

FORUM

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INFORMING & INSPIRING
ASSOCIATION
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Exploring Unique Pathways to Recruiting

Diverse Members

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Campaigns—It's Not
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Turning Members'
Insight Out

Welcoming Environment® Issue!



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CASE IN POINT

Exploring Unique Pathways to Recruiting Diverse Members

Having a diverse membership is critical and is a major component in enhancing the visibility of the association and the profession of its members. This year, the American College of Healthcare Executives (ACHE) was the recipient of Association Forum's Welcoming Environment Organizational Award. FORUM spoke with Cie Armstead, director of diversity & inclusion, about how ACHE created a more inclusive environment for its staff and members.

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BIG PICTURE,
ASSOCIATION FOCUS

Successful Public Education Campaigns—It's Not About What You Spend, It's About What You Say

What are the steps to implementing a successful public education campaign? You need to clearly articulate your goal, understand the audience you want to reach and be creative about how you get your message out. Learn how to expertly navigate these steps to maximize your budget and reach.





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Remote Possibilities: Telecommuting Is Gaining Momentum

Introducing remote-working options for employees are a win-win for organizations and their employees. They reduce cost, diminish stress and increase productivity for workers, while providing a valued benefit that helps to retain talent. Of course, for any working arrangement to be successful, the organization and employee must be ready to address the challenges that accompany a remote workforce.

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Turning Members' Insight Out

Focus groups are perfect way to keep your finger on the pulse of your members needs and wants. They also demonstrate to your members that your organization values their input. FORUM spoke with three executives who have had great success with utilizing focus groups to ascertain actionable and important member feedback.

Digital Extras

Access this issue's bonus content on your mobile device:



- *Community Brands'*, "Digital Evolution Study,"

Download the app! Search "FORUM Magazine" on iTunes, Google Play or Amazon.

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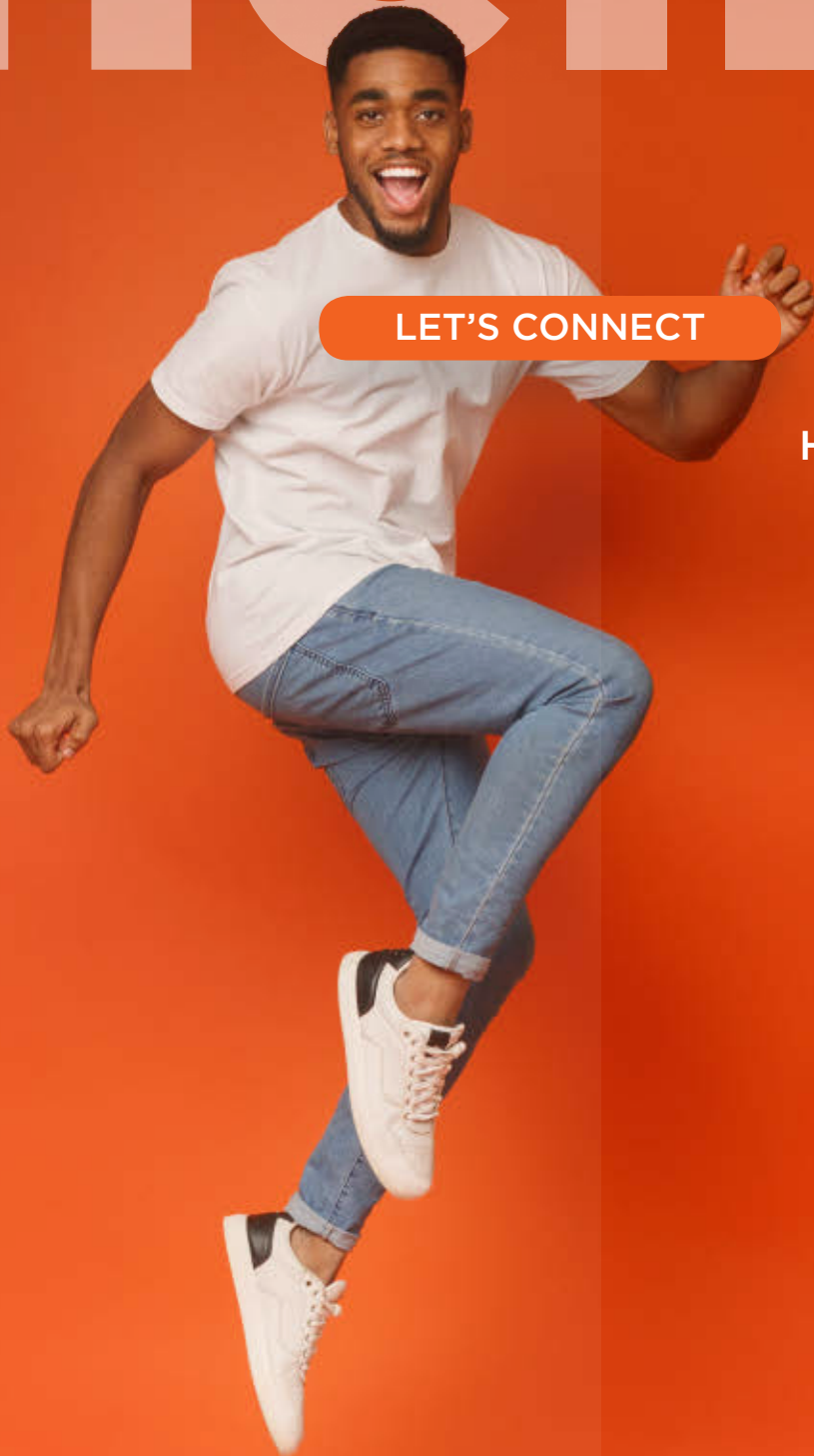
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FORUM's mission is to serve as an innovative resource that anticipates the needs of the association management profession.

Editorial Contributions. You are invited to share your expertise and perspective. Article ideas and manuscripts should, whenever possible, reflect real and specific experiences. Before writing, please contact Association Forum at 312.924.7031 for the *FORUM* Editorial Requirements & Guidelines, or obtain them at www.associationforum.org. *FORUM* reserves the right to edit all articles.

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Finding the Answers By Asking the Question

You don't know what you don't know.

The continuous evolution of our world can be tough to keep up with. New technologies are popping up every day, disrupting the best practices and processes to which we've grown accustomed. For associations, the needs and wants of our members are changing swiftly.



Michelle Mason,
FASAE, CAE
President & CEO
Association Forum

But there's good news: Association Forum is here to help.

The first step is asking the right questions. You don't know what you don't know, but the answer is waiting for you to find it. In this issue of FORUM Magazine, we take a look at the power of focus groups as direct avenues into our members' minds (page 38). Over the past year, Association Forum has used member focus groups to assess our content strategy and some of our digital elements. Through the feedback we received, we have made improvements that will provide increased value to our members.

Of course, it's also important to relay your research to the people who matter. On page 28, we look at public education campaigns and how organizations can inform the public on their key initiatives. These campaigns can also be important to raising the profile of your members' profession.

For insight into some of the research work that Association Forum is embarking on, turn to page 14 for a wrap-up of our Emerging Leaders Think Tank. The Association Forum Foundation Think Tank is an initiative backed by our board of directors that will engage the association industry in an on-going dialogue regarding emerging and disruptive issues in the industry. After a successful and rousing Think Tank in June of this year, we convened a group of young professionals and posed the same

questions and issues to them to gain a different perspective from the association and for-profit executives that participated in the first Think Tank.

At the 2019 Honors Awards, Association Forum bestowed the Welcoming Environment Organizational Award to the American College of Healthcare Executives (ACHE). On page 24, we take a deep-dive into the methods and strategies that enabled ACHE to successfully create a Welcoming Environment.

In addition, Association Forum is in the midst of an in-depth research study around Welcoming Environment, in partnership with McKinley Advisors. Preliminary results of this research will be the focus of our upcoming CEOly Summit at Holiday Showcase, and more robust findings will be presented at the Welcoming Environment National Summit in April 2020. The goal of these events is to move from conversation to action—having the research is simply the first step in a journey to implement its findings for the betterment of our industry, our members and our world.

At the end of the day, you don't know what you don't know, but empowering your association to discover the answers is imperative to being a nimble organization.

Michelle Mason

As part of our efforts to provide a Welcoming Environment™ for our members, we are providing a copy of our Core Values translated into Simplified Chinese by **Interpro Translation Solutions, Inc.**

Be A Welcoming Environment

We are a welcoming environment that actively seeks to enhance the larger community by recognizing the whole is greater than the sum of its parts. We will make everyone who interacts with us feel welcomed, represented, engaged, inspired and empowered.

Embrace Innovation and Quality

We love to try new ideas and seek inspiration from inside and outside the association community—we value improvements big and small. Experimenting with breakthroughs is encouraged and celebrated; however, we know when to pull the plug. We aim to continuously improve.

Have Fun and Stay Positive

It's a fact that you generally spend more time with your co-workers than you do with your own family. We strive to make our work environment one that is fun, positive and an overall great place to work.

Open and Honest Communication and Teamwork

You don't know what you don't know! Effective communication is key. We shall cultivate an environment where we speak openly, honestly and with the goal of building a better team. Candor is constructively embraced. We will work collaboratively to deliver value to members.

Accountability—Own It

We hold each other accountable and expect people to respectfully ask questions and raise concerns. Because work requires interdependent teams and collaboration, we will trust and depend on each other to be responsive and to deliver value and quality services to stakeholders.

Win with Integrity

We operate ethically, contributing our time, talents and know-how to advance our communities where we work and live. We commit to growing our association in ways that benefit the environment and society.

我们致力于为成员提供 Welcoming Environment™（友好环境），作为实现该目标的方式之一，我们在此提供由 **Interpro Translation Solutions, Inc.** 所译的我们的核心价值观（简体中文版）。

提供友好环境

作为提供友好环境的社区，我们认同“整体大于部分之和”这一理念，积极寻求扩大社区规模和影响力的方法。与我们互动交流的每一个人都会受到欢迎和鼓舞，可以真正融入社区，全面提升自己，并找到归属感。

欢迎创新和高质量

我们乐于尝试新想法、寻求新灵感，无论它们来自社区内外；我们也珍惜每一次改进机会，无论机会大小。我们鼓励开创性的试验并乐见其成；但同时我们也深知何时应该采取制止措施。我们希望能够持续改进。

享受乐趣，积极进取

通常情况下，您与同事共处的时间会大于陪伴家人的时间。因此，我们致力于打造一个有趣、积极、整体环境良好的工作空间。

开放、诚实的沟通与合作

知之为之，不知为不知，交流学习才能获得新知！所以，有效沟通非常重要。我们应该创建一个可以开放、诚实交流的工作环境，并将打造更好的团队作为目标。因此，我们积极欢迎坦率的交流。我们将紧密合作，为成员创造价值。

负有责任感

我们共同负有责任，并希望人们能够以尊重我们的方式提出问题和顾虑。团队互助与合作对工作而言不可或缺，我们彼此信赖和依靠，从而能够快速做出反应，并向利益相关者交付有价值和高品质的服务。

用诚信赢得尊重

我们诚信经营，致力于通过自身工作、人才和专业技能来推动所在社区的发展。我们承诺在协会发展壮大的同时造福环境与社会。

This Law Review was written by Susan Feingold Carlson and edited by Jed Mandel, both of whom are founding members of Chicago Law Partners, LLC. CLP serves as the Association Forum's general counsel.



