

JAN•FEB 2020 | V104•N1

INFORMING & INSPIRING
TODAY'S ASSOCIATION
PROFESSIONALS

BRANCHING OUT TO NEW REVENUE

Associations need new sources of non-dues revenue to remain solvent in the decade ahead.

- 18** Weathering the Storm
- 22** On Fundraising: Get Your Community Involved
- 26** The Sponsored Content Conundrum



Catch the Biggest *Wave* in Event Technology. In Boston.



Free Wi-Fi, 10-Gig Network, and over 35,000 Surfers.

Boston is committed to staying at the forefront of event technology. Our innovative IT services include free building-wide Wi-Fi to keep your guests connected, and a 10-gig fiber network that expands to 100 gigs for the industry's fastest Internet speeds. Not to mention bandwidth for over 35,000 simultaneously connected devices plus 24/7 in-house IT support. Your technology needs aren't just met, they're exceeded.

Schedule a site visit or learn more at SignatureBoston.com or 877-393-3393.

Boston. Bringing Great Events to Light.

Signature
BOSTON
Remarkable experiences.
Imagination realized.

MASSACHUSETTS CONVENTION CENTER AUTHORITY



12



18



22



26

Follow Us |



Features

COVER STORY

12 Branching Out to New Revenue

Membership in associations is strong, but organizations will need new sources of non-dues revenue to remain relevant—and solvent—in the decade ahead.

CASE STUDY

18 Weathering the Storm

How the National Roofing Contractors Association uses certifications to protect members during a labor shortage.

ASK THE EXPERT

22 On Fundraising: Get Your Community Involved

Experts provide advice and experience on how to advance fundraising efforts.

Departments

PERSPECTIVE

4 Letter from Michelle Mason, President & CEO

PULSE

- 6 How Much Should You Charge for Your Certification?
- 7 4 Ways to Increase Revenue Through Event Content
- 7 A Slice of the Pie
- 7 One Size Doesn't Fit All

LAW REVIEW

8 New Illinois Sexual Harassment Laws

MASTER CLASS

26 The Sponsored Content Conundrum

How associations can address the stigma and become the content conduit for their industry partners.

IN THE KNOW

- 30 Emerging Leaders
- 38 Association News
- 41 Promotions & New Memberships
- 42 Education Calendar
- 44 Advertiser Index

WORK • LIFE

48 How Do You Stay Focused During a Long Day?

INTRODUCING: *FORUM* MAGAZINE ONLINE

Association Forum is proud to introduce our new magazine website, forummagazine.org. Along with the ability to read current and past *FORUM* articles, members will be able to access exclusive content relating to each new issue. For January/February, you can read about how the American Academy of Periodontology has utilized new non-dues revenue solutions to grow their organization, including advice on how to apply their successes to your own association.

PUBLISHER

Michelle Mason, FASAE, CAE
mason@associationforum.org

DIRECTOR, EDUCATION AND CONTENT

Kara Brockman, CAE, DES
brockman@associationforum.org

PUBLICATION MANAGEMENT

GLC
glcdelivers.com



ADVERTISING REPRESENTATIVES

Director, Business Services

Phyllis Scott
312.924.7033
scott@associationforum.org

Marketing Strategist

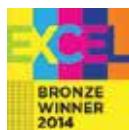
Brittany Thompson
800.369.6220, ext. 3452
bthompson@naylor.com

Association Forum

10 South Riverside Plaza,
Suite 800
Chicago, IL 60606

312.924.7024

brockman@associationforum.org
associationforum.org



FRM-004

BOARD OF DIRECTORS, 2019-20

Chair

Mitchell Dvorak, MS, CAE
Executive Director
International Association
of Oral and Maxillofacial
Surgeons

Chair-Elect

Geoffrey Brown, CAE
CEO
National Association of
Personal Financial Advisors

Secretary-Treasurer

Paul Pomerantz, FASAE,
CAE
CEO
American Society of
Anesthesiologists

Immediate Past Chair

Lynne Thomas Gordon, CAE
CEO
American Association of
Orthodontists

Directors

Marc Anderson
Chief Operating Officer
Choose Chicago

Loretta DeLuca, FASAE
CEO
DelCor Technology
Solutions

Denise Froemming, CAE,
CPA, MBA
CEO/EVP
Institute of Real Estate
Management

Gregory Heidrich
Executive Director
Society of Actuaries

Brad Kent, CTA
Senior Vice President/Chief
Sales & Services Officer
Visit Dallas

Bob Moore, MA, CAE
Executive Director
American College of
Osteopathic Family
Physicians

Kimberly Mosley, CAE, CPE
President
American Specialty Toy
Retailing Association

Carol Pape, CAE
Chief Operating Officer
Association of Professional
Chaplains

Matt Sanderson
President and CEO
SmithBucklin

President and CEO

Michelle Mason, FASAE,
CAE
Association Forum

Legal Counsel

Jed Mandel, JD
Chicago Law Partners, LLC

FORUM (ISSN 1056-0092)

is published bi-monthly with
combined January/February,
March/April, May/June, July/
August, September/October and
November/December issues by
Association Forum, 10 South
Riverside Plaza, Suite 800,
Chicago, IL 60606. Periodical
postage paid at Chicago, Illinois,
and additional mailing office.
POSTMASTER: Send address
changes to FORUM, 10 South
Riverside Plaza, Suite 800,
Chicago, IL 60606. Subscription
rate for members is \$15, which is
included with dues.

Copyright © 2020 by Association
Forum. All rights reserved. State-
ments of fact and opinion are the
responsibility of the authors alone
and do not imply an opinion on the
part of the officers or members.

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 312.924.7024 for the
FORUM Editorial Requirements
& Guidelines, or obtain them at
associationforum.org. **FORUM**
reserves the right to edit all articles.

CONTENT WORKING GROUP, 2019-20

Working Group Chair

Teresa Brinati

Vice Chair

Amy Thomasson

Board of Directors Liaison

Denise Froemming, CAE, CPA, MBA

Staff Liaison

Kara Brockman, CAE, DES

Members

Kara Adams, CAE, MED
Patrick J Andrus, CAE
Hanna Aronovich
Alexandra Campbell
Michele Campbell, CAE, MBA, RP
Stephanie Denvir, CAE
Denise Froemming, CAE, MBA, CPA
Lori Granich, MBA, RDN
Eric Jacobson
Rebecca L Headrick
Thomas Heidrich
Marilyn Magee, CAE

Matt Misichko
Brooke Morris-Chott, MPS
Sara Nelli, CAE
Mike Norbut
Lynn Pehanich
Evan Summers
Candice Warltier
Nathalie Williams
Dave Siehoff, CPA
Nick Strozza
Courtney C Walsh
Jennifer Weed



SEA YOUR MEETINGS DIFFERENTLY

GALVESTON
• ISLAND •

Come to Galveston Island, Texas for your next meeting!

Contact **Dottie Bossley** at
dbossley@galvestoncvb.com
or call **409-797-5126**



40 miles from Houston Hobby Airport
& major airline transportation



Get connected at The Galveston Island
Convention Center with free Wi-Fi



Place your meeting or event
Mid-Week for the best hotel rates





MICHELLE MASON, FASAE, CAE

PRESIDENT AND CEO
ASSOCIATION FORUM

Be Adventurous: Get Creative with Your Non- Dues Revenue Strategy

Members are the lifeblood of every association. Gone are the days when your membership dues can serve as a main source of revenue. Quite simply, members have too many options available. While some might view this as the glass half empty, we say the glass is half full because it facilitates a culture of perpetual learning, growth, agility, creativity and innovation.

The fundamental nature of member engagement has evolved. We must evolve to stay relevant to members and as an industry. Increasingly, associations realize that membership dues alone are not enough to sustain activities. More associations are augmenting their business models to include additional creative and innovative sources of revenue to deliver member value.

However, this requires resources—non-dues revenue resources. Non-dues revenue can be defined as any revenue stream that isn't earned from membership fees, such as conference exhibiting and sponsorships, print and digital advertising, room rentals, education and publishing. So how can you take the "common" benefits of our associations and turn them into revenue opportunities?

