working with your technology partners to build it. Look for inspiration and guidance in and out of the association space.

2. **Personalized experiences.** Mine data from membership solutions and other sources to customize experiences for members. Know preferences—past, present, and future. Lots of data allows an organization to personalize the way members interact throughout the membership lifecycle. Solicit and act on feedback from current and prospective members.

3. **Implementation models.** Begin building the competencies and capabilities with people, products, and processes today. Think through staff training, organizational structure, and talent development. Understand the mix of in-house and outsourced capabilities that leads to success with faster-moving and potentially less familiar technology initiatives. Include technology transformation in all aspects of association planning.

Our team at Community Brands recently experienced firsthand this merging of people, products, and processes. Through an enterprise initiative for associations called Project FIRE (Future of Innovation, Revenue, and Efficiency), we unveiled a new suite of integrated software solutions that helps associations achieve better engagement, improved efficiency, and increased revenue.
According to the U.S. Bureau of Labor Statistics, each year 2 million American workers report having been victims of workplace violence. In 2014, 409 people were fatally injured in work-related attacks. That’s about 16% of the 4,821 workplace deaths that year.

It is understandable that certain occupations are inherently dangerous. Taxi drivers, for instance, with heightened exposure to the general population and few built-in protections, are 20 times more likely to experience workplace violence than those in other professions. But what about the gleaming glass towers in downtown business districts, or ambitious mixed-use developments that attract a vibrant, well-heeled crowd? Association tenants and employees within those settings are not immune.

In a time when news reports of active shooter, domestic terrorism, and workplace violence incidents are becoming increasingly commonplace, it is important to examine how our changing security-risk environment affects both tenants and property operations and how security issues affecting any one tenant can impact everyone in the building.

Tenants’ responsibilities for providing their employees a safe and secure working environment vary depending on the type of access control practiced by building management. Large multi-tenant office buildings typically operate on a controlled access model in which tenants are issued access credentials and visitors are screened and their purpose for visiting the property is verified prior to being granted access to tenanted floors. Smaller office buildings typically employ an open access model where anyone can enter the building and take elevators to any floor without being screened. Other properties, such as mixed-use complexes, operate on a hybrid model where access is controlled in parts of the property but not in others. Each model poses unique challenges and places differing responsibilities on both property managers and their security staffs, as well as tenants.
Workplace violence occurs for a variety of reasons, many of which have nothing to do with the organization, but all of which can place the organization’s employees and the rest of the building’s tenants and visitors at great risk. It is incumbent on all tenants to proactively manage risk by instituting common-sense security measures to reduce the likelihood of a violent incident occurring.

Some of these security measures include:

- controlling access to an office suite if the base building operates on an open access model
- configuring office spaces to minimize the possibility that an armed intruder can gain access to where the majority of employees are housed
- encouraging employees to report alarming or disturbing behavior to management that could predict a future violent outburst
- asking employees to advise management of any threatening situations outside of work that could impact them while at work
- promptly notifying building management of any threats to tenant employees, regardless of how credible, so that the risk can be assessed and appropriate security measures implemented

It is not necessary to spend each day at the workplace living in fear. However, it is important to be proactive and well-informed when considering the safety of tenants and employees. A formal human resources plan coupled with a thoughtful strategy for the physical premises exponentially reduces potentially harmful workplace incidents.
FIDUCIARY FOLLIES: THREE COMMON INVESTMENT RESERVES MISTAKES TO AVOID
BY AHMED FARRUK

Growing up I had a neighbor, Mr. O’Connor, who was a survivalist. A World War II veteran, he had a basement stocked full with batteries, blankets, and enough cans of Campbell’s Soup to keep a small country fed for years. The problem: I don’t think Mr. O’Connor managed his bunker but just kept adding to it.

Between canned peaches well past their expiration date and Duracell batteries leaking acid, the poor guy’s oversight failed to match his enthusiasm.

Perhaps your association has its own bunker of sorts by way of an investment reserve. Kudos for having a well-stocked investment reserve. If managed properly, it can serve as a critical resource to secure the future growth of the association, fund strategic initiatives, or help offset unforeseen hiccups in revenue. However, accumulating reserves is not enough; the association has a fiduciary duty to its members to ensure proper oversight of the investments.

The Uniform Prudent Management of Institutional Funds Act (UPMIFA) provides valuable guidance as to how to exercise proper fiduciary oversight. Despite this guidance, many associations don’t fully embrace their fiduciary responsibilities. Instead, they simply assume adding to and accumulating investment reserves is enough.