Final Overtime Pay Rules

Q: I read that the on-again, off-again new overtime pay rules are now final. What does my association need to know?

A: On September 24, 2019, the Department of Labor (DOL) issued a final rule under the Fair Labor Standards Act (FLSA), which increases the minimum salary levels required for overtime pay exemption (the “salary level test”) for the first time since 2004. The DOL estimates that the final rule, which takes effect on January 1, 2020, will make more than 1.3 million workers newly eligible for overtime pay. Thus, every association with employees should prepare for the change.

As a general matter, the FLSA requires covered employers to pay employees a minimum wage and, for employees who work more than 40 hours in a week, overtime premium pay at least 1.5 times their regular rate of pay. Yet, certain exemptions exist. In particular, the FLSA exempts “bona fide executive, administrative, and professional” (“white collar”) employees from the Act’s minimum wage and overtime requirements if the following conditions apply: (i) the employee is paid a predetermined and fixed salary that is not subject to reduction because of variations in the quality or quantity of work performed (the “salary basis test”); (ii) the amount of salary paid meets a minimum specified amount (the “salary level test”); and (iii) the employee’s job duties primarily

involve executive, administrative, or professional duties as defined by the regulations (the “duties test”).

The final rule increases the minimum salary level from \$455/week to \$684/week, the equivalent of an annual increase from \$23,660 to \$35,308. It also allows employers to count nondiscretionary bonuses and incentive payments (including commissions) to satisfy up to ten percent of the standard salary level test, provided such bonuses are paid at least annually. Further, if, at the end of the annual pay period, the employee’s salary plus nondiscretionary bonuses and incentive payments (including commissions) does not equal the new standard salary level (\$35,308), the employer will have one pay period to make up for the shortfall (up to ten percent of the standard salary level, or \$3,530.80).

In contrast to earlier proposals, the final rule does not provide for future automatic adjustments to the salary threshold. The DOL has acknowledged, however, that “lengthy delays between updates necessitate disruptively large increases when [the] updates finally occur.” Thus, it has stated its intent, going forward, to update the earnings thresholds more regularly through notice and comment rulemaking.

The changes in the salary level test are the result of a process that began more than three years ago and has been influenced by legal challenges, a change in administration, and public comment. The DOL believes that the new earnings thresholds offer “consistency and certainty for employers as well as clarity and prosperity for American workers.”

It is important to note that the final rule does not amend the third component of the exemption, i.e., the requirements of the “duties test.” Under the duties test, an employee who earns more than the minimum salary level is exempt from the overtime pay requirements if he or she:


(i) has a primary duty to perform office work relating to the management of the enterprise, department or subdivision where he/she is employed; (ii) customarily and regularly dictates the work of two or more other employees; (iii) has the authority to hire or fire other employees, or to make meaningful suggestions and recommendations as to the hiring, firing and advancement of other employees; and (iv) has duties that include the exercise of discretion and independent judgment with respect to matters of significance.

The FLSA’s minimum wage and hour standards do not prevent individual states from establishing their own, more protective standards. Thus, associations must determine whether the federal, or a state’s, overtime exemption thresholds apply to their employees. If a state has a more protective (i.e., higher) overtime exemption threshold in place than that set by the FLSA, the higher standard applies to employees in that state.

In addition to increasing the minimum salary level, the final rule also increases the annual salary level necessary to qualify as a “highly compensated employee” (HCE) from \$100,000 to \$107,432. The increase is substantially less than the proposed level of \$147,414, likely as a result of public comments. Under the HCE test, office employees who meet the

requirements of the salary basis and salary level tests and receive at least \$107,432 annually are exempt from the FLSA’s overtime requirements if they customarily and regularly perform at least one (not all) of the exempt duties or responsibilities spelled out under the duties test.

The HCE test is based on the rationale that it is unnecessary to apply the full standard duties test to employees who earn the HCE salary amount because such employees “have almost invariably been found to meet all the other requirements of the regulations for exemption.” Thus, the HCE test combines a high compensation requirement with a less-stringent, more-flexible duties test. The DOL estimates that an additional 101,800 currently exempt workers could become eligible for overtime under the new increased HCE threshold.

As associations head into 2020, they need to consider the potential effects of the increased salary thresholds on staffing. Not only must they make sure that they are properly classifying employees as exempt or non-exempt, but they also must budget for any likely increases in overtime pay. And, with respect to those “white collar” employees whose annual compensation is close to the exemption threshold, association employers should assess whether modest increases in salary or potential overtime payment obligations make better economic sense for the organization. 

The answers provided here should not be construed as legal advice or a legal opinion. Consult a lawyer concerning your specific situation or legal questions.



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Call for Nominations for Open Positions on the 2020-2022 Association Forum Board of Directors

Please read the Call for Nominations carefully and in its entirety to ensure full understanding of the process. All recommendations for nomination and any information collected as part of the process are strictly confidential.

In 2020, Association Forum's Nominating Committee will elect two association professional members and one industry partner to serve on the Association Forum Board of Directors for the term spanning 2020-2022. We encourage you to nominate qualified candidates.

Board member duties are as defined in the Bylaws, Article V: Board of Directors.

Bylaws Article V: BOARD OF DIRECTORS

Section 1. Authority and Responsibility. The affairs of the Forum shall be managed by the Board of Directors, which shall have supervision, control, and direction of the Forum, shall determine its policies or changes therein within the limits of these Bylaws, shall actively promote its purposes, and shall have discretion in the disbursement of its funds. The Board of Directors may adopt such rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider necessary.

Section 2. Composition. The Board of Directors shall be composed of thirteen (13) voting members as follows: Chair, Chair-Elect, Secretary-Treasurer, Immediate Past Chair, six (6) additional Regular Members (collectively, "Regular Member Directors"), and three (3) Supplier Partner Members (collectively, "Supplier Partner Directors"). In addition, the President & Chief Executive Officer shall be an ex-officio, non-voting member of the Board.

Section 3. Qualifications. Only Regular Members and Supplier Partner Members shall be eligible to serve on the Board of Directors.

Section 4. Term. Officers shall serve a one (1) year term in office, or until such time as their successors are duly elected, qualified, and assume their position. Directors shall serve a three (3) year term in office, or until such time as their successors are duly elected, qualified, and assume their position. In order to provide for a staggered term, two (2) Regular Member Directors and one (1) Supplier Partner Director shall be elected each year. Officers and Directors shall take office on April 1 of the year in which they are elected. Terms shall run from April 1 to March 31, or until such time as successors are duly elected, qualified, and assume their position. Regular Member and Supplier Partner Directors completing a full term in office shall not be eligible for re-election to the Board until at least one (1) year has elapsed. Notwithstanding the foregoing, Regular Member Directors completing a full term in office shall be eligible for election as an Officer of the Forum and may serve on the Board in such capacity.

Section 5. Manner of Election.

a. Nominating Committee Recommended Slate. At least sixty (60) days prior to April 1 of each year, the Nominating Committee shall recommend a slate of qualified candidates to the Board of Directors to fill each seat on the Board of Directors that is either vacant or set to expire. Members of the Nominating Committee are ineligible to stand for election to any office.

b. Publication of Slate. The Nominating Committee's recommended slate shall be announced to all members.

To learn more, visit www.associationforum.org or contact executiveoffice@associationforum.org.

Timetable and Key Actions

November 6, 2019: Completed nominations are due by 11:59 p.m. CT
November 22, 2019: Completed applications are due by 11:59 p.m. CT
December 20, 2019: Members selected for interviews will be notified.
January 17, 2020: Candidate interviews are conducted
March 19, 2020: Board of Directors approves 2019-2021 Candidate Slate
March 23, 2020: Approved Slate for 2019-2021 is announced to members



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Communication, Humility and Self-Awareness: Hallmarks of Effective Leadership

On Episode 8 of the CEOnly Podcast, Association Forum's president and CEO, Michelle Mason, CAE, FASAE, interviewed Henry S. Givray, the chair and former CEO of Smithbucklin, about the topic of leadership and the three critical actions that are involved in the invitation to lead. Below, FORUM presents just a part of that conversation. For the full interview, download and subscribe to the CEOnly Podcast on iTunes or Stitcher.

Mason: Thank you for joining us today on the CEOnly Podcast. To start, how do you define leadership?

Givray: That's a wonderful question, because often we collectively—and I include the media, pundits, politicians, workers in all various fields, scholars, educators—we all fall into the trap of using the word "leader" as a designation for anyone in a position of authority, power, reputation, control or responsibility. When we do that, we trivialize and diminish leadership's true meaning. I deeply believe that the core essence of leadership is profoundly uncomplicated and involves three critical actions. True leaders, first, visualize something better about the future. It could be something as modest as an improvement in a process, or it could be far-reaching and transformational. But they know they can't achieve that better future without, second, getting others to join in the journey. Finally, they get there.

When you think about leadership in terms of those three critical actions, what do they really have to do with position, power or authority? In my estimation, one of the greatest true leaders was Mother Teresa, which has nothing to do with her position, power or authority. Mother Teresa visualized something better about the future—helping the poor—but she knew she couldn't have a significant impact without getting others involved in that journey. As we know, she got there.

Mason: As you talk about Mother Teresa, I think about humility and I think about self-awareness. Can you share with us your thoughts about those core traits that are required for a leader to be successful?

Givray: There are what I would call certain distinguishing qualities that define true leaders. I often say that even though you have certain skills or experiences which are important to help you achieve a coveted title or position, the fact is that leadership is not something that you just get or have bestowed upon you. It's based on others willing to follow you and giving you permission to lead them. What is it that others need to see in you before they give you the permission to lead them?

One of the distinguishing qualities of leadership is self-awareness—really understanding yourself at the core, not your public persona. Why do you think what you think and do what you do? What are your innate biases? What are your core values? What are your dreams and aspirations? That is challenging to do as human beings, because it's just not easy to self-explore continuously and in a disciplined manner.

Once you develop that deep level of self-awareness, you can begin to master the skills around self-management. Why is self-

management so important? Because leadership is ultimately about outcomes, and outcomes don't happen by themselves. They require lots of other people. That's the second critical action of leadership—needing others to get onboard in the journey to get to a desired end-state.