George Washington Carver said: "When you can do a common thing in an uncommon way, you will command the attention of the world."

In this issue of *FORUM*, we will focus on looking for sources of revenue beyond membership dues. For example, an important function of associations is to create content and be thought leaders in a given field. Why not leverage your content for sponsorship opportunities? Jason Meyers, senior director of content strategy at SmithBucklin, covers all of this in his article on page 26.

It can be rather daunting to be on a perpetual pursuit of new revenue streams. In some cases, it's a matter of leveraging the assets right in front of you.

Association Forum represents nearly 1,700 associations in Chicagoland. Chicago is nationally known as the hub for healthcare and medical associations. Three years ago, Association Forum brought together a multi-disciplinary community of healthcare and medical association executives to discuss common issues, facilitate

industry collaborations and establish stronger networks. Engaging the providers', patients', consumers' and practitioners' voices at the table has created a powerful vehicle to bring our community together in a dynamic and transformative dialogue. The premise is that by working together, we are likely to be more successful. This initiative has generated new revenue sources and partnerships. It is helping us diversify our revenue base to be less reliant on traditional streams of income. This is the power of engagement!

While this example requires considerable planning and staff time, not all creative revenue opportunities do. When you're looking for low-cost ways to raise money, leveraging volunteer hours is often a viable option. Turn to page 22 to read a Q&A with the National Concierge Association on all the ways they raise funds at a national and local level.

Again, sometimes the best opportunities are right in front of you (or down the hall in the empty conference room). Association Forum's Conference Center is used to host workshops, SIGs, committee meetings and everything in between. When we're not using our space, it's available for rent. We've posted our space on a sourcing site for room rentals and we see weekly bookings. Now, instead of our conference rooms sitting empty a few days each week, we have a steady revenue stream and are starting to develop new business relationships.

One of Association Forum's core values is to embrace innovation. We encourage you to be adventurous and get creative with your non-dues revenue opportunities. Step outside the box a little. You never know what you might find. Look outside of your current offerings. The world is not changing. It has changed. As we say, all ideas are good ideas until proven wrong.

We'd appreciate hearing your ideas and sharing them with members. If your association has found success in a creative non-dues revenue source, let us know! Send an email to education@associationforum.org. Based on your responses, we might create an online community for you to share with each other or through social media. We'd love to hear from you! 

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 **Spanish** 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.

Como parte de nuestros esfuerzos por brindar un Welcoming Environment® a nuestros miembros, le proporcionamos una copia de nuestros Valores Fundamentales traducidos al español por Interpro Translation Solutions, Inc.

Ser un entorno acogedor

Ofrecemos un entorno acogedor que busca mejorar a la comunidad en general de forma activa, al reconocer que un todo es más que la suma de sus partes. Haremos que todos los que interactúen con nosotros se sientan bienvenidos, representados, involucrados, inspirados y empoderados.

Adoptar la innovación y calidad

Nos encanta probar nuevas ideas y buscamos inspiración dentro y fuera de la asociación comunitaria; valoramos las mejoras, tanto grandes como pequeñas. Alentamos y celebramos la experimentación relacionada con los adelantos; sin embargo, sabemos cuándo suspenderla. Nuestro objetivo es mejorar continuamente.

Diviértase y mantenga una actitud positiva

Está comprobado que generalmente usted pasa más tiempo con sus compañeros de trabajo que con su propia familia. Nos esforzamos por lograr que nuestro entorno de trabajo sea divertido, positivo y en general un excelente lugar para trabajar.

Comunicación franca y honesta, y trabajo en equipo

¡Uno no sabe lo que no sabe! La comunicación efectiva es clave. Promoveremos un entorno en el que hablemos de manera franca y honesta, con el objetivo de construir un mejor equipo. Incorporamos la franqueza de manera constructiva. Trabajaremos conjuntamente, a fin de generar valor para los miembros.

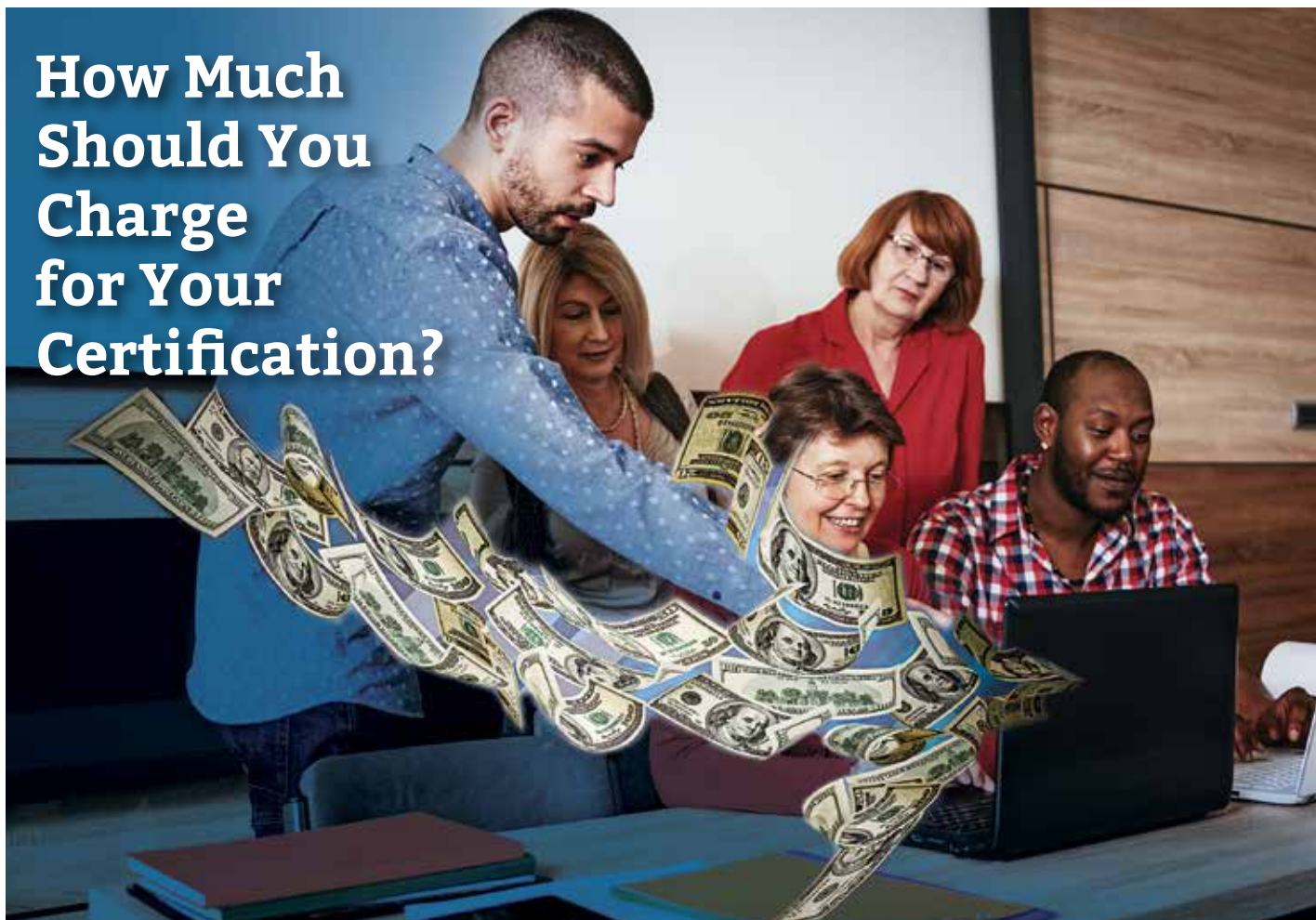
Asuma la responsabilidad

Asumimos mutuamente la responsabilidad y esperamos que las personas hagan preguntas y planteen inquietudes de manera respetuosa. Dado que el trabajo requiere de equipos y colaboración interdependientes, confiaremos y dependemos los unos de los otros para ser receptivos y generar valor y servicios de calidad para los grupos de interés.