To help avoid a breach in fiduciary responsibility, here are three common fiduciary mistakes to steer clear of.

**Inadequate investment policy.** While many associations have an investment policy, they often fall short of a sound fiduciary document. At minimum, the policy should outline the roles and responsibilities, investment time horizon and risk tolerance, allowable investments, and specific measurement criteria. Furthermore, while many associations have multiple pools of investment reserves with differing investment objectives, the policy should speak to the distinctions
between the pools. A bare-bones policy is a fiduciary risk.

**Haphazard investment strategy.** Diversification is widely considered a prudent investment practice as it limits the risk of being overly reliant on a particular segment of the market. UPMIFA states, “an institution shall diversify [its] investments.” A diversified portfolio requires an analysis of how different segments of the market are expected to perform and the risks associated with those asset classes and what mix is designed to achieve objectives within acceptable risk. Absent a thoughtful discussion on asset allocation, investors may be tempted to invest in asset classes they are familiar with or that have historically performed well (to the exclusion of other potentially worthy asset classes).

A prudent fiduciary can defend their investment strategy, tying it to objectives and risk tolerance, and have the analytics to support their decisions.

**Not understanding fees.** Prudent fiduciaries don’t pinch pennies but spend wisely.

UPMIFA states an institution “may incur only costs that are appropriate and reasonable in relation to the assets.” The best way to comply with this opaque standard is to understand all fees associated with your investment portfolio(s). These include fees paid to investment advisors, transaction and custody costs, and fees to investment managers.

Particularly tricky are commingled investments, including mutual funds that have expenses embedded which makes them harder to decipher. Further still, mutual funds come in a variety of share classes (with varying expenses) that can include direct payments to outside parties, including investment advisors and brokers/dealers.

If you have any questions regarding the above content, consult with your investment advisor. A fiduciary misstep is tougher to swallow than a can of spoiled peaches.
Let’s start with a multiple-choice question: Do most people attend your events because (A) they want to or (B) they have to?

Are most people choosing your event over countless others because they treasure the wealth of meaningful experiences you’re providing? Or are they choosing the path of least resistance and just coming because they need to score some quick continuing education units, then planning an early exit?

An increase in early departures is a red flag that event loyalty could be at risk.

If you chose answer A, then your event loyalty could still be at risk if you haven’t tested those assumptions with your customers or run them by your vendors.

According to a recent Salesforce study, 82 percent of sellers are out of sync with what matters to their buyers.

UNDERSTANDING LOYALTY

Several years ago, Seth Godin wrote a thought-provoking post, “Two Kinds of Loyalty,” where he explored two approaches many organizations take to build loyalty:

- **Loyalty of Convenience:** “The problem with the loyalty of convenience is that the customer is always tempted to look elsewhere for options,” Godin says. “And the vendor is always working to build barriers that don’t necessarily increase satisfaction.”

- **Loyalty of Identity and Satisfaction:** According to Godin, “I’m not even looking” loyalty is that the customer [or attendee] “is as committed to the relationship as the vendor is. You earn this sort of loyalty, you don’t architect it.”
This second level of loyalty is attained when there’s a convergence of experience-driven culture, meaningful content, and executing on data sets. It drives more authentic communication and connection with your customers, which in turn further deepens their loyalty to you.

**NOTICE, ANTICIPATE, AND DELIVER**

Getting clarity on what your guests value most about your event is an important first step. This will help you anticipate what they’ll want in the future.

One example is to anticipate their needs at every touch point, starting with their arrival at the airport. You could greet guests as they arrive and quickly direct them to cabs to ensure a smooth journey to their hotel.

Housing is another example where you can notice past behaviors and anticipate future desires. Your housing invitation could include: “You booked the Westin last time. Would you like to rebook this property? Here are two other hotels you might consider that are similar.”

**MAPPING OUT YOUR LOYALTY STRATEGY**

Every time you delight your guests, their loyalty grows stronger. However, true emotional loyalty is earned over a sustained period of time and across multiple branding touch points—one of which is your event.

*The Eight Phases of a Successful Event*, which is an e-book published by Experient, is an excellent framework to apply as you map out your event plan. It will keep you focused on the eight distinct phases your guests navigate on their event journey. Download a free copy of *The Eight Phases of a Successful Event* for free at www.experient-inc.com.
THREE KEYS TO GETTING STARTED WITH BUSINESS INTELLIGENCE
BY PATRICK DORSEY

Regardless of staff size or membership or the type of organization, there has been an ever-increasing amount of discussion about business intelligence and how BI can help drive an association’s business and member-specific objectives. BI encompasses the tools (e.g., dashboards and data visualizations) that use an organization’s data to improve business decisions and performance. For an association, that could mean, in real-time, identifying and investing in the best-performing channels for membership recruitment and retention. And at the executive level, BI could help management track key performance indicators to equally improve top- and bottom-line revenue and growth metrics.