If you're aspiring to earn leadership's invitation, it's going to have an impact on those other people, because they're going to observe your behaviors, actions and decisions, and you're going to impact them. Successful self-management means you regulate, you adjust, you control what you do and how you do it in order to elicit—not discourage or undermine—positive actions, emotions and behaviors in others.

Mason: Your answer leads me to reflect on my time in during the SmithBucklin Leadership Institute when we talked about self-awareness and the need for leaders to receive the invitation and permission to lead. In order for someone to be led by you, they must trust you. I also remember you commonly saying, "Words matter." Unpack that phrase for us.

Givray: Words do matter. Leadership is all about the human element. Until machines run everything, and machines are maintained by other machines, it will always be about the human element. The complexity of the human element is what makes it so difficult to do what true leadership is all about. Communication is how human beings are able to share information and understand and overcome conflict. It's how we are able to get to a right place so that there can be efficiency and effectiveness around whatever actions are needed to achieve that better future state.

When we step back and reflect on communication and we observe both our professional lives and personal lives, we can conclude easily that an overwhelming number of problems—I would argue 95% or more—are due to communication, whether it's a lack thereof or ineffective communication or misinterpretation of intent. All those factors lead to, at best, inefficiencies and wrong direction, and at worst, significant conflict and ultimately failure.

Effective communication helps you establish credibility, elicit confidence, gain respect, build loyalty and, ultimately, earn trust. Words are critically important for clarity and context in order to earn leadership's invitation, but also to be able to deliver on the promise. You want to invoke the desired reaction from people, because you're trying to get them to join you in the journey. You want to reduce confusion and make sure there's understanding around why you are doing what you're doing. Ultimately, leadership is about outcomes. Effective communication helps you get to that desired outcome.



FRAME UP A *New Perspective*

September 15, 1:15 pm
AMERICAN VISIONARY ART MUSEUM

When Wade Marcus found out his next trade show was in Baltimore, his wife Sasha asked if she could come along. While he worked the expo floor, she explored the city's unparalleled art scene — but saved one adventure for them to share together. On their last afternoon in Charm City, they toured a place that Sasha heard locals describe as out of the ordinary. But after getting a close look, they both realized it was really out of this world.

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Emerging Leaders Think Tank

In 2019, the Association Forum board of directors approved the evolution of the Association Forum Foundation into a Think Tank for the association industry that would engage the association industry in an on-going dialogue regarding emerging and disruptive issues in the industry. From these conversations, the Think Tank would then produce relevant and applicable content and provide valuable resources to advance the association community.

The first Think Tank was convened in June. The session was led by Kelly Peacy, CAE, CMP, who has been the main facilitator of the Think Tank and driving force of the program, bringing together leaders and executives for an in-depth conversation on the topic of the Fourth Industrial Revolution. The room was full of high-level individuals representing the C-Suites of a variety of associations, as well as from the for-profit world. The resulting discussion was robust and thought-provoking, but Peacy noticed a certain demographic was absent from the conversation—the younger generations.

In order to hear from the future of the industry, a Think Tank was convened with members of Association Forum's Emerging Leaders program. FORUM is pleased to share some of the key takeaways and talking points from that discussion.

The Fourth Industrial Revolution

When one thinks about previous industrial revolutions, the technology that emerged in those periods is most likely the first thing that comes to mind—steam power, electricity, mechanization, nuclear energy. But the most important function of these innovations was how they affected change for humanity, both positively and negatively, allowing for dramatic shifts in the day-to-day lives of people—how they communicated, the work they performed and the accessibility of knowledge and travel.

According to the World Economic Forum (WEF):

The Fourth Industrial Revolution is about more than just technology-driven change; it is an opportunity to help everyone, including leaders, policy-makers and people from all income groups and nations, to harness converging technologies in order to create an inclusive, human-centered future. The real opportunity is to look beyond technology and find ways to give the greatest number of people the ability to positively impact their families, organizations and communities.

For association professionals, it's easy to become overwhelmed and nervous about rapid technological changes. The not-for-profit industry has less resources to invest in the latest digital innovations and a potential leadership gap over the next few decades could leave the industry with fewer individuals to shepherd it through trying times.

However, when you reread that passage above from the WEF, you'll notice that it places people squarely at the focus of this new world, which is exactly what this industry does. Associations are

structured around providing opportunity to members to “positively impact” their professions and communities. If that remains the core of your mission, and you put the people of your organization first, then you will be on your way to having a culture that is nimble, ready to utilize emerging technologies and focused on the future.

As one attendee of the Emerging Leaders Think Tank put it, the “haves” of the world will always be first adopters of new technology. Large corporations with profit-driven budgets have the ability to experiment and field-test emerging technologies. For associations, that may mean being on the outside looking in for a bit, but once that technology makes its way to your organization, it will have the power of several years of high-profile beta-testing behind it.

Breaking down bureaucracy

A large topic of conversation for the Emerging Leaders was the elimination of bureaucracy. The classic association model, built on a foundation of volunteer committee leadership, can naturally form bureaucratic barriers that hamper innovation if not continuously reassessed.

The attendees at the Think Tank agreed that one of the key ways to lessen bureaucracy is through transparency, starting with the board and leadership. There needs to be direct lines of honest communication between varying levels of the organization. Transparency breeds trust, and trust empowers young professionals to perform their jobs at higher level than if they are operating in silos.

The need for transparency isn't exclusive to internal structures and staff needs. Members want to have a full understanding of the value of their membership. This becomes increasingly important as newer generations are adept at efficiently finding what they need—a quick Google search might lead to the answer they seek quicker than attending a session or watching a webinar.

Make it simple, but don't dumb it down

Associations need to clearly communicate their value to newer generations and make it easy for potential and current members to receive that value. Of course, this is in no way unique to Gen Z and Millennials—Baby Boomers and Gen X also appreciate a succinct understanding of benefits and systematic ease of use. The newer generations, however, have a higher level of expectation based on the world they've grown up in.

Of course, ensuring simplicity doesn't necessarily mean dumbing it down. As a result of being bombarded with information, news and

advertisements at every turn, newer generations are adept at recognizing when they are being talked down to or sold a dream. Buzzwords and empty promises cause young professionals to tune out.

Deliver the content and experiences that matter

Professional development, networking and education have long been cornerstones of the association industry and that isn't going to change anytime soon, but the way that these experiences are delivered to members have changed drastically. Associations need to not only understand how their members want to receive content, but also appreciate that there are differences in needs even within similar demographics.

The Emerging Leaders, who were all of the Millennial generation, each expressed their own personal preferences when it came to content vehicles. A 27-year-old, city-based marketing professional might have vastly different expectations than a 27-year-old finance professional who lives in a suburb. By lumping a generation into the same bucket, (i.e., all Millennials love webinars), does a disservice to that audience and makes assumptions of an individual that may not be true.

Personalization, therefore, needs to be a top-of-mind issue for associations. From the communications you send to the education vehicles you offer, members should have the ability to access the content that is relevant to them without jumping through hoops. Of course, the catalyst for effective personalization is clean and accurate data, which brings us back to that core essence of the Fourth Industrial Revolution—the emerging technologies need to support the needs and wants of the people, helping them positively affect their communities.

Continuing the conversation

As the Association Forum Foundation Think Tank continues its work, it will continue to engage a variety of association professionals and executives on the trends and issues that matter most both today and tomorrow. These conversations and explorations into the topics that are important to the industry will help to guide our research and move the needle on finding solutions to the problems that associations face.



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By **Dan Shea**

Embracing Diversity From a Place of Privilege

“Black people do not need allies. We need people to stand up and take on the problems borne of oppression as their own, without remove or distance. We need people to do this even if they cannot fully understand what it’s like to be oppressed for their race or ethnicity, gender, sexuality, ability, class, religion, or other marker of identity. We need people to use common sense to figure out how to participate in social justice.”

– Roxanne Gay, author of *Bad Feminist*



Steve Smith, MS, CAE

Vice President, Client Relations
Association Management Center

Steve Smith, MS, CAE, is currently the vice president of client relations for Association Management Center (AMC). In 2020, he will transition to the role of CEO at AMC, effective April 1. Smith also serves as CEO of the American Academy of Hospice and Palliative Medicine and is the executive sponsor of AMC’s Diversity and Inclusion Advisory Group.



Kevin Hinton, MBA

Executive Vice President, Strategy
Minding Your Business

Kevin Hinton, MBA, is the executive vice president, strategy at Minding Your Business. He has over 20 years of experience in leadership roles in the association, hospitality and meetings industries, including as CEO of Hinton + Grusich, EVP of Association Luxury Hotels International (ALHI), CEO of the Society for Incentive Travel Excellence and chair of the International Board of Directors for Meetings Professionals International.

At an Association Forum Welcoming Environment event earlier this year, the topic was raised of how white men could be allies and contribute to diversity and inclusion initiatives. The discussion was important for white males in leadership to hear, but less than a dozen of the attendees were of that demographic group. This led to a conversation between Steve Smith and Kevin Hinton about how those in privileged positions can be engaged in important D&I conversations.

That informal discussion was eventually formalized into a Welcoming Environment Conversation Circle at the request of Association Forum president and CEO Michelle Mason, which convened around 30 attendees from the association community in early September. Smith and Hinton led the session, entitled “White Men and Diversity: An Oxymoron?” using a white paper of the same name from an organization called White Men As Full Diversity Partners as a starting point for the conversation.

FORUM spoke with Smith and Hinton to discuss the key takeaways and learnings from the Conversation Circle.

FORUM: Why is it important for white men to be a part of the diversity and inclusion conversation?

Smith: Diversity, equity and inclusion work is everyone’s responsibility. White men who have benefitted from privilege (education, opportunities, income) or do not identify with an underrepresented group often have the least amount of experience and exposure to the challenges faced by others. And yet, they are often in roles or positions where they help to create or change an environment, culture or practice. We know there are gaps in understanding as well as knowledge. White men need to be engaged and better informed so that they can get off the sidelines and share in responsibility for creating and leading DEI efforts.

Hinton: There are many layers to this I suppose, however one reason is that white men still dominate positions of leadership which means people like me have a lot of power – with the influence to change cultures, hearts and minds if we choose to use it.

As someone once told me, the definition of privilege is being in a position to choose whether to engage in this conversation. As one woman of color said at the event, she’s been having conversations like this her whole life.

FORUM: How can white male leaders best be supportive of D&I initiatives?

Hinton: We need to talk about (and model) inclusion—a lot (more)! Who can argue with someone making the case for a welcoming environment? Also, focus less on talking about or trying to define diversity. I don't mean that diversity isn't important, rather that we can do more by working towards greater inclusion than determining how diverse we (an association, an event, or your team) are.