Triunfe con integridad

Operamos de manera ética, aportando nuestro tiempo, talentos y conocimientos para avanzar en las comunidades donde trabajamos y vivimos. Nos comprometemos a desarrollar nuestra asociación de maneras que beneficien al entorno y a la sociedad.

How Much Should You Charge for Your Certification?



Certifications and learning programs are a lucrative way to generate non-dues revenue for your association, and they build your brand's credibility and awareness by giving members and non-members alike a reason to add your name to their resume and email signature. But once you've curated your curriculum, setting a price point can be tricky. Consider these three factors as you arrive at a profitable yet reasonable price.

1. Your Input Costs

Your goal is to make money on this offering, so you'll want to be sure that your price is high enough to more than cover the cost of developing the content, hiring teachers, proctors or facilitators, and any technology you buy or license to offer courses and testing.

2. Consumer Price Tolerance

Asking your audience what they're willing to pay is a good way to get direct feedback, but don't assume that everyone who responds will purchase. What you can assume is 2% of your subscribers will purchase your certification, so square that with your input costs.

3. Pricing Psychology

Three irrefutable truths of pricing are that buyers respond to prices that end in nine, they like freebies and they can be turned off by sticker shock. Use these to your advantage. Consider adding a free item to your program, or even listing one aspect as free, and reframe your price as "the cost of a cup of coffee per day," or another nominal cost that when spread out over the term of the program feels like a bargain.

Source: accredible.com, Tips for Pricing Your Certification Program

Four Ways to Increase Revenue Through Event Content

Your association's event can be a great way to generate new revenue streams. But what are the best ways to execute? An option that association professionals should consider is harnessing content produced at your event for both immediate

and future use. Dan Stevens, president of Association TV, spoke at an AM&P360 session about how to maximize content at events, and here are four ways to make this content profitable for your organization:



- 1▶ Livestreaming** – Whether behind a paywall or supported by a sponsor, having digital access for those members who can't attend in person is a great way to assign value to your event or conference.
- 2▶ Daily Recaps** – This video option allows attendees and those at home alike to see who the most talked about speakers were or what the most popular exhibits were that day. Allow companies an opportunity to integrate their product or subject matter into the recap, creating another sponsored revenue stream.
- 3▶ Extended Content** – Record speakers and sessions, and save the content for future use throughout the year. Whether in print, video or podcast form, these engagements have staying power for members who are excited to learn.
- 4▶ Continuing Education** – Associations can offer educational videos taken from the event for free, but offer a paid option to earn CE credits.

Source: siia.net, Frances Moffett, Unlocking Your Association's Event Revenue Opportunities

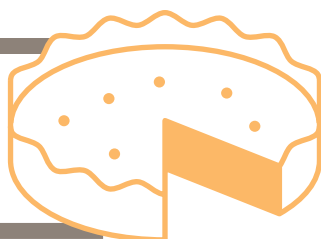
A Slice of the Pie

39%

MEMBERSHIP DUES

61%

OTHER REVENUE SOURCES



At 39%, membership dues make up less than half of an association's total revenue. The other 61% comprises internal and external sources such as events, advertisements and sponsorships.

Source: webscribble.com, Amanda Howe, 6 Sources of Non-Dues Revenue Your Association Should Be Trying

Icon made by Nadiinko from iStock.com

One Size Doesn't Fit All

50%

OFFERING TIERED MEMBERSHIP

50% of associations are now offering tiered membership models to better fit niche needs and desires of members.

Source: 2019 Membership Marketing Benchmark Report

Icon made by photo3idea_studio from flaticon.com





New Illinois Sexual Harassment Laws

Q. Is there a new law in Illinois prohibiting confidential settlements of harassment claims?

A. Signed into law in August 2019, Illinois Senate Bill 75 enacted the Workplace Transparency Act (WTA) and amended the Illinois Human Rights Act (IHRA) and the Illinois Governmental Ethics Act (IGEA) to place significant new obligations on all Illinois employers, including associations, relating to workplace discrimination and harassment. Among other things, the new provisions: (i) significantly restrict an employer's right to include non-disclosure and nondisparagement provisions in employment agreements, settlement agreements and separation agreements; (ii) prohibit mandatory arbitration clauses that cover claims

of harassment or discrimination; (iii) extend protections to contractors and consultants; and (iv) require employers to provide annual sexual harassment training for all employees. According to its sponsors, the intent of the legislation is to "change our culture" regarding workplace discrimination and harassment. In essence, it prohibits employers from taking any unilateral action that would compel employees to maintain their silence about such matters. Most provisions of the new law are effective as of January 1, 2020.

The WTA broadly restricts employment agreements and policies that prohibit employ-

ees from reporting allegations of unlawful discrimination or harassment to federal, state or local officials for investigation. Limited exceptions exist, however. For example, the WTA permits employee separation or settlement agreements to require confidentiality regarding unlawful employment practices if all the following conditions are met: (i) the covered harassment or discrimination claim(s) arose before the separation/settlement agreement was signed; (ii) the agreement documents that confidentiality benefits both parties and is the preference of the prospective, current or former employee; (iii) the nondisclosure provisions are in writing and supported by separate bargained-for consideration; (iv) the employee is notified in writing of his/her right to have an attorney review the negotiated separation/settlement agreement before signing it; and (v) the employee is given at least 21 days to consider the separation/settlement agreement before signing and is allowed seven days thereafter to revoke it.

The 21- and seven-day periods mirror those established by the federal Age Discrimination in Employment Act (ADEA), as amended by the Older Workers Benefit Protection Act. As is true under ADEA, an employee may waive all or part of the 21-day WTA waiting period (i.e., by signing at any point prior to its expiration). The seven-day revocation period cannot be waived.

Under the WTA, employers cannot unilaterally require current or prospective employees to waive, arbitrate or “otherwise diminish” future discrimination or retaliation claims. The parties can, however, mutually agree to such arbitration or waiver provisions if: (i) they agree in writing; (ii) the agreement demonstrates actual, bargained-for consideration by both parties; and (iii) the agreement specifically acknowledges the employee’s right to report any claims of harassment or discrimination to any appropriate agency that enforces discrimination laws and to cooperate in any agency investigation of such claims.

Employers also should pay special attention to certain IHRA amendments regarding discrimination and harassment. Specifically, where contractors or consultants perform services for an employer, the employer may be liable for acts of harassment or discrimination directed at those contractors and consultants. Under the


new legislation, then, an employer’s potential liability for acts of discrimination or harassment extends beyond the organization’s employees.

Further, the IGEA amendments require that, starting in 2020, all Illinois employers (i.e., those with as few as one employee) must provide annual sexual harassment prevention training to all employees. That annual training must, at a minimum: (i) define sexual harassment; (ii) provide examples of prohibited conduct; (iii) outline the employer’s responsibility to prevent, investigate and remedy claims of sexual harassment; and (iv) summarize the relevant state and federal laws relating to sexual harassment claims.

To assist employers in implementing the required annual training program, the IGEA directs the Illinois Department of Human Rights (IDHR) to develop and publish a model sexual harassment prevention training program. Employers will be required to use the IDHR model program or to implement a training program of their own that meets or exceeds the minimum requirements of the IDHR model program.

Finally, beginning July 1, 2020, employers must report annually to the IDHR the number and nature of settlements and adverse judgments against the employer relating to claims of sexual harassment or discrimination. While those disclosures will not be subject to FOIA requests, the IDHR may use those mandatory disclosures to open an investigation into the employer’s pattern of conduct if it deems an investigation appropriate.

Considering these new employment-related requirements, associations should:

- Review all existing and new employment agreements, employee handbooks and other employment policies and agreements to remove any prohibited nondisclosure, nondisparagement and mandatory arbitration provisions;
- Ensure that any nondisclosure or nondisparagement provisions in separation agreements are separately bargained-for and provide the necessary time for review and potential revocation; and
- Implement an annual sexual harassment prevention training program that is consistent with the IDHR model program. 