Today, many associations use dashboards to highlight a specific or focused set of data (e.g., website traffic or financial transactions). But a true BI solution will connect otherwise disconnected data sets together to reveal new insights and provide new benefits at all levels of an organization. Better yet, an association management solution with built-in analytics tools and BI functionality eliminates the need for associations to export or import data from various solutions, avoids lengthy and expensive integrations, and ensures analysis is done with the most up-to-date data.

Associations should focus on these three areas to successfully execute an effective BI initiative:

END-USER NEEDS ANALYSIS
Historically, association reporting projects were focused on explaining and showing the current status of the association or department. For example, how many new memberships were sold in the past quarter? However, data in a nice graph does not answer, in real-time, the key needs the staff or executive team may have or require to make a smarter, more informed decision or promote further analysis of the data. In many cases, the graph or report demonstrate what could
have or should have been done to achieve a specific result—and by then, it is probably too late. A successful BI initiative provides access to the underlying data and identifies specific decision points that need to be improved to achieve the desired outcome.

DATA VISUALIZATION + UX DESIGN
A successful BI solution delivers the data needed to make a better decision at the right time and right place. What this means for associations is the data is readily accessible to aid the processes that are used to execute decisions. For association staff, visualizations of key metrics (e.g., an engagement score) can be inserted within an individual’s profile to quickly identify the type of member or prospect staff may be interacting with. Or, inserting a visual indicator on the individual or organization profile to indicate a metric has changed beyond a predetermined threshold may help staff with a decision when interacting with the individual and/or their organization. In today’s business climate, the ability to access, manipulate, and share data visualizations in a mobile-friendly, responsive environment is fast becoming a prerequisite.

BUY-IN
The most critical requirement for a BI initiative to be successful is buy-in, especially at the senior management level. If the executive team does not fully commit to incorporating and using BI tools as part of everyday decision making and if employees are not trained (and retrained) on how to use the decision-making tools as part of their everyday activities, the best BI solution and strategy will likely become a mishmash collection of graphs, charts, and pictures with little value.
The world is digitizing—teams are embracing modern platforms and software across their organizations. From marketing technology to new membership systems, many associations are updating the tools they use to do their work. This modernization is also happening to public affairs. Here are four innovative ways leading associations are modernizing their public affairs teams.

1. **Track social media dialogue of legislators.** Destinations International monitors dialogue on social media to track statements from local, state, and federal officials, helping it identify the origins of a legislative threat and act before the threat gains momentum. Every member of Congress is on Facebook and Twitter, and 360 are on Instagram. In the state legislatures, 50 percent of officials are on Twitter and 75 percent are on Facebook. The adoption of social media by legislators has widened the breadth of information at your association’s disposal. Innovative associations have put it to use to identify potential legislative champions, have an early warning system for legislative challenges, and create new opportunities to engage with stakeholders.

2. **Log meetings with a digital system.** Logging meetings with legislators in a digital system is key for the Retail Industry Leaders Association. Having a central database of notes ensures that information from meetings does not get lost or forgotten and helps teams stay on the same page. Before someone goes into a meeting, a staff member can quickly glance at past meeting notes and be up-to-date on the legislator’s relationship with the association and where he or she stands on the issues RILA cares about. If someone on the team leaves the association, all information is saved in the database of notes and available for new hires to easily absorb institutional knowledge about the relationship.

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**COMPANY BIO**

Quorum is software built for public affairs, providing one place for stakeholder engagement, legislative tracking, and grassroots advocacy. Thousands of public affairs professionals use Quorum for their work in Congress, all 50 state legislatures, major U.S. cities, and the European Union. Quorum remains entirely bootstrapped, having never raised venture capital funding, and works with organizations like the Sierra Club, the Retail Industry Leaders Association, Destinations International, Walmart, Coca-Cola, and the National Restaurant Association.
3. **Personalize communication to legislators.** When Engine needed to make its voice heard on the issue of net neutrality, it sent personalized messages to legislators to show how the issue would affect their state or district. Your association is likely sending messages to your members on a regular basis. You can use similar content that you send to your members to communicate the positive work of your association to policymakers. With modern technology, it’s possible to send personalized messages to each individual legislator and track metrics on email opens and link clicks to measure the impact of your communication.