Smith: Recognize we all have blind spots and limited experiences. Sometimes being well-intended or thinking things are better than they use to be are the most dangerous assumptions of all. We have to listen, learn and lead.

FORUM: What's the importance of educating leaders and staff on unconscious bias?

Hinton: Even the most aware among us have blind spots which impact our decision-making and communication whether we know it or not. The idea that I'm biased can feel like a judgment, however as we learn more about how unconscious bias is prevalent in each of us, the better equipped we will be to lessen its impact on our organization and community experiences.

Smith: Everyone has bias and often it is unconscious. Some of it is formed in childhood or through personal experiences. Sometimes it is not obvious or within our control. But if we are aware of how unconscious bias creeps in and colors our thinking and even our processes—then we can be more intentional about conscious inclusion.

Here's an example: I once sat in on a conversation where a committee was considering who to advance through a process. One participant said of a candidate, "He's too young." My response was to share his age and to remind the group of our commitment to DEI as well as the candidate's qualifications. Another time I heard someone say, "Isn't she going to retire next year?" The group moved on in a way that felt to me as dismissive even though no other insights were shared. Once again, I spoke up. I try to make sure all people are included and considered as opposed to pointing out how someone has demonstrated a bias. It's a subtle but helpful difference that often changes the conversation.

FORUM: What are the most difficult obstacles for white men in entering the D&I conversation?

Hinton: There are few obstacles other than the ones I create for myself. That's the definition of privilege—to be able to decide whether or not to "enter the conversation." If you say something not quite right, just apologize. Own it and keep the conversation going. These conversations can feel uncomfortable—so I guess being an ally is choosing to be uncomfortable.

FORUM: How can white male leaders strike a balance between leading diversity efforts and providing space for woman and people of color to be heard?

Hinton: Make sure inclusion is always on the agenda—that it's a strategic priority. Model inclusive behavior and communication and get informed about how to talk about DEI. Words have power and different connotation. Don't be afraid to say the wrong thing but be open to feedback you can learn from. Ask for help—especially from people who are outside of your network or inner circle. As I read somewhere, put the "I" before the "D."

At the same time, do everything you can to enable women and people of color to lead – conversations, projects, committees, and organizations.

FORUM: How do generational differences exasperate issues with diversity and inclusion?


Smith: I believe age bias is quite prevalent these days. I mentioned two examples earlier. In associations, we often target early career members and millennials as people we want to engage as members. However, when opportunities to participate, lead and connect are limited or not attainable, they move on. Generational differences can be helpful in identifying the needs of a particular group of members but should not be used to limit access or to stereotype. We also know that not all people of a specific cohort are the same. Sometimes, in an effort to understand and target people using data and demographics, we risk

“Make sure inclusion is always on the agenda—that it’s a strategic priority. Model inclusive behavior and communication and get informed about how to talk about DEI. Words have power and different connotation. Don’t be afraid to say the wrong thing but be open to feedback you can learn from. Ask for help—especially from people who are outside of your network or inner circle.”

lumping them all into one category or treating them the same. Regarding our most senior, seasoned and long-term members, I find it odd how quickly an association disengages with them or ignores their needs. When people are approaching retirement or exploring later life opportunities, how can we support and keep them connected with each other and the profession they’ve worked in for decades?

Hinton: Ageism is real, especially in our culture where we place a lot importance on youth and looking young. In our conversation, an attendee who is in her twenties used the word queer which is preferred by many in the LGBTQ community. Another attendee—a baby boomer—pointed out that for him, this is a derogatory term. That dialogue demonstrated how language evolves over time, and that generalizations of most kinds, while often helpful, are also problematic.

A wide array of themes, challenges and opportunities emerged from Conversation Circle. The group agreed that blind spots exist in all people, regardless of the demographic(s) into which they identify or belong. For that reason, ensuring that all voices are heard is imperative to successful D&I initiatives—those that work the best are the ones that engage everyone in critical conversations. There is a sense that many associations still have a white male-dominated culture.

The attendees of the Conversation Circle were asked to answer, “What Can We Do Together?” They agreed on the importance of sharing Welcoming Environment success stories and resources, addressing unconscious bias/conscious inclusion and discussing ways that leaders can model D&I commitment by advocating and amplifying under-represented voices. They also expressed a need to identify what is uncomfortable and difficult about the work that needs to be done, as well as creating ground rules and tools for critical conversations. 

Dan Shea is the Content and Publications Manager at Association Forum. He can be reached at shea@associationforum.com.

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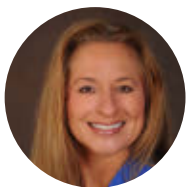
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Adding to the lure of Omaha's culinary landscape is a side of historical context. Did you know the Reuben sandwich was invented here? It's true, and don't let those New Yorkers tell you any differently. The Reuben sandwich was first crafted during a high-stakes poker game in Omaha's Blackstone Hotel in the early 1900s. Since then this savory combination of corned beef, Swiss cheese, sauerkraut, and Thousand Island (or Russian) dressing has become beloved across the globe. While countless renditions exist today, nothing will ever triumph the original. Look to local hotspots like the Crescent Moon Alehouse and Barrett's Barleycorn for the recipe that started it all.

Enough about our meat already, right? Just so you know, unforgettable flavors from every nook and cranny of the globe can be found within blocks of Omaha's downtown convention center. And the only mode of transportation needed to reach these international taste bud destinations is, well, your feet. From classic Italian to smoky Cajun Creole, authentic Mexican to upscale French, signature sushi to fiery Persian cuisine, the heart of Omaha is a beloved culinary melting pot that knows how to satisfy.

Sure, all of this grub sounds delicious; but what good is it without something great to quench your thirst? Luckily Omaha knows a thing or two about craft beer. Throughout the city you'll find thriving craft breweries doing what they do best – concocting custom ales, lagers, and stouts to be guzzled by the masses. Nitro Day Stout, South Pacific Pineapple IPA, Tart Cherry Wheat, Dominican Brown Ale, Vanilla Bean Blonde – the frothy list of inspired infusions pours on and on. Sample some of the best beers you'll ever taste, created by craftsmen who have made beer their life and Omaha their home.

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Exploring Unique Pathways to Recruiting Diverse Members



By **Brooke Morris-Chott**

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ith the concept of equity, diversity, and inclusion (EDI) becoming more pervasive in companies, academic institutions, and not-for-profit organizations, the importance of creating an accepting, open environment for staff and customers is critical to the health of organizations. Many offices are now starting to implement strategies and procedures to incorporate within their organizations, specifically when it comes to hiring practices. As a result, member-driven associations must also integrate the values and practices of EDI in their organizations, and not just within the workplace. Ensuring that the membership of your association is diverse and the environment of your organization is inclusive are vital to creating a welcoming environment and home for your members.

Having a diverse membership is critical and is a major component in enhancing the visibility of the association and the profession of its members. According to the National Council of Nonprofits, "...when board members, employees, and others who shape the values and activities of a nonprofit come from a wide array of backgrounds, they each bring unique perspectives that shape, blend, and influence how to advance the nonprofit's mission and solve problems in potentially more inclusive and innovative ways." When an organization's membership is comprised of people from a range of racial, ethnic, religious, gender, and sexual orientation backgrounds and lifestyles, it is more equipped to meet the needs of its members as well as promote the profession its members serve.

In the article "Beyond Political Correctness: Building a Diverse and Inclusive Board," Vernetta Walker states, "Not only must your membership be diverse and representative of a variety of groups, but the leading members of your organization should also come from vast backgrounds. Many board members already understand that a homogeneous board can result in near-sightedness and group think. By contrast, a heterogeneous board—one composed of individuals with a variety of skills, perspectives, backgrounds, and resources—promotes creativity and innovation and yields differing voices that can play important roles in accomplishing the organization's mission and increasing understanding of constituents and

community needs. Diverse boards also are more likely to attract diverse donors, and grantmakers are increasingly focused on diversity." Diversity in the leadership of a member-driven organization cultivates diverse viewpoints and helps expand the association's reach.

As more companies and organizations embrace EDI, member-driven associations are looking for ways to recruit a diverse membership to lead their organizations. From training aimed at teaching those involved in membership recruitment how to recruit diverse members, to developing departments designed to specifically seek out diverse member candidates, associations are discovering new ways to expand their membership base and build on their efforts to recruit members from a non-traditional candidate pool.

At the American College of Healthcare Executives (ACHE) the director of diversity & inclusion (D&I) leads development of strategies and operations to advance the diversity and inclusion of its members and the healthcare management field. Prior to the creation of this position, AHCE had some diversity programming and initiatives and diversity-related policy statements. After the ACHE Board of Governors decided to implement diversity and inclusion in a more strategic manner, D&I was added as an organizational core value and the D&I Director position was created.

Cie Armstead, ACHE director of diversity & inclusion, says that the association strives to

“The professions, industries and people we serve are becoming increasingly more diverse, across all dimensions of diversity. To remain relevant and thriving, associations must recruit diverse members and cultivate welcoming environments to retain those members.”

incorporate diversity and inclusion throughout the organization. With conference programming that includes topics addressing diversity, inclusion, and equity in healthcare, along with diversity-related career resources, partnerships with diverse associate organizations, and an intentional inclusion focus in marketing and communications, ACHE strives to foster a welcoming environment for all members.


ACHE uses a variety of methods to increase diversity among its membership and to cultivate a more inclusive environment. While standard recruitment models—word of mouth and member-to-member campaigns—are still used, the organization has implemented additional outreach tactics to under-represented groups. Through its network of chapters across the country and in collaboration with its diverse partner organizations, ACHE informs diverse healthcare leaders of its longstanding D&I commitment and its renewed focus on demonstrating ACHE welcomes all healthcare executives.

For example, ACHE’s Board recently updated the organizational LGBTQ policy and there has been a notable increase in Chapters’ programming related to EDI. “ACHE also exhibits at our diverse partner organizations’ conferences to support the important work they’re doing and promote ACHE’s D&I brand,” says Armstead. “For the past six years, ACHE has conducted an executive diversity leadership development program, which serves as another way to demonstrate ACHE’s D&I commitment. In turn, this supports recruitment and retention of diverse members.”

Armstead also believes that personalization in diversity outreach is key, and organizations should aim to target the individual. “Organizations must be cognizant of how they personalize outreach,” Armstead states. For instance, recruitment initia-

tives and standards may change for different generations, and associations should focus on fresh sources and avenues of recruitment with newer generations. This can be achieved by having representatives from the target groups directly involved in outreach efforts. “When developing an outreach campaign aimed at a specific group, make certain to include staff or members from the target group in the development process,” Armstead says.