JED R. MANDEL,
JD

CHICAGO LAW
PARTNERS, LLC



**SUSAN FEINGOLD
CARLSON,** JD

CHICAGO LAW
PARTNERS, LLC


THIS LAW REVIEW WAS
WRITTEN BY **SUSAN FEINGOLD
CARLSON** AND EDITED BY
JED R. MANDEL. BOTH OF
WHOM ARE FOUNDING
MEMBERS OF CHICAGO
LAW PARTNERS, LLC. CLP
SERVES AS THE ASSOCIATION
FORUM’S GENERAL COUNSEL.



MEETING IN BOURBON CITY MEANS BARRELS OF FUN

There's a whole new meeting experience waiting for you in downtown Louisville. From our recently unveiled convention center to eight bourbon experiences within walking distance, it's easy to see why *Smart Meetings* named Louisville one of "11 Cities on the Rise You Can't Pass Up." Because when you meet in Bourbon City, you get so much more than a meeting. Learn more at GoToLouisville.com/Meet



Photo by:  @kevinraybrost | #bourboncity | #louisvillelove

FOCUS

Developing new ways to stay in the black while keeping membership engaged is a must for associations. Find out how non-dues revenue trends can help your organization moving forward.

“In order to remain viable in a changing world, [associations] must go the way of software by finding new, better ways to do the things their members rely on them to do—and a new revenue model with which to support them.”

Branching Out to New Revenue, *pg. 14*

“By certifying their workforce, member employers demonstrate their commitment to professionalism, quality and their employees’ futures while also providing their company with a significant competitive advantage.”

Weathering the Storm, *pg. 20*



REVEALING
NON-DUES
REVENUE

“I can’t think of any better advice for any organization than to find people who are connected and willing to help. It is a matter of reaching out, selling the product and believing in the cause.”

On Fundraising: Get Your Community Involved, *pg. 24*

BRANCHING OUT TO NEW REVENUE

Membership in associations is strong, but organizations will need new sources of non-dues revenue to remain relevant—and solvent—in the decade ahead.

By Matt Alderton



The year was 1999, and a new millennium was about to dawn. When it did—at the stroke of midnight on Jan. 1, 2000—chaos would ensue, and the world would unravel like a sweater with a fatal snag.

At least, that's what doomsayers predicted. Because of the way computers had been programmed to record dates, they believed machines everywhere would interpret the year 2000 as the year 1900, causing networks to crash en masse, bringing down with them financial systems, power grids and even airplanes in the sky.

Of course, the world did not end in the year 2000. But something else did: software. Not because of Y2K, but because of software executive Marc Benioff, who in March 1999 established the company Salesforce inside a one-bedroom apartment in San Francisco. Benioff and his co-founders declared the “end of software” when they launched their cloud-based customer relationship management (CRM) platform, which lived on a website instead of a hard disk. Traditional “on-premises” software was expensive to install and support, was slow to implement, required copious infrastructure and was updated at a snail's pace. So-called “software as a service” (SaaS), however, could be implemented, scaled and updated quickly, easily and affordably, thanks in part to an entirely new revenue model based on subscriptions rather than licenses.

Although it seemed radical at the time, the value proposition was undeniable. Twenty years later, most enterprise applications are SaaS-based. On-premises software didn't stand a chance.

Associations in 2020 look a lot like software did in 1999: Although they're valued, vital and growing, many of them also are slow, stale and ungainly. In order to remain viable in a changing world, they must go the way of software by finding new, better ways to do the things their members rely on them to do—and a new revenue model with which to support them.

Modulating Membership

Membership in associations is strong. In the 2019 edition of its Economic Impact on Associations Study, McKinley Advisors reports that member retention

“If its main source of revenue starts to dry up, or if changing trends suggest it may not be around for much longer, an association must be prepared to pivot and change its business model. Not in the future, but right now.”

SHERI JACOBS, FASAE, CAE, PRESIDENT AND CEO, AVENUE M GROUP

rates have reached their highest level in more than a decade. Marketing General Incorporated (MGI) is similarly upbeat in its 2019 Membership Marketing Benchmarking Report, in which it states that 45% of associations have seen membership increase, while only 26% have seen it decrease. Because

members are the financial and existential bedrock of associations, that's good news.

And yet, storm clouds loom, according to MGI, which says 75% of association members are age 40 or older. If demographic trends hold, associations can no longer afford to rely on membership dues in the long term, even if membership surges in the short term.

“Membership has been the main revenue driver for a lot of associations because for a long time it was consistent,” says Tyler Eble, vice president at Association Development Solutions (ADS), a Naperville, Illinois-based fundraising consultancy for associations. “You could plan on it and project it out, but it's becoming way more difficult to do that now. Younger genera-

tions have different values and priorities. A lot of young people don't even understand what an association is. So you have to turn to non-dues revenue streams in order to supplement potential losses.”

Associations' survival depends on non-dues revenue, echoes Sheri Jacobs, FASAE, CAE, president and CEO of Avenue M Group, a Chicago-based marketing research and consulting organization that specializes in association clients. “If its main source of revenue starts to dry up, or if changing trends suggest it may not be around for much longer, an association must be prepared to pivot and change its business model,” she says. “Not in the future, but right now.”

Agile Associations

Non-dues revenue already is a significant income source for many associations, according to the ASAE Foundation. In the most recent edition of its Association Operating Ratio Report, the foundation reveals that membership dues still constitute the largest chunk of revenue for associations, but their contribution to the bottom line has fallen from 95.7% of total revenue in 1953 to 45.4% and 30% of total revenue for trade associations and professional associations, respectively, in 2016.

“The status quo doesn't exist anymore for associations,” Eble says. “That's a good thing because it has caused leadership to really think about how they're going to change with the times and create new programs that can help them stay relevant.”

In that way, non-dues revenue is as much about innovation as it is diversification. In fact, associations that have seen increases in membership are significantly more likely to indicate that their organization has a culture that supports innovation, according to MGI.

That rings true to Terrence Sykes, MBA, chief development officer for the Emergency Nurses Association (ENA) in Schaumburg, Illinois. In 2016, his organization appointed a new executive director, Nancy MacRae, for whom innovation is a major strategic priority. Under MacRae's leadership, ENA has accelerated its

development of new programs and, as a result, increased its non-dues revenue by 25%, from \$20 million in 2016 to \$25 million in 2019.

“In recent years we’ve made a really conscious effort to grow non-dues revenue in a way that has been very targeted and very intentional,” explains Sykes, who says membership dues account for only 18% of ENA’s overall revenue. “Nancy has been a driver around that. Because of her, we’re a much more nimble organization today than we used to be.”

At innovation-minded organizations like ENA, the secret to growing non-dues revenue is acting more like a software company than an association. The latter typically uses a waterfall-based approach for project management; because associations move step by step through the product development process, they often take months, or even years, to conceptualize and mitigate risks before new programs see the light of day. Software companies, on the other hand, take an agile approach to project management; they work in iterative sprints to quickly launch a minimum viable product that they can subsequently improve and expand based on user feedback.

“A lot of organizations are willing to stay in creation mode forever, but our philosophy is: We’re going to pilot, we’re going to assess and then we’re going to execute,” Sykes says. “We’re not afraid of failure, and that allows us to create new products quickly.”

Revenue Roulette

An agile approach can make associations faster and more responsive in the face of threats and opportunities. But speed alone won’t help associations grow their non-dues revenue.

“Organizations have to understand what their members want, and what their

industry or profession needs,” Eble says. “Because you can create a lot of great programs, but if it’s not what people are looking for, nobody’s going to invest in them.”

For associations that want to widen their non-dues aperture, a good first step is to conduct an assessment of their member needs that marries membership feedback with market research.