4. **Make advocacy mobile-optimized.** The American Society of Anesthesiologists has grown its advocate network by launching modern, mobile-friendly grassroots campaigns. Your members are your microphone—they can help amplify your message, so it’s critical that there is a low barrier to grassroots participation. Your members are more likely to participate in your grassroots campaigns if it’s easy to take action, so use a digital tool that allows them to take action from their phone. To maximize the impact of your advocates, launch combined campaigns so they can take multiple actions from the same action center—such as calling, writing, and tweeting their legislators.

By modernizing your public affairs operation, your association can improve its ability to advocate for key public policy issues. Read more best practices for your association’s public affairs strategy on Quorum’s Public Affairs Best Practices blog.
THE EVOLVING ROLE OF OUTSOURCING WITHIN NONPROFIT ORGANIZATIONS

BY TARA LEJA AND DIEGO ROSENFELD

Many nonprofits already understand the benefits of outsourcing. They have been quick to recognize the challenges involved in hiring and retaining the necessary caliber of resources and have leveraged some version of outsourcing to offset these concerns. However, adjusting or expanding existing outsourcing strategies can streamline service delivery and increase efficiency and productivity.

Organizations define outsourcing in many different ways, and we find that many nonprofits don’t frequently revisit their outsourcing programs. In addition, many have cobbled together an outsourcing plan with several disparate providers, ultimately hampering efficiency. These organizations may not get the most value from their investments, missing opportunities to enhance their automation, functionality, innovation, and security posture.

More specifically, finance and accounting and IT are key outsourcing areas where organizations can realize immediate and considerable benefits.

With finance and accounting outsourcing, the right partner can manage and implement more focused processes related to transaction processing, month-end close, and financial reporting. A provider will typically integrate proven technology solutions to automate transactional processes, increasing efficiency and allowing internal personnel to focus on more strategic initiatives. This has also been proven to lead to efficiencies with regard to the external audit process, making it more streamlined and cost-effective.

IT outsourcing can provide a wide range of services, depending on an organization’s specific needs and existing internal resources. It is a flexible continuum of services, ranging from functional support for critical business software to virtual CIO services and fractional IT specialists in security, analytics, and digital marketing on an as-needed basis.

RSM US LLP is a leading provider of financial and technology outsourcing solutions to nonprofits across the country. By combining our decades of nonprofit industry experience and technical knowledge, we understand your needs and can develop and implement an effective outsourcing strategy quickly and cost-effectively.

The margin for error when running a nonprofit is often small, and our advisors can assess your unique situation and create a consistent outsourcing framework that increases efficiency and insight. With experienced and predictable finance and IT resources in place, you can concentrate on more strategic functions and increase value to constituents and donors.
A managed-services relationship is the most proactive and strategic IT outsourcing option, with a third-party provider assuming a significant amount of an organization’s IT responsibilities. In a recent RSM survey of CFOs, 69 percent of respondents believe an outsource provider could do a better job managing IT than their own internal team.

Simplifying outsourcing vendor relationships can also increase efficiency and insight. Previously, nonprofits had to manage multiple outsourcing relationships for IT, financial systems, and other key areas. But “next generation” providers can bring various facets under one roof and help successfully navigate digital and financial transformation initiatives. Visibility across multiple business functions can help connect financial and technology systems, creating a platform to better manage and measure outcomes.

While some nonprofits are led by forward thinkers who have implemented proactive outsourcing strategies, many remain in break/fix scenarios, reacting to pain points in their people, processes, and technology. These challenges typically originate from the current labor shortage and difficulties in attracting experienced resources, or localized issues such as inconsistent reporting or a security breach.

Outsourcing can provide more consistency, efficiency, and security for critical functions at a predictable monthly spend rather than large, unplanned capital expenses. Unfortunately, nonprofit organizations have generally been underserved for so long, many do not realize how to get more from their potentially outdated outsourcing strategies.

Ideally, organizations can start to develop a more effective outsourcing framework by understanding current strategies and where gaps may exist. An experienced advisor can perform an assessment, analyzing existing processes and opportunities and helping the nonprofit understand how to leverage outsourcing more effectively.

Outsourcing has evolved to become a key differentiator for successful nonprofits. Instead of waiting for financial or IT issues to disrupt operations, modern nonprofits are working with providers to design proactive, scalable outsourcing relationships. Adopting these strategies can reduce the complexity of your manual processes, increase performance of your technology investments, and enable more strategic and informed planning.