It’s also important to be mindful of the intent of the messages being sent. Practicing cultural competence, having awareness and understanding of those of varying cultures, and acknowledging one’s own world view and privileges are significant to fostering an inclusive environment for members, as well as creating an organization that professionals from diverse backgrounds would want to belong to (and would recommend to their colleagues). Using inclusive language in recruitment and being respectful in how you address potential members are essential in any membership recruitment messaging, and even more so when it comes to diversity recruiting.

“To be effective, we need to consider the full spectrum of our current and future membership,” Armstead asserts. “The professions, industries and people we serve are becoming increasingly more diverse, across all dimensions of diversity. To remain relevant and thriving, associations must recruit diverse members and cultivate welcoming environments to retain those members.” 

Brooke Morris-Chott, MPS, is the Communications Program Officer at the Association for Library Collections & Technical Services (ALCTS), a division of the American Library Association.

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Successful Public Education Campaigns—It's Not About What You Spend, It's About What You Say

By **Lynn Kahn**



The allure of a public education campaign is undeniable. Board members love the idea and may think that these campaigns are the answer to raising the public profile of their profession. Even staff often are drawn to the idea, because public education campaigns can be a lot of fun and a welcome change from business as usual. And consultants and marketing communications firms really love association public education campaigns because we can work with you on these initiatives.

That said, successful public education campaigns share some common elements. And you might be surprised to know that one of them is not necessarily how much you spend. What follows is a discussion of what you need to do and know before you embark on a public education campaign if you hope to succeed.

Step One: Clearly Articulate the Goal of Your Campaign

This is not as easy question to answer as you may think. In fact, if you get a group together (internal staff and/or board members) you will likely find that you hear multiple responses. Take the time to reach a consensus. Just as important, make sure the goal is something that others actually care about or at least something will care about once you educate them.

The reality is that public education campaigns that are built around raising the profile of the profession will fail. That should only be seen as a byproduct of doing a public good. As an example, and one that I will refer to throughout this article is the Stop the Bleed® campaign. This Department of Defense program has been embraced and become a major initiative of the American College of Surgeons (ACS). In broad terms, this initiative came about after the Sandy Hook tragedy highlighted the need to teach people—like you and me—to stop life-threatening bleeding—before first responders could arrive. The ACS saw an unmet need and has since become the leading organization in terms of training instructors to stop the bleed and training the public with nearly 60,000 instructors

and more than 1 million people trained world-wide.

Certainly, the American College of Surgeons is now known more widely than it was before it began its public outreach with the Stop the Bleed initiative, but that was not its primary intent. The campaign was designed to meet a public need. The goal was clear—to teach the public to be *immediate* responders.

Step Two: Define Your “Public”

A common mistake that associations make when they launch public education campaigns is that they assume that the “public” means the public at large. The public at large is not only a huge, heterogeneous group, but it is virtually impossible to reach in a cost-effective way unless you have unlimited funds. Take a step back. Is the general public really the group that you are trying to reach? The more precisely that you can define your public, the more effective your campaign will be. As an example, let’s consider a physician specialty organization that is trying to protect its scope of practice, since anyone with M.D. after their name can legally perform a procedure without board certification in that specialty.

Option 1: Launch a public education campaign directed at the general public campaign explaining board certification and why that is important.

Option 2: Launch a public education campaign directed at *policymakers* explaining board certification and why that is important.

There are two benefits to Option 2. First, Option 1 is not only expensive, but based on

“The success of any public education campaign depends first and foremost on whether the public you are trying to educate is or can be convinced that your goal is a worthy one.”

what we know about how people choose their physicians, likely ineffective. Board certification is not high on the list factors for physician selection—certainly lower than word-of-mouth and location. Option 2 may or may not be effective, it will depend on additional work. The message must be supported by actual evidence that physicians outside the specialty have compromised patient safety. If so, then the association’s campaign will have teeth. If not, then it is questionable whether the campaign, at the end of the day, is for the public good.

Step 3: Be Creative in Getting Your Message Out (It Doesn’t Have to Be Expensive)

The American College of Surgeons had virtually nothing budgeted when it committed to its Stop the Bleed initiative. Even today, its investment is minimal. Certainly, if your association has a lot to invest, that’s great, but don’t be deterred if your funds are limited. On the other hand, if your cause is worthy, lack of funds should not be a limiting factor.

It stands to reason that the more narrowly you define your “public,” the greater likelihood there is that your message is to reach your intended audience. For example, if your public is the local community getting your message heard is going to be much easier than if you are trying to reach the entire state. Or, if you are trying to reach state legislators, that task will be more achievable and affordable (in most cases) than trying to educate the U.S. Congress.

That isn’t to say that some public education campaigns should be limited in scope and size. For example, the American College of Surgeons set its site on teaching everyone in America how to stop life-threatening bleeding. It recognized that this was a lofty goal, but it also recognized that there was a public health need and that it could not be prioritized based on geography, income, or any socioeconomic factor. The ACS

also realized that at the time this initiative became a priority it had not budgeted for a public education campaign of this magnitude.

It is not simply good fortune that despite its financial constraints and hard work of its physician leadership and staff that the ACS Stop the Bleed initiative has trained more than 1 million people in life-saving bleeding control techniques. The success of the ACS’ public education campaign and other successful public education campaigns share some common attributes:

1) They tap into a real public need

As mentioned earlier, and bears mentioning again, the success of any public education campaign depends first and foremost on whether the public you are trying to educate is or can be convinced that your goal is a worthy one. It cannot be self-serving. Self-serving campaigns disguised as public education campaigns ring false and are a waste of time and money. In fact, they probably do more to hurt your association’s image than if you did nothing at all.

2) They are based on realistic expectations

Public education campaigns should be based on realistic expectations or your association (and your board, in particular, is likely to be disappointed). That isn’t to say that you can’t have auspicious goals, for example, a commitment to ending homelessness, but your campaign must then outline a plan that at least shows a pathway for moving in that direction. Platitudes are insufficient.

Another example of what might be considered an unrealistic goal would be one that defies marketplace realities. Considerable research exists, for example, on how people choose their physicians. Topping the list of decision factors are things like word-of-mouth recommendations, recommendations from another trusted physician, and proximity to home. Of lesser importance are things like whether the physician belongs



to a professional association. Before you get upset, belonging to a professional association is extremely important for many reasons, including for continuing education, advocacy, networking to name a few.

But let's say that an association wants to build a public education campaign to educate the public about how its members are the cream of the crop because they belong to the association and as a result when choosing a physician in that specialty, they should choose a member of that association. Based on what research shows that campaign will fall short of expectations or at best, take a long time and require a huge expenditure of resources to move the needle. (As an aside, associations that have "Find a member" locator tools on their websites that have been optimized can accomplish this goal of driving the public to the association's member in greater numbers way more cost-effectively.)

3) They attract collaborators and supporters

Worthy causes are attractive to like-minded organizations and companies. It is worth seeking out potential collaborators if you believe they can add strength and credibility to your efforts as well as funding sources whether it be foundations or private-sector entities. The ACS has been fortunate to receive both in-kind donations and private funding for its Stop the Bleed initiative. In addition, logos for a number of government entities, who participated in the Hartford Consensus, which was the catalyst for Stop the Bleed, appear on the Stop the Bleed website (www.stopthebleed.org), give additional gravitas to the effort.

4) They are multi-dimensional and measurable

This shouldn't be revelation, because associations already know that a public education campaign is a really just a marketing campaign on steroids. And no marketing campaign is one dimensional. Your marketing mix will obviously depend on who your public is and the complexity of your message. For the ACS, since the public in the larger sense and legislators are its two main target audiences, many different communication vehicles and

strategies are used, including twitter (@bleedingcontrol), the website, story pitching to national media, PR newswire, bleeding control training members of the House and Senate and their staff, among others.


The metrics used to gauge success are fairly straightforward. How many instructors are trained each month and how many members of the public are trained each month? Of course, growth in Twitter followers, media mentions, and training on the Hill are easy to quantify too.

5) They are sustainable

I recently spoke with an association executive who shared a link with me showing a portion of her association's public education campaign. It was fairly impressive. I asked her how things were going and she responded, "Oh, it's over. Once the agency stopped working with us, that was pretty much it."

The point here is if you decide to work with an outside firm, you want to make sure that whatever they work with you to create is something that you have the ability to manage once they depart or alternatively that you have the money to keep the firm on board for the duration of the campaign.

Some Final Thoughts

So, should you consider launching a public education campaign? That's a definite maybe. If you have identified a true need that will resonate with others, then it is worth considering. Don't let money be a limiting factor. Don't let unrealistic expectations cloud your focus. Seek out partners who can add credibility to your efforts. Be creative and educate your public on many fronts. Measure and fine-tune your efforts. Educating the public—any public—takes time. Make sure you are committed not for a week, not for a month, but for as long as it takes to make a difference. Good luck! 

Lynn Kahn is the former director of integrated communications for the American College of Surgeons and is now a vice president in the Chicago office of Reingold, Inc., a strategic marketing and communications firm based in Alexandria, VA. She can be reached at lkahn@reingold.com.

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- Governance: How Can Boards Make Wise Decisions that Meet 21st Century Demands?
- How TRUSTFUL™ is Your Credentialing Process?
- Let's Get Real: Evolving the Member and Customer Experience to Stay Relevant and Avoid Extinction
- Living in the Shadows: Understanding How Meeting Professionals Can Join the Fight Against Human Trafficking
- Pop Up Trainings - Being Nimble for Today's Member

9:25 AM - 10:15 AM

- The Future of International Meetings and Events
- Fiascos - Coping, Surviving and Thriving When Things Go Wrong
- Make the Most of Your Content Investments
- People Are Our Greatest Asset. Oh Really. How Is That Working for You?
- The 10 Human Truths We've Learned from 3,400+ User Experience & Research Studies
- The Awkward Person's Guide to UNProfessional Networking: How to Connect When Traditional Networking Is Not Working for You

CEOnly® Summit

8:20 AM - 10:15 AM

- Welcoming Environment: From Conversation to Action featuring Doug Harris

Keynote and Networking Brunch

10:30 AM - 12:00 PM

- Leading from Any Seat: Stories from the Cockpit & Lessons from the Grit Project featuring Shannon Huffman Polson

Education on the Trade Show Floor

1:30 PM - 1:50 PM

- Network Like an Introvert: Valuable Tips for All Personality Styles

2:00 PM - 2:20 PM

- "I Heard it in the Hallway"- The Opportunity in Microlearning

2:30 PM - 2:50 PM

- Site Inspections from the DMO Perspective

3:00 PM - 3:20 PM

- Don't Let Expertise be the Enemy of Innovation

3:30 PM - 3:50 PM

- The ABC's of a More Inclusive and Diverse Environment

4:00 PM - 4:20 PM

- Know Thyself: The Art of Meaningful Connection

Remote Possibilities:

Telecommuting Is Gaining Momentum



By Teresa Brinati



My workday feels more relaxed in my home setting office,” says Monica Hilgen, who works in Accounts Receivable for Global Charter Services, Inc. “I do finance and accounting work so it helps to have my own quiet atmosphere instead of being in a shared space, plus I’m more productive and more refreshed from not having to commute.”