Because every organization is unique, no two should reach exactly the same conclusion. Associations’ shared DNA, however, means there are opportunities with universal appeal. Among them:

- **Meetings:** The largest source of non-dues revenue for many associations is meetings, demand for which continues to grow thanks to consumers’ appetite for live experiences. Organizations can grow non-dues revenue from meetings by creating new opportunities for attendees and sponsors alike, according to Sykes, who says ENA has successfully created numerous value-added revenue streams within its meetings. At its annual meeting, for example, it offers sponsored education sessions during which exhibitors can teach attendees to use their products, hands-on skill labs during which attendees can learn and sharpen specific nursing skills, skills-based competitions and destination excursions—all of which generate ancillary fees from participants and sponsors who are willing to pay extra for premium opportunities. The organization also has launched several smaller, regional meetings that generate registration and sponsorship dollars from

↑ 25%
**REVENUE FROM
NEW PROGRAMS**

Development of new programs increased the ENA’s non-dues revenue by 25%, from **\$20 million in 2016 to \$25 million in 2019.**

Source: Emergency Nurses Association (ENA)

individuals and organizations that can't participate in its national convention.

- **Online education:** Education is another major source of non-dues revenue on which ENA has focused. In particular, it has digitized several core education products by adding online modules that feature virtual and gamified simulations. In so doing, it has simultaneously increased access—more members can enroll when education is offered remotely—and appeal: More members want to enroll when education leverages the latest technology.
- **Streaming content:** Associations don't have to create new offerings to

grow non-dues revenue. Often, they can simply create new pathways to existing assets, according to Jacobs, who says associations should think strategically about access to their present portfolio. Consider popular music, for example, which used to be sold outright in the form of records, cassettes, CDs and MP3s, but is now offered via streaming services to which listeners subscribe. As a result, some artists have stopped making albums in order to focus on releasing singles. Associations that want to stimulate non-dues revenue should consider similar shake-ups by assessing what products, services and content can be sold as “singles” instead of “albums”



**CREATING REVENUE
OFFSHOOTS FOR
YOUR ASSOCIATION**

and which ones can be “streamed” instead of sold.

- **Philanthropy:** Philanthropy is an underutilized non-dues revenue stream for many associations, according to Eble. From member giving programs to large-scale capital campaigns, they can be an effective way to generate both revenue and enthusiasm in support of an organization, industry or initiative.
- **Partnerships:** Partnerships have been another lucrative non-dues revenue stream for ENA, according to Sykes, who says the organization’s partners include a major medical publisher with which it codevelops educational content for the company’s training platform, and international liaisons in 16 countries that deliver ENA products and programs to global audiences. ENA receives royalties from each partner in exchange for its expertise and brand equity.
- **Data mining:** A final piece of low-hanging fruit, Jacobs and Sykes agree, is data, which can be monetized, packaged and sold to corporations and other stakeholders who covet valuable information about associations’ members.


Same Mission, Different Market

Speaking of data, it’s the key to change management, according to Sykes, who says associations must be willing to prune their portfolio to achieve optimal non-dues revenue. Although that might mean establishing new products, it also could mean retiring old ones—a hard pill to swallow for association boards, whose members often have emotional connections to legacy offerings. Hence, data.

“If you need someone to be a good leader or partner, you have to put them in a position to be a good leader or partner,” Sykes says. “For us, that

means supplying our board with the data necessary to see the gaps in our portfolio and the possibilities.”

Therein lies the fundamental promise of non-dues revenue: When associations address gaps and possibilities on their income statement, they also address gaps and possibilities in the execution of their mission.

“At the end of the day, members still need the same things they needed 50 years ago: They still need to grow their business, advance their career, make money, learn new skills,” Jacobs says. “Those key drivers existed yesterday, they exist today, and they’ll exist in the future. What needs to change is how associations deliver those benefits, so they align with today’s market forces.” 

“Organizations have to understand what their members want, and what their industry or profession needs.”

TYLER EBLE, VICE PRESIDENT, ASSOCIATION DEVELOPMENT SOLUTIONS

Expanding Further

Learn more about how to add to your association’s non-dues revenue streams with real-life advice from the experiences of the American Academy of Periodontology. Access this *FORUM* Magazine Web Exclusive at forummagazine.org.



COOK & KOCHER
INSURANCE GROUP

Group Health, Dental, Life, and LTD Insurance

Directors and Officers Liability Insurance

Property/Casual Insurance

Cyber Liability Insurance

Specialty Errors and Omissions Insurance

Jack Cook
CLU, ChFC, RHU
Jackc@cookandkocher.com
www.cookandkocher.com

More than 100 Association and Non-Profits in the Chicagoland area rely on CKIG

WEATHERING THE STORM

How the National Roofing Contractors Association uses certifications to protect members during a labor shortage.

Interview by David Siehoff, CPA

Challenges facing associations and the industries they represent are daunting. For instance, the roofing industry is affected by technology trends, supply chain struggles and labor shortages. John Schehl, CAE, vice president of certification, National Roofing Contractors Association (NRCA), spoke with *FORUM* about how his association is meeting these challenges and gave advice for other association professionals on how to implement certifications.

FORUM: What is the NRCA, and whom does it represent?


Schehl: NRCA is one of the construction industry's most respected trade associations. We are the voice of roofing professionals and have been the authority in the roofing industry for information, education, technology and advocacy for over 130 years. NRCA's mission is to inform and assist the roofing industry, act as its principal advocate and help members in serving their customers. NRCA continually strives to enhance every aspect of the roofing industry.

We represent contractors, manufacturers, distributors, architects, consultants,

engineers, building owners and government agencies. Our more than 3,500 members come from all 50 states and 53 countries. We have contractor members as small as \$1 million in annual sales and as large as \$20 million.

FORUM: When did the labor crisis become evident in the roofing industry, and how did NRCA respond?

Schehl: As the country began to recover from the Great Recession, the NRCA leadership identified the lack of an adequate supply of labor as a critical challenge for the roofing industry. There were not enough laborers available to



“When companies invest in their workers, they show their appreciation for their knowledge and skills and that they want workers to have successful careers with their company.”

*JOHN SCHEHL, CAE, VICE PRESIDENT
OF CERTIFICATION, NATIONAL ROOFING
CONTRACTORS ASSOCIATION*

satisfy the demand, and the existing labor force was not adequately trained to

keep up with the changes in roofing technology. We estimated that as much as \$6 billion of roofing work was not being completed each year due to the labor shortage.

The association responded to the labor crisis with the creation of the NRCA ProCertification™ program.

The certification aims to accomplish several goals:

- Create a career path for industry field workers.
- Elevate the roofing industry to be on par with other trades that offer national certifications.
- Address the workforce shortage by making the roofing industry more appealing.
- Protect consumers by certifying the professionals working on their home or building.
- Educate consumers on the value of NRCA ProCertified™ roof system installers.

FORUM: How do NRCA members (employers) benefit from the certification program?

Schehl: The roofing industry is constantly evolving, and as roofing companies look for ways to grow their business, they also need to find ways for their workers to grow. When companies invest in their workers, they show their appreciation for their knowledge and skills and that they want workers to have successful careers with their company. By certifying their workforce, member employers demonstrate their commitment to professionalism, quality and their employees' futures while also providing their company with a significant competitive advantage.

FORUM: How do roofers benefit from the program?

Schehl: Professional certification offers workers the opportunity to take pride in and be recognized for their skills and expertise—a badge that will stay with them throughout their professional career. It may also increase their opportunities for better pay. The demand for skilled roof system installers is real, and the opportunities are limitless.

FORUM: How do roofers become certified?

Schehl: Roof system installers must pass two exams to earn their NRCA ProCertification™. Part one is a proctored, roof system-specific online exam that is taken at Prometric, a computer testing facility. Part two is a hands-on performance exam that can

be conducted at the installer's contractor's shop or job site—as long as it meets NRCA standard testing conditions—or an authorized testing location. NRCA will soon develop a searchable online directory of qualified assessors and authorized testing locations on its website.

FORUM: Are there other workforce enhancement programs that NRCA has developed in response to the labor shortage?

Schehl: We have launched Training for Roof Application Careers (TRAC), a blend of online and hands-on training that companies can use to train their new and inexperienced employees to be quality roof system installers. NRCA currently offers TRAC training in thermoplastic roof membrane installation and asphalt shingle installation.

FORUM: What is NRCA's investment in the program, and what impact has the program had on its membership?

Schehl: NRCA expects to develop up to 15 distinct roof system installation certifications over a five-year period at an estimated cost of \$10 million to \$13 million. We estimate that there are over 300,000 laborers in the industry and hope to certify a minimum of 5% of the workforce during the first few years of the program. It is difficult to predict how much of the initial investment will be recovered and how long that recovery will take, but NRCA leadership is focusing on solving the immediate workforce crisis and has not set any expectations for immediate return on investment. The association's membership is growing, and recent increases in education sales and other non-dues revenue can be directly attributed to the certification program. NRCA is committed to providing the resources needed to ensure a highly-skilled, sustainable roofing industry workforce well into the future. ■



The NRCA estimates that there are 300,000 laborers in the roofing industry and hopes to certify a minimum of 5% of the workforce during the first few years of their program.

Icon made by Icoongeeek26 from flaticon.com

/// **Become a CAE Today** Association Forum is proud to be a Certified Association Executive (CAE) Approved Provider. Visit associationforum.org/certified-association-executive to learn more and help further your professional career.

GET MORE DONE



STRATEGY | CONTENT | CREATIVE | DISTRIBUTION | RESULTS



GLC

glcdelivers.com/associations

ON FUNDRAISING: GET YOUR COMMUNITY INVOLVED

Experts provide advice and experience on how to advance fundraising efforts.

By *Matt Misichko*



It's considered impolite to ask for money, but for most associations, it's a necessity. Fundraising isn't unique to non-profits (just look at the startup world), but mission-based work certainly changes the way you approach it.

Whether your organization is just starting to develop fundraising campaigns, or you're looking to breathe new life into your strategy, read on. We interviewed three individuals from different areas of the National Concierge Association (NCA): the founder and CEO, and two chapter presidents, who spoke on current trends in fundraising and offered tips for any association looking to raise money.

FORUM: Could you provide some background on your organization's history of fundraising?

Sara-Ann Kasner, founder/CEO, National Concierge Association (NCA):

"The NCA has been in existence for about 23 years. We have raised funds for both the organization and for philanthropic purposes. We have been all over the map with our philanthropic events at our various chapters. Currently, each of the chapters design their own event. For example, in Phoenix, the NCA Arizona Chapter has been instrumental in raising funds every year for the Fetch Foundation, an organization focused on assisting rescue dogs. The chapter plans a huge fundraiser, and members of the community donate items such as mountain bikes, TVs, jewelry and more. They invite members from the

community in to understand what concierges do for a living, which creates valuable networking opportunities. They also hold a silent auction.

The Minnesota Chapter does a lot of fundraising and philanthropic work with St. Jude Children's Research Hospital. The chapter raises thousands of dollars for St. Jude throughout the year. But just as frequently as these events assist in a philanthropic manner, a portion of the funds helps the organization send their team leaders to an annual educational conference. Each of our chapters has its own cause.

We do not focus on a charitable cause from a national level. We encourage our chapters to get involved philanthropically and get involved in the community. When we are talking about fundraising as an organization, this is how it is structured for us."

FORUM: During the year, what do your fundraising goals look like, and what are some examples of the fundraisers that your organization is currently undertaking?

Joyce Fong, president, NCA Chicago Chapter:

"We hold regular meetings and we choose one charitable organization to work with for the year. This year happens to be "Chi Gives Back," which assists teachers by raising money and gathering items that teachers need in their classrooms. We are doing a toy drive with them this year and an annual auction at the Hospitality & Tourism Summit. We have been partnered with them for many years and they give us space to hold our silent auction. We have raised between \$10,000 and \$17,000 each year."

Anthony Curtis, president, NCA Washington, D.C. Chapter:

"Our goals are determined by trying to raise money each year to send board members to the annual educational conference. Our chapter has a larger board than some other chapters, and we try to raise enough money to make sure everyone can attend the conference.

The past four years, we've held a Bachelor/Bachelorette Auction. Last year, we added a Fall Fundraiser, which was a party cruise. We had an affiliate member donate a yacht that held about 80 people. The affiliate provided an open bar and the only thing we had to pay for was the food. It was a complete win-win on our end. This year, we also held a 'Day Party' fundraiser—we basically took over a

club during the day on a Saturday and celebrated as if it were midnight.

When we have our fundraisers, we aren't only raising money for our annual educational conference, but also for a specific charity. With the 'Day Party,' we were raising money for the American Cancer Society. We did a 'Pink and White' party and encouraged everyone to wear pink for breast cancer awareness. We had a silent auction at the event, as well. A lot of our members reached out to their connections to get hotel stays and restaurant gift cards as auction items.

We also hosted a Halloween costume party as a fall fundraiser. It was at a club and we had several financial sponsors and donations to the silent auction. We got to keep all the money that came through the door and the club didn't charge us anything, which was great for our budget."

FORUM: What changes have you seen most in the ways organizations raise funds now? Is there more reliance on technology?

SAK: "When we started out, not every concierge service had access to the internet—believe it or not. Also, because our industry has changed and technology has now become more prevalent, we are able to do things like set up an electronic kiosk where we input information about an organization and raise funds electronically. We are also able to set up fundraisers online. A lot of what we do involves GoFundMe pages.

This allows us to reach a wider audience who can contribute and substantially increase total donations. Years ago, it all relied on having an event and hopefully enough people would show up and spend money. Now, you can combine events with technology so that even if someone is not able to attend, they can say 'I would like to donate \$100, \$1,000 or \$5,000' and because it's electronic, you can be assured that your money is going to that cause. I am completely in favor of it."

JF: "For the silent auction, we had tried to use more technology, but it didn't seem to really work for us. We tried to do an online auction, and I think we had

“I can't think of any better advice for any organization than to find people who are connected and willing to help.”

**SARA-ANN KASNER, FOUNDER/CEO,
NATIONAL CONCIERGE ASSOCIATION**



difficulty creating exposure and communication about the event.”

AC: “The cruise event was the first time that we used technology to raise funds online. We previously only allowed tickets to be purchased



at the door. EventBrite has a component where you can purchase a ticket online when you register, so that has been a great addition. We really push the events through social media, like Instagram and Facebook. The effectiveness of social media has definitely increased—the only thing we did previously was email flyers for events and rely on word-of-mouth marketing. These aren’t bad tactics, but our engagement and participation went to a different level when we started using social media.”

Fundraising efforts for your association can be boosted by networking with active members who want to get involved.

FORUM: For an association that is contemplating fundraising for the first time, what pieces of advice would you give?

SAK: “One thing that comes to mind is getting like-minded folks involved and tapping into people who are very resourceful. We’re lucky at NCA because concierges are world-champion networkers by nature.

I can’t think of any better advice for any organization than to find people who are connected and willing to help. It is a matter of reaching out, selling the product and believing in the cause. People are always wondering ‘How did you get Mr. ABC to contribute that?’ Largely, it’s word-of-mouth and being connected to people who can afford to do so. Find volunteers who can make connections with others naturally and who are resourceful.”

JF: “Start early and stay organized.”

AC: “Give yourself enough time for preparation. Make sure you have a solid team together that is committed. If people are assigned to do particular jobs, you have to trust them to do those jobs. All of our team members are association members and often board members.

It’s also important to make sure your fundraiser is relevant and appealing. We stopped doing previous events because they weren’t attractive anymore to

the relative market. For example, we previously set up a wine tour where we bussed people out to the Virginia suburbs for a day of wine tasting at one or two vineyards. Now in downtown D.C., with the increase of wine events, the question was ‘Why do I need to pay to be transported to a winery when they are having this wine event right down the street?’ Our event was no longer relevant, so we changed it.”