If your association is debating whether offering a telecommuting option would be a gain or drain on productivity, there is empirical evidence clearly pointing to its upside.

Hilgen, who has telecommuted a few days a week since December 2014 and full-time since 2018, lives 53 miles from her office in downtown Chicago. She estimates she’s gained back 4 hours of her day working at home. You could fly to Jamaica in the same amount of time! Her commute was like an endurance sport: a 25-minute drive to the Metra train station followed by a 75-minute train ride followed by a mile walk to the office. That’s one-way and barring dreaded commuting delays.

She saves thousands of dollars a year on gas, parking, train fare, and shoe leather. Amid escalating concerns about the environment, she’s also reduced her carbon footprint.

Not spending one sixth of her day commuting means Hilgen has “almost two extra hours to sleep in the morning, and in the evening I actually have time to cook a real dinner.” Who wouldn’t want that?

One other thing: “It is especially helpful when I don’t feel well enough to commute, but I’m not so sick I can’t work,” Hilgen said, “So I’m still able to get in a decent day’s workload without having to worry about getting out the door.” Isn’t that the stuff of an employer’s dream employee?

A Win-Win Proposition

Hilgen’s experience—increased productivity, diminished stress, reduced costs, and a decrease in sick days—are advantageous all around. She benefits and so does her employer, not to mention the environment.

Such experience is on par with a survey con-

ducted a few years ago by Connect Solutions (now CoSo Cloud). Among those who worked remotely, both part-time and full-time, “77% report greater productivity while working off site with 30% accomplishing more in less time and 24% accomplishing more in the same amount of time. 23% are even willing to work longer hours than they normally would onsite to accomplish more while 52% are less likely to take time off when working remotely—even when sick.” Yep, win-win for employers and employees.

Hilgen is one of approximately 4.7 million employees—3.4% of the workforce—who now work from home at least half the time, according to the most recent telecommuting trend data from GlobalWorkplaceAnalytics.com. These statistics on the work-at-home/telework population in the US are based on an analysis of data from the 2005–2017 American Community Survey (US Census Bureau).

For Large and Small Organizations

Hilgen’s company, which has 24 full-time employees (37% telecommute full time and 33% telecommute two to three days per week) is in the vanguard since larger companies are most likely to offer telecommuting options to most of their employees, according to Global Workplace Analytics.

With 1,200 employees around the world and annual revenue of more than \$200 million, Jensen Hughes is a global leader in safety, security and risk-based engineering. It also has a flexible work policy, which was the big attraction to the company for Alka Malur, a senior quality assurance consultant, who estimates that 50% of the Jensen Hughes workforce works either part-time

“Increased productivity, diminished stress, reduced costs, and a decrease in sick days are fast becoming hallmarks of the gains realized from telecommuting, no matter the size of the organization.”

or full-time remotely.

“I manage my time in a much more meaningful manner,” said Malur, who has telecommuted two to three days a week for the past ten years. “For example, I’m able to work around my PT schedule or doctor appointments, and don’t necessarily need to take time off to fulfill those obligations.”

On Trend

Working from home is certainly gaining momentum. A 2019 report by Remote.co, which was based on a survey of nearly 2,500 remote workers, found that an overwhelming 99% said they wanted to work from home, at least some of the time, for the remainder of their careers.

Global Workplace Analytics’ research found that:

- 50% of the US workforce holds a job that is compatible with at least partial telework and approximately 40% of the workforce works remotely at some frequency
- 80% to 90% of the US workforce says they would like to telework at least part-time. Two to three days a week seems to be the sweet spot that allows for a balance of concentrative work (at home) and collaborative work (at the office).
- Fortune 1000 companies around the globe are entirely revamping their space around the fact that employees are already mobile. Studies repeatedly show desks are vacant 50–60% of the time.

Even so, workplace flexibility also has its challenges. “Personally, I think that working remotely requires a bit of maturity—one has to cultivate the discipline to be able to work from home,” stated Malur. “This includes refraining from distractions (like house chores) and doing your work in complete isolation,” she added.

Strategies for Working Productively at Home

Being productive is paramount to any organization. Malur said she likes human interaction and part-time telecommuting allows her the best of both environments—home and work. She also recommends being active in a professional association and attending conferences to counter isolation.

Both Malur and Hilgen have strategies for addressing telecommuting challenges.

1. Stick to a schedule.

Hilgen says: “I’m very organized so I keep myself to the same schedule I would in the office, 8 a.m. to 4 p.m. Coworkers always know when they can reach me and get an answer right away. You really do need to be at your work station when you are expected to be, no matter the location.”

2. Carve out a dedicated workspace.

Malur says: “Make getting into a work mindset easy. After my morning cup of tea, I go into my home office, close the door, and I’m in my work environment. It’s a small room with a window that I only use for work. My workspace at home mimics my workspace at the company office—a table, ergonomic chair, bookcase, couple of plants, artwork on the wall to inspire creativity, and two monitors in addition to my laptop.”

3. Develop a routine.

Hilgen says: “I have a certain routine I follow in the morning to prepare for work such as getting up at same time every workday, eating breakfast, then shower, then dress for work. Obviously a bit more casual of dress than in a downtown Chi-

cago office where we have business casual dress anyway.”

4. Have the right tech set up.

Malur says: “This may seem obvious, but don’t take it for granted because without it you cannot operate remotely. Luckily I have extremely high speed Internet at home provided by the building I live in, which meets company requirements. I’m able to connect to work using Cisco VPN. And we’re on a cloud server, so we have easy access to all documents and files whether I’m at home, at the airport, or elsewhere.”

5. Tailor your space for your productivity needs.

Hilgen says: “Being in my own environment, I am in charge of climate control. I can change the temperature of my workspace as I see fit. Also, if I want to listen to music, I don’t feel I’m disturbing anyone else.”


6. Stay connected to colleagues.

Hilgen says: “We have several communication methods—phone, email, Slack messaging, and two to three weekly meetings.”

Malur says: “The way we’re set up, we have immediate access to colleagues. For example, we started with Skype for business but have since migrated to Microsoft Teams (a unified communications

platform that combines persistent workplace chat, video meetings, file storage, and application integration), which gives us flexibility. I have the app on my cell phone. Colleagues have immediate access to me at any point in time. We have eliminated our desk phones at our workstations. All phones are routed through our MS Teams app which we use for weekly team meetings, to make audio and visual calls, and share our desktops. All of the colleagues in my department are virtual (I am in Chicago and they’re in Houston, Boston, and North Carolina).”

Consider the Possibilities

If your perception of a telecommuter is someone in their pajamas lounging on a couch binge-watching the latest Netflix series on their laptop, think again. Increased productivity, diminished stress, reduced costs, and a decrease in sick days are fast becoming hallmarks of the gains realized from telecommuting, no matter the size of the organization. Maybe it’s time for your association to make working from home more than a remote possibility. 

Teresa Brinati is the director of publishing for the Society of American Archivists, which has recently implemented a telecommuting policy. She can be reached at tbrinati@archivists.org.

TURNING MEMBERS' INSIGHT OUT

By **Candice Warltier**



Sue Marchese

Managing Director, Marketing and Communications, AIHA®, the American Industrial Hygiene Association, representing industrial hygienists dedicated to occupational safety and health (aiha.org)



Ann Carstensen

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A

s association leaders you have a sense of who your members are – the average age, trending demographics and even their likes and dislikes. But perceptions and the value your members place on your association can change quickly, making it more important to tap into their mind-set from time to time.

An effective way to capture insights from a diverse membership base is through focus groups. Gathering a small group of members representative of all corners of your membership, can lead to extraordinary learnings, which can lead to anything from a change in website content to a shift in strategic direction, new programming, marketing initiatives and more. At times, insights support observations from staff and volunteer leaders, who have more substantive proof to support those anecdotal evidence. Additionally, members value volunteering and engaging with their associations, so they are often honored to be asked to participate in these sessions.

FORUM spoke with three executives about how they use focus groups to keep their finger on the pulse of their membership.

FORUM: What has your organization done to gather insights from members?

Marchese: AIHA relies heavily on member feedback...and, they love to share it. In fact, our average member survey response rate is 45%. Being cautious not to overdo it, we conduct various surveys with the help of outsourced research firms, annually or otherwise (i.e. member needs survey, environmental scans, focus groups, etc.) as well as conduct surveys in-house on specific topics (i.e. biennial readers' survey for our magazine, post-conference evaluations, public policy survey, etc.). We value our members' feedback so much that whether we implement their changes right away, or not, their insights help us rethink how to offer them a better member experience.

Carstensen: We conduct online surveys immediately following each session of our formal leadership development programs, as well as the educational events we host for our Fellows, supporters, and the public. The purpose of these surveys is to collect both quantitative and qualitative data to inform how we shape future programs, from content, logistics, and registration to marketing, speaker/sponsor selection and preparation, and fundraising.

When we developed our new website and Fellows intranet, we conducted multiple focus groups by phone (individual

and in-person (group)—in addition to online surveys—to better understand the needs of the user and test their reactions to functionality and template designs. The direct interaction participants had with the platform, and the opportunity to have a discussion about their experience, were invaluable to the quality of the product we delivered.

Kamen: In moving to a new professional certification program after 40 years, the NBCRNA sought input from its certificants in numerous and regular ways. This included focus groups—taking advantage of having a wide variety of certificants in person while at large, nationwide conferences, an all-certificant email survey, and feedback from in-person presentations and discussions.

FORUM: How has your association benefitted from insights gathered during focus groups?

Marchese: AIHA members are usually so forthcoming on the surveys we email to them. They will praise us or cut us down to size in an instant, never holding back their opinions. I thought that in a focus group setting our members would tone down their opinions or, in many cases, not share what was on their mind since they were in front of their peers. The insight that I walked away with from conducting focus groups pertaining to our brand refresh project over the past few years was that our members were just as comfortable to share their insights in person as they were on paper...in fact, even more so. Their insights were full of passion, but all were completely constructive.

Carstensen: A sustainable competitive advantage in the marketplace relies on data, operational excellence, and brand awareness.

In February of this year, we launched a new leadership development initiative called The Daniel Burnham Fellowship. This Fellowship is an accelerated civic onboarding experience for senior executives new to Chicago or new to their role. The Fellowship is designed to inspire these leaders to mobilize and exert their combined influence and intellect to positively

impact Chicago, its future, and the continued economic progress of the region. The inaugural cohort of 20 senior executives, primarily from the corporate sector, completed the Fellowship in June.