FORUM: Does your organization use its fundraising campaign to serve as notice to others in the community that the association exists and you are doing good things for the community?

SAK: “Yes, and it helps when you tie yourself to a cause and one that makes sense to people. Asking people to donate because ‘We want to send lots of concierges to a specific conference or event’ isn’t easy. But when we tie ourselves to a cause like St. Jude, people relate and give more easily.”

JF: “I have seen an increase in exposure for our organization through these campaigns. These organizations also promote what the NCA Chicago Chapter does for them. We don’t necessarily see a membership boost because our membership tends to be somewhat specific for concierges, but there are other benefits. We also have affiliate companies who provide goods and services to the concierges. We feel that our dollars and our assistance better help at the local level.”

MATT MISICHKO IS AN ASSOCIATE IN THE CHICAGO OFFICE OF BARNES & THORNBURG LLP, AND CAN BE REACHED AT MATT.MISICHKO@BTLAW.COM.

Big Benefits

The Association Forum Foundation raises money through donations to help fund scholarships and education for association professionals. For more information, visit associationforum.org/foundation.

All your event management solutions, Under One Umbrella!



- Mobile Apps
- Registration & Badge Production
- Exhibit Sales & Floor Plan Management
- Total Networking Xperience TNX
- Hosted Buyer Program
- Continuing Education Management & Certificate Printing
- Responsive Event Website Hosting
- Housing Management
- Session Tracking/Lead Retrieval/RFID
- Call for Submissions/Abstracts/Speakers with Committee Review
- Session & Speaker Management
- Meeting Logistics & BEO Management
- Banquet/Table/Seating Management
- AMS & CRM Integration

Official event solutions provider for Association Forum.

For more information contact
Mike Horton
mike.horton@goeshow.com

www.goeShow.com

eSHOW
event management solutions



The Sponsored Content Conundrum

HOW ASSOCIATIONS CAN ADDRESS THE STIGMA AND BECOME THE CONTENT CONDUIT FOR THEIR INDUSTRY PARTNERS. BY JASON MEYERS

In the for-profit world, sponsored content is a popular marketing component for most brands. The catch is that the content has to be highly relevant, useful and engaging—this includes storytelling presented through articles, videos, infographics or other formats. The pitch to prospective sponsors is pretty straightforward: Sponsors “own” the content by way of brand alignment, most typically in the format of articles or interviews that are “Brought to you by [sponsor]” or “Sponsored by [sponsor].”

But sponsored content poses a dilemma for many associations. While it is an effective method for diversifying an organization’s content strategy and generating much-desired non-dues revenue, it is often difficult for an association’s sales team to convince vendors and partners to see the association as a viable outlet for their own content. Some partners believe the “sponsored” tag carries a stigma in the association context and won’t appeal to the audience. Others may have limited resources

to produce the content required for a sponsored program. And some prospective sponsors just feel that their own content won't be differentiated enough to stand out from other content published by an organization.

In some cases, it's even difficult to convince the association's leaders that they should be purveyors of paid content for the suppliers in the industry or field they represent. They may view sponsored content as overly promotional or commercial—a marketing tactic that doesn't align with the mission of the organization.

So how can associations resolve those internal and external conflicts and take advantage of the potentially lucrative possibilities sponsored content can offer? By thinking and acting like the content experts they are in the industries they represent. By setting clear parameters for what sponsored content is (and isn't), and providing strong examples for vendor partners of what sponsored content should be and what it can accomplish.

What follows is guidance for associations that want to integrate sponsored content into their mix while maintaining the integrity of their overall content strategies, along with some examples of how several organizations have found success doing just that.

Set strong guardrails...

As publishers of all kinds of content—whether written by staff, industry experts, members or sponsors—associations have a responsibility to set clear and binding content guidelines. They must establish and maintain strict guidelines for the content they publish. This is especially important when it comes to paid content opportunities.

Advertisers and partners need to be aware that there are editorial standards that must be followed when creating content, and these guidelines should be communicated clearly at the outset. If a sponsor's idea or submission doesn't align with these standards, they should be asked to make revisions or understand that appropriate revisions will be made in-house and then communicated back to them for final review and approval. It's important to stress that these guidelines are in place to help the advertiser create content that is meaningful and insightful for the association audience and not purely the editor's preference.

...But keep an open mind

When considering sponsored content, a sponsor might automatically assume the format should be a 600-word article. There are many strategic reasons for producing written sponsored content—most importantly for the search engine optimization benefits—but it's important to keep an open mind about what

sponsored content can be. For example, sponsored content might be any of the following items:

- Infographics
- Videos
- Playbooks or how-to guides
- Online special reports
- Series of themed articles

The Vacation Rental Management Association (VRMA) is one example of an association that looks to varied content formats to keep its content program—including sponsored content—interesting. VRMA is dedicated to advancing the vacation rental industry by providing invaluable educational and networking opportunities, promoting the value of the vacation rental experience and speaking as the authoritative voice to foster

professionalism and growth. The organization's view on sponsored content is that it should be highly relevant and engaging—and in some cases, that means heavy on visuals.

For “8 Myths About Short-Term Rentals,” VRMA's sponsor, a vacation rental data intelligence platform company, uses charts and infographics to systematically debunk common misconceptions about the industry such as, “the short-term rental industry is not that big” and “short-term rentals are for leisure destinations.” Each myth is addressed with one image and one-to-three short sentences. This approach results in content for VRMA that is engaging, brief and impactful.

“Advertisers and partners need to be aware that there are editorial standards that must be followed when creating content, and these guidelines should be communicated clearly at the outset.”

JASON MEYERS, SENIOR DIRECTOR OF CONTENT STRATEGY, SMITHBUCKLIN

Be a partner to the sales team

Many association content professionals have journalism backgrounds, so it's not unusual that some anxiety about crossing the editorial/sales barrier might exist for them, even in an association environment. But given the opportunity that exists for non-dues revenue, it's important for editors and sales teams to work closely together to land on the right strategy.

Talk to your sales team about sponsored content options and parameters so they loop the content team in when they have an interested advertiser or partner. Together, you can determine the best sponsored content strategy for your organization, which will not

only make your association an engaged partner for the advertiser, but also generate more revenue.

Such an opportunity arose when the Print Services & Distribution Association (PSDA), which helps print industry distributors grow by cultivating strategic partnerships with manufacturers and suppliers, had a partner company looking to showcase its expertise on digitally-printed, shrink-sleeved labeling. As a result, PSDA created an opportunity for a representative from the company to byline a sponsored article regarding the growing popularity of wine packaged in a can, and the opportunities that created for print resellers.

The article that resulted from the sponsor opportunity details the benefits of using aluminum cans for wine before addressing how savvy print resellers are helping wineries understand the perks of using shrink-sleeved labels for the product. Those wineries can produce small batches of uniquely branded limited editions and marketing promotions, and the practice is opening up new possibilities for the print resellers. In the end, the article helped PSDA's partner get its message in front of its target audience, while also providing members with unique and valuable information.

Remove the content creation burden

To address sponsors' concerns over time and resource constraints, take a central role in sponsored content creation—as creators, developers and publishers of content on behalf of your sponsor partners, hosting and distributing sponsors' content with the association's trusted stamp of approval. This follows the content or brand studio format that has become so popular in consumer and B2B media. Instead of simply offering the availability of sponsor-supplied and sponsor-branded content, sales teams can position the association's content team as a resource to develop customized, targeted content for the sponsor's approval—with minimal commitment of time and resources required by the sponsor. This could mean pitching content the association is already creating as an opportunity for a sponsor or partner. Of course, you don't want everything to be a promotion or a pitch, but the key idea here is to think outside of the standard contributor box when talking to advertisers.

Offer developed topics

Present potential sponsors with fully-developed, "pre-packaged" concepts for content that are ready to be implemented, have immediate appeal to the potential sponsors, and are relevant and timely subjects

that are of immediate interest to the association's audience. With this approach, sales teams are equipped with targeted, differentiated content ideas to pitch that align with the missions and goals of potential sponsors and complement association-generated content.