Within 6-8 weeks of completing the inaugural Fellowship, we held three 90-minute, in-person, moderator-led focus groups ranging from 2-5 participants. Questions ranged from delivery on purpose and design and overall experience to schedule, logistics, impact of experience on day-to-day business life, and future engagement with the Fellowship and the organization.

The data was shared with staff and the board of directors, the body of leaders who endorsed the development of the program.

The information collected during the focus groups shed light on both personal and group feelings, perceptions, and opinions about the experience. This format also allowed us to gather a broad range of quality information in a short period of time, which is critical in an age where data moves at the speed of light. We obtained clarity on what worked well and where we have opportunities to enhance our delivery. Additionally, the insights helped further shape our recruitment strategies, marketing approaches, and overall messaging.

Kamen: This is an invaluable addition to any initiative to elicit input from stakeholders. The qualitative information gained from strategic, in-person discussions has provided us with the necessary input to retool messaging, given us ideas for new products or offerings, and helped alter the direction of some of our programs and even our website. Paired with quantitative data, you can develop a fully-informed communications plan.

FORUM: Can you provide an example of how your association has used insights from a focus group to develop a new program or marketing initiative or change direction on strategy

Marchese: AIHA has been undergoing a brand refresh over the past 3 years (revisiting the organization's name/look/feel, positioning and messaging the role of the profession and organization with external audiences), and at the heart of the project was conducting various focus groups. Going into the first focus groups, staff had a hypothesis that the membership was not going to want to change the name of the organization... and in fact that turned out to be the case. However, in a

different focus group about a new brand logo, the members' insights proved that we needed to go back to the drawing board for the artistic renderings we presented to them.

Carstensen: The insights collected during the focus groups with the Daniel Burnham Fellows significantly influenced a complete rebranding of this new leadership development experience. The feedback helped us better understand how to approach and communicate with C-suite executives, from imagery, color palette, and design, to messaging, format, and delivery. The result was a new brand style guide, an eight-page peer-to-peer brochure available in both print and digital formats, and a PowerPoint template for recruitment presentations.

Kamen: Following our credentialing board's move to a new, multi-faceted certification criteria program, an overarching and far-reaching educational communications initiative was undertaken to ensure a smooth transition. Part of the new program introduced a performance-standard exam for which certificants would receive feedback on their performance. "But how much information is too much, too little, and helpful to support lifelong learning without data being potentially used against them?" Focus groups helped inform our decision [on how to best communicate certificants' performances on the exams].

FORUM: What are two recruitment strategies you have implemented to keep focus groups diverse?

Marchese: Pulling the right lists from our database to identify the age and career stage of each participant was a must in order to get a diverse representation of our members and non-member customers (especially since our brand refresh project was hinged on taking a stalwart, 80-year old brand and making it appeal to the next generation of these professionals). Another important strategy we incorporated in the process was including non-leader and leadership input. We knew that we didn't only want representatives who were just peripherally involved, nor only members who were constantly involved in the organization...but a mix of both in order to get a sense from both audiences.

Carstensen: Know your audience. Because we were conducting focus groups with those who participated in our pilot program, we were intimately familiar with their backgrounds. We offered multiple dates and times for our focus groups, and based on responses we assigned participants to a session. This intentional process ensured each focus group was diverse in gender, ethnicity, industry, tenure in the C-suite, etc.

“A sustainable competitive advantage in the marketplace relies on data, operational excellence, and brand awareness.”

Secure a credible moderator. When we invited our Daniel Burnham Fellows to participate in a focus group, we included the name and bio of the moderator we had selected. Because of the moderator's affiliation with our organization, reputable background, and industry knowledge, our Fellows were more willing to allocate 90-minutes of their time for this discussion. This resulted in a larger pool of participants, which increased the diversity of the overall audience.

Kamen: We recognize that diversity means different things to different organizations. Although we want diversity, we also want to ensure that the group participants have commonality—in our case, all Certified Registered Nurse Anesthetists (CRNAs)—but don't have to have similar opinions about the topics we'd planned to discuss. For us, diversity meant certificants at different stages of their careers and different practice settings (e.g., hospital, academic, private practice).

- 1) For one focus group initiative, we intentionally sought participation from members of a variety of committees that had known, diverse demographics (e.g., practice type/setting)
- 2) Another method we've used has included day-of recruiting at the profession's annual conference, approaching a variety of attendees and inferring their practice setting from their badge information. The random selection of the on-site approach has worked well for us.

FORUM: What are the top recommendations you have for an association executive considering conducting focus groups of members?

Marchese: Be judicious when deciding on your list, making sure to narrow the prospective participants into the areas you had hoped to get insights from.

Consider giving an incentive for members' participation. A simple \$50 gift card to represent how you value their time goes a long way.

And, once the focus groups are wrapped up, reports written and plans implemented, remember to tell your members what the outcomes were. Sometimes, we as staff think that market research is just for us to learn behaviors and change things, but we often lose sight of the fact that the members themselves like to know the outcomes. It gives them more buy-into the changes that may be on the horizon.

Carstensen: Just do it! There can be focus groups for anything – product/program focus groups, service improvement focus groups, or merely idea generation. Whether your orga-


nization is developing a new website, wanting feedback on customer service, or interested in trying out a new idea, a well-planned focus group with clear objectives can help provide clarity and direction before you commit funds to make changes.

Your members AND your employees are the greatest contributors to your business. Take time to tap into these invaluable resources for feedback, comments, opinions, and attitudes about topics that can improve your organization. Your investment will result in greater engagement, deeper relationships, and a higher level of ownership in future actions.

Hire the right moderator. You want a trained, experienced moderator with category experience. And someone who can manage, moderate, analyze, and report. Professional moderators know how to guide group discussions, manage group dynamics, and draw out relevant information. They are adept at exploring and probing unexpected items as they arise during the discussion, yet still keep the discussion on track. Don't settle for anything less.

Kamen: Don't be afraid to ask the “tough” questions in the focus group—those hot-button topics being discussed on social media, etc., about which you have seen incorrect information being spread amongst your membership. This in-person opportunity is invaluable in finding out what your members are really thinking and feeling and will give you information that may help you create or re-tool your messaging to address misinformation, misperceptions and opinions.

Focus groups are more time and cost effective than individual (phone or in-person) interviews, while providing the live feedback. They allow you to investigate complex feelings and behaviors for a deeper understanding that can inform your decision-making, strategic planning, and resource allocation.

Bonus recommendation: Consider who will conduct your focus group based on resources, timing, and the topic. With topics very specific to our profession or more administrative, staff has conducted the focus group. However, we have found that with sensitive or “hot” topics, in particular, it has been beneficial to use a third party to discuss the issues with the focus group to help ensure genuine feedback. 

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Higher Logic is an industry leader in cloud-based engagement platforms. Our data-driven approach gives organizations an expanded suite of engagement capabilities, including online communities and marketing automation. From the initial web visit to renewal and ongoing engagement, we help you track and manage interactions along each stage of the digital customer experience. Organizations

worldwide use Higher Logic to bring people all together, by giving their community a home where they can interact, share ideas, answer questions, and stay connected. Everything we do - the tools and features in our software, our services, partnerships, best practices - drives our ultimate goal of making your organization successful.



Old Second National Bank

Gary R. Raczek, CTP
VP, Treasury Management Advisor
773.854.2905
graczek@oldsecond.com

Old Second National Bank has been serving the community since 1871. Since our inception, we have adapted to the ever-changing financial needs of our customers, delivering new technologies, and maintaining accessible and effective customer service. This model of operation has now characterized our business in three different centuries.

One of our areas of focus is our Treasury Management group. We're committed to providing businesses convenient, easy-to-use technology, paired with a Treasury Advisor team with decades of industry experience and expertise in serving mid-market clients.

The association industry is one of our niche markets. Our team members have years of experience in serving associations and stay-

ing on top of industry trends and solutions. We strive to make it easier for clients, like associations, to receive and collect payments, protect funds and systems, and manage cash flow more efficiently. We offer a customized, adaptive product suite, manageable in real-time with a high-tech dashboard. Our Treasury Management team has worked with numerous businesses to map out processes of efficiency and improvements to their customers' experience, all with the goal of maximizing our clients' bottom line.

Recently, Old Second was named among the "Best Banks in Illinois 2019" in a survey published by Forbes. Member FDIC





October 2019

OCT
15

Association Management Essentials: Membership 360

9 a.m. – 12 p.m.

This course will frame your Membership Strategies from a holistic perspective, and help you approach evaluating your programs and communications from a Member Value perspective, while providing real-world examples you can take back with you.

OCT
16

Healthcare Collaborative: Provider Risk Sharing and Understanding Value

8 a.m. – 1 p.m.

Presented in partnership with Society of Actuaries
Milliman - 71 S Wacker Dr., Chicago, IL 60606

OCT
22

Public Policy and Advocacy SIG: Continental Breakfast with Dan Kotowski

9:00 a.m. – 10:30 a.m.

American Association of Oral and Maxillofacial
Surgeons
9700 W. Bryn Mawr Ave, Rosemont, IL, 60018
Dan Kotowski, former Illinois State Senator and current president and CEO of ChildServ, will provide a unique perspective of how associations can influence public policy.

OCT
23

AMC SIG

9:00 a.m. – 10:30 a.m.

OCT
24

Webinar: Taming Your Data: From Strategy to Tools

11 a.m. – 12 p.m.

OCT
29

Joint Governance/Membership SIG

9:00 a.m. – 10:30 a.m.

OCT
30

Leveraging Emotional Intelligence to Up Your Leadership Game

9 a.m. – 12 p.m.

It is often said that professionals don't lose their jobs because they don't have the functional skills to be successful, but that they aren't skilled in developing and building relationships. The benefits of emotional intelligence are numerous and can positively affect your work, your department, your career and your life.

November 2019

NOV
7

#2'S/COO'S SIG

9 a.m. – 10:30 a.m.

Bring a Guest! We know one is a lonely number. That's why we invite you to bring a guest to a Shared Interest Group meeting. Not a member? No problem. Non-members can attend one complimentary event before becoming a member of Association Forum. Join others with shared interests and discuss issues, ideas and trends. All guests must pre-register themselves!

NOV
7

Webinar: Is it Time To Recession Proof Your Association's Investments?

11 a.m. – 12 p.m.

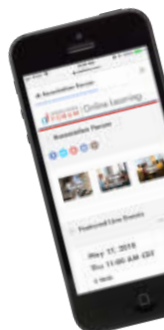
This session will help association staff in all disciplines understand the potential impact of the next recession and ways management and volunteer leadership can prepare your association's investments. Drawing upon on important industry research this webinar will provide important historical perspective and practical, actionable steps association staff and volunteer leadership take now.

NOV
13

Association 101

9 a.m. – 4 p.m.

Events listed here are Association Forum programs. Further details and registration information can be found at www.associationforum.org. Programs are subject to change.



Online Learning!

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pathlms.com/association-forum

Calendar Legend

● Education Events

● Shared Interest Group Events

● Webinars

Location is Association Forum, 10 S. Riverside Plaza, Suite 800, Chicago, 60606, unless otherwise noted.

Promotions and Changes



Rori Ferensic has joined Destinations International as senior director of education. Ferensic has held senior level positions at several trade and professional associations, including as director of education and credentialing at the National Automatic Merchandising Association (NAMA), director of education and professional development at Electronic Transactions Association (ETA) and senior manager, education and program service at Smith-Bucklin. Ferensic is a graduate of the University of Maryland.



Phyllis Scott has been promoted to director, business services for Association Forum. She was previously the business development manager for the organization. Scott oversees business development, including sales, sponsorship, exhibits and advertising, as well as overseeing IT and operations. She has held positions with the Chicago Mercantile Exchange, SPSS and IBM, and holds a master's degree in education from the University of Phoenix.



Kara Brockman, CAE, DES, has been hired by Association Forum as director of education, where she will focus on content strategy and producing the organization's Signature events. Prior to joining Association Forum, Brockman was an education manager at PCMA and began her career in associations at the American Association of Endodontists. Brockman was previously an active Association Forum member, having served on the Forum Forward Planning Committee and the Content Strategy Advisory Group, and was in the inaugural class of the Emerging Leaders Program.



McKinley Advisors has named **David Gammel, FASAE, CAE** as a principal, effective December 2. He joins the organization from the Entomological Society of America, where he has served as executive director since 2011. He previously held positions at the Employee Relocation Council and the American Speech-Language-Hearing Association. Gammel has served of the board of directors for the Council of Engineering and Scientific Society Executives (CESSE) and the American Society of Association Executives (ASAE). In 2018, he was named an ASAE Fellow.



Suzanna Wight Kelley, FAIA, MBA, has been promoted to the role of principal at McKinley Advisors. Kelley first joined the organization in 2017 as vice president, consulting. She previously spent more than a decade in leadership roles at the American Institute of Architects, most recently as managing director, strategic alliances + initiatives. Kelley holds a Bachelor of Architecture from Carnegie Mellon and an MBA in Organizational Dynamics and Behavior from George Washington University.



Glenn Eden has been appointed as the new chair of Choose Chicago. Eden is executive vice president, corporate and technology lead at the public relations firm Weber Shandwick, where he played an integral role in the creation and implementations of the company's diversity and inclusion program, "Common Threads." He serves on the Illinois Institute of Technology's Computer Science Department Advisory Board and is a member of the Chicago United's Leader Council and the Chicago International Film Festival's Black Perspectives Committee.

New AF Members

Individual Members

Patty Coen, CMM, Great Chicago Events

Kelly Collins, International Council for Veterinary Assessment

Rachel DePauw, American Academy of Pediatrics

Daniel Garrett, CAE, American Society of Transplant Surgeons

Jennifer Hausman, ABMS

Connor Huxtable, Wintrust Financial Corporation

Jillian Junior, Shape Services, Inc.

Alyse G. Kondrat

Glenn Mazade, First Midwest Bank

Joyce L. Paschall, CAE, CMM, CMP-HC, American Orthopaedic Society for Sports Medicine

Maribel Rice, Leadingage Illinois

Diane Schneidman, American College of Surgeons

Jessica Weglarz, National Association for Healthcare Quality

Jamie Wigand, MS, Association for the Assessment of Learning in Higher Education

Stefanie Wyckoff, Northern Kentucky Convention and Visitors Bureau

New FORUM Plus Members

Rose Gilligan, American Association of Nurse Anesthetists

Danielle Branch, American Association of Oral and Maxillofacial Surgeons

Michael Frale, Cristina Graham and Jody Stautzenbach, American Epilepsy Society

Javeria Ali, American Society of Anesthesiologists

John O'Connor, CCIM Institute

Joanna Collins, National Board of Certification & Recertification for Nurse Anesthetists

Wesley Ellis and Josh Ruedin,
Radiological Society of North America

Emily Barnes, Nikki Bartoloni, Jason Baum, Wafae Belkadi, Arielle Bergeron, Kenneth Brodbeck, Linda Burkart, Jeffery Calore, Peter Cartwright, Ryan Cashman, Tamika Collier, Erin Corbett, John Daniel, Caitlin Foli, Caroline Frillman, Israel Garcia, William Nicholas Heim, Hannah Jones, Amy Keech, Sarah Kelley, Emily Kelley, Lauren Liacouras, Sarah Logan, Laurel Luke, Thomas Manning, Sean Martinez, Stephanie Mattos, Heather McCabe, Amber McKnight, Meztli Mijes, Rachel Montgomery, Mark Mooney, Crista Mulder,

Abigail Napoli, Natalia Pacura, Jonathan Paine, Katerina Paolisso, Kathleen Phillips, Danielle Pickus, Catherine Prais, Tyler Prich, Blaise Radosevic, Thomas Reister, Nicole Ribbons, Cristina Rivera-Bosques, Erica Robes, Alissa Rogowski, Monica Roselli, Stefanie Rozner, Sydney Scarbrough, Cady Stokes, Dovile Svirupskaitė, Alicia Thompson, Savanna Torres, Cara Trauscht, Matthew Van Eck, Melissa Van Fleteren, Jennifer Weigand and Shannon Wright, SmithBucklin

Danny Lysouvakon, Society of Critical Care Medicine

New FORUM Plus Organizations

MCI Group

af | Education

Register Now!

ASSOCIATION 101

NOVEMBER 13, 2019

9 a.m. - 4 p.m.

Association Forum

An orientation for association professionals, Association 101 is designed to provide a solid foundation of knowledge and appreciation for the unique environment, culture and dynamics of associations.

Presented by:



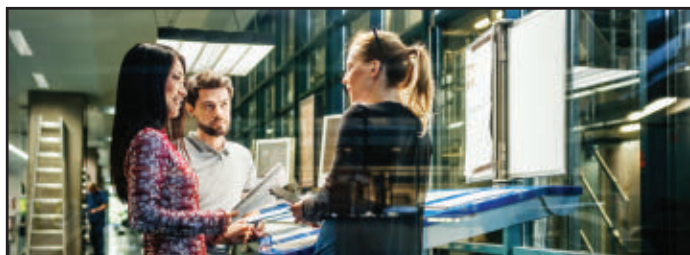
Jacqueline Price Osafo,
CAE

Director, Membership and Development
Water Quality Association



Amy Thomasson

Director, Marketing
Congress of Neurological Surgeons



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O2 Merchant Card Processing—Debit/credit card payments via POS terminal, wireless mobile solution or internet.

Mobile Banking—Manage your banking relationship through your mobile device.

ACH—Send and receive electronic transactions.



Gary R. Raczek, CTP
VP, Treasury
Management Advisor
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graczek@oldsecond.com

CONTACT ME TODAY



Member FDIC

"O2" and "Old Second" each refer to Old Second National Bank.



Digital Extra

To access *Community Brands'* "Digital Evolution Study," visit the digital or mobile versions of *FORUM*.

Going Mobile: Are Associations Keeping Up With Emerging Technologies?

Professional membership organizations are becoming increasingly adept in their use and adoption of technology, at least in the eyes of their members. Association staff, however, are less confident in their digital adoption.

According to the Digital Evolution Study from Community Brands, when asked to rate their associations use of technology, 70% of members interviewed said "excellent" or "very good." When association staff (or "pros") were asked that same question, that number dropped to 38%. While the two groups differed on the success of overall technology use, they generally agreed about the specific areas in which technology adoption was strong (event registration and emails), and where associations had room for improvement (online training, online product purchases, webinars and job boards).

At the bottom of the digital barrel for both members and pros? Mobile apps. Only 36% of pros say their organization uses mobile applications, and a lowly 16% feel their mobile app is excellent or very good. With the prevalence and importance of smartphones to the modern member, the ability to provide high quality member experience through mobile solutions is an enormous opportunity for associations.

ORGANIZATION'S OVERALL TECHNOLOGY USE (RATED BY MEMBERS)

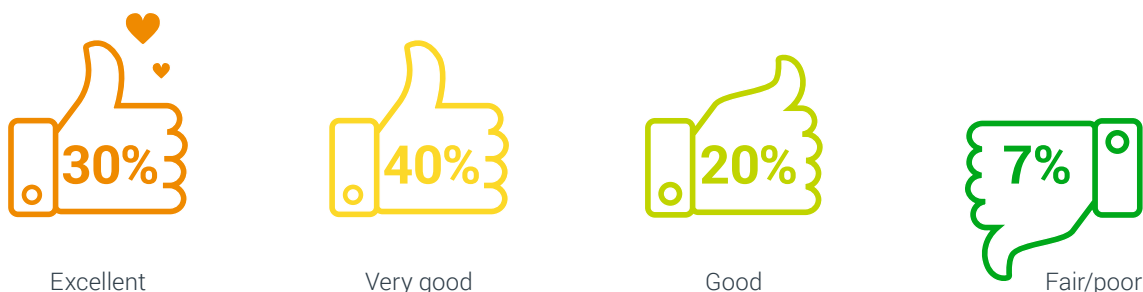


Figure 2: How would you rate your professional membership organization's overall use of technology and how it relates to the member experience? (Rated by members.)

ORGANIZATION'S OVERALL TECHNOLOGY USE (RATED BY PROS)

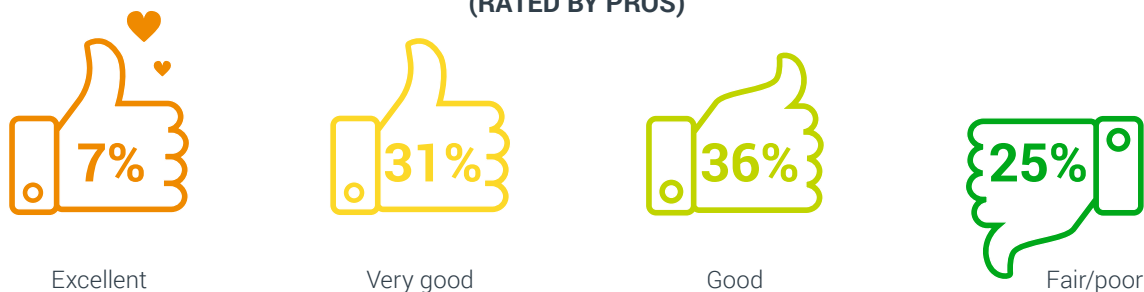


Figure 4: How would you rate your professional membership/trade organization's overall use of technology? (Rated by Pros.)

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- Call for Submissions/Abstracts/Speakers with Committee Review
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