Applied Client Network, the independent global user community for Applied Systems technology serving the insurance industry, created such an opportunity in "The Innovation Issue" of *Connections*, Applied Client Network's print publication. The organization needed content that would speak to the topic of how to avoid Occupational Safety and Health Administration (OSHA) citations for unspecified safety hazards.

The organization's needs meant there was an opportunity for a sponsor to provide much-needed information that would be beneficial to Applied Client Network's members. It also allowed the partner company that provided the content to highlight the importance of including a licensed legal professional in such cases and demonstrate its own expertise in this area. As a result, the article supports the goals of both the organization and its partner by filling a specific content requirement in an edition of *Connections*.

If all else fails, change the terminology

To begin to change the perception and acceptance of sponsored content in the view of sponsors (and the audience), it might be necessary to shift the external concept of sponsored content away from the heavy focus on sponsorship. Removing the "sponsored by" or "brought to you by" tags might be the first step. The alternative is to put the focus on the association hosting, developing and presenting the content; for example, "Developed by [ABC Association] for [Sponsor]." This approach positions the association as the provider of the content, and has the added benefit of putting the association's trusted stamp of approval on the content.

As the association, you know your members and audience the best, and, most importantly, you know what will resonate with them. The best sponsored content pieces come from a true partnership with the sponsor, where both parties are open-minded about what is possible with content and how to focus it for the association audience. ■

JASON MEYERS IS THE SENIOR DIRECTOR OF CONTENT STRATEGY AT SMITHBUCKLIN IN CHICAGO.



PEOPLE PLACES PARTNERSHIPS

THEY COME TOGETHER HERE

IN VANCOUVER, WE ALL WORK TOGETHER TO
MAKE SURE YOUR EVENT RUNS SEAMLESSLY

From the hotels, to the venues, to our restaurants, we are more than suppliers. We are a community that is committed to giving you and your clients the best experience possible.

To find out how we can help you with your next meeting or event, contact Rachael Riggs at rriggs@tourismvancouver.com or visit tourismvancouver.com

**VAN
COU
VER**

Meet the 2020 Class of Emerging Leaders

The purpose of the Emerging Leaders Program is to focus on advancing association professionals under the age of 35 within their careers.

The program highlights influential and powerful techniques that teach young professionals how to take the next steps to success using conventional and nonconventional methods, creating a quality, exclusive cohort learning together over the course of six months.

The program started at Forum Forward, and the Emerging Leaders attended monthly educational events. They also read a book on leadership throughout the six-month program concluding with a book report presentation to an executive panel. Each Emerging Leader was matched with an association executive mentor. The program concluded at Holiday Showcase. Below, we asked each Emerging Leader a series of questions to find out what they took away from their experience in the program.

1. What was your biggest takeaway from the Emerging Leaders program?

2. How do you plan to apply what you learned to your career?

3. What drew you to the association industry?

4. Who has inspired you in your career?

5. Any advice for other young professionals?



Dan Beavers,
Member Programs
Coordinator,
Selected Independent
Funeral Homes



Takeaway: If you want to be in a certain role or at a certain professional level someday, you need to embody that kind of attitude and start seeking out and solving those kinds of problems now. You can't sit back and wait for somebody to force a promotion on you. You need to actively go after those opportunities.

Application: I've been trying to ask myself "bigger" questions that move me forward even if that may feel scary or I don't have the answer right away. I'm trying to focus on ideas and actions that force me out of my daily routine and into planning to build my skills and advance myself.

Attraction: I happened to get my first association job as a temp in the Member Service Center at the Academy of Nutrition and Dietetics. Most of my career has been in customer service, so it was a great fit. I enjoyed the call center and helping members solve their problems. That also happens to be where I met my wife, and she still works there. Today, I work for Selected Independent Funeral Homes and I love the passion that association professionals have for helping people. I've never been a salesman, but I've always cared about taking care of people and doing right by them. That's essentially the entire mission of the association world—our job is to make their jobs easier.

Inspiration: There have been a lot of inspirations but maybe my weirdest inspiration is Mike Holmes. He had a reality show in Canada where he would go around fixing botched construction projects. He was obsessed with quality and he would always tell the people he helped, "Don't worry, we're going to make it right." And he would. People would have a ruined home and he'd make everything perfect for them. I have his picture on my wall with a note I wrote myself that says, "When in doubt, make it right."

Advice: Ask more questions and work for people who are willing to answer them. Often, young people have a fear of being caught not knowing

something, so they don't ask. Ask the question. If you're interested in an aspect of the business that isn't necessarily on your to-do list, ask if you can learn more about it or be a part of it.

On a Sunday morning you can find me ... doing consultations for my dog behaviorist business. I teach people how to understand their dogs' behavior, how to earn a dog's respect and how to establish healthy routines and boundaries that give them a more fulfilling bond with their dogs. If I'm not with a four-legged client, I'm at home drinking coffee and spending time with my wife, our three daughters and two Labradors.

Brittney Conway,
Grant Development
Manager, American
Society of
Anesthesiologists



Takeaway: That developing your personal brand early helps your colleagues in the industry understand who you are and sets the stage for moving forward in your career.

Application: I plan to be more intentional in establishing both my personal brand and my career goals. I already have a strong set of goals and writing them down will help me visualize where I want my career to progress in the future.

Attraction: I've always been very active in volunteer organizations and I enjoy working toward a common goal to improve the communities around me. It wasn't until a few years ago that I realized I could actually work for an association and help its members with their mission.

Inspiration: I've been lucky that I've always had very supportive managers throughout my career. The two who have inspired me the most are Debbie Greif and Colleen Broomhead. Both are extremely smart, driven women with a strong work ethic who have excelled in their careers while juggling family and other obligations. I respect them both and they've provided a lot of good advice over the years.

Advice: Try to be the most helpful person in the organization. One of my least favorite things to

hear people say at work is, “That’s not my job.” By being open to doing things outside of your job description, you not only gain the trust and respect of your colleagues, but you expose yourself to more opportunities and areas of the organization.

The last thing I watched on TV was ... “It’s Always Sunny in Philadelphia”

Maria Dickman,
Communications
Manager, Chicago
Association of
REALTORS



Takeaway: The importance of building your personal brand and identifying the stepping stones to your career path. Emerging Leaders helped introduce me to other ambitious association professionals, grow my network and connect with mentors and role models who are highly successful in the industry.

Application: I’m being more intentional in my extracurricular involvement. I’ve joined an Association Forum committee to continue building connections in the industry, and I’m seeking out more involved professional development opportunities, as well.

Attraction: I stumbled into the association world by accident—CAR needed a writer and I had just quit my job in sales. I had no idea what an association was, but I’ve been slowly learning about the association world and all the good we do for so many industries and careers.

Inspiration: Polina Osherov, a photographer and entrepreneur I worked with in Indianapolis. She’s talented, runs several businesses and is an incredible friend, wife and mom. I’ve learned so much from her over the years about working hard, caring deeply about your work and having a community impact, but also maintaining balance.

Advice: Say yes—to happy hours, meetings, classes, lunches, programs, etc. It can be so easy to fall back on “I’m too busy” and get bogged down in the work. But say yes, and make those

commitments. That’s where you’ll build relationships and gain enormous perspective.

My life’s theme song would be ... “American Girl,” by Tom Petty

Kim Ellison, MNM,
CAE, Governance
Specialist,
American Society of
Anesthesiologists



Takeaway: Everyone has a very different path to becoming a leader.

Application: I already have! The lesson of focusing on the bigger goal to get past some smaller battles has really helped guide my day-to-day approach.

Attraction: What drew me (and keeps) me in associations is seeing the great impact of volunteerism.

Inspiration: Kate Dockins, CAE, who encouraged me from day one to get involved with Association Forum.

Advice: Identify your unique set of skills and be proud of them. At the start of my career, I downplayed these because I thought anyone could do them, but with experience, I have found that is actually not the case. Now, I am proud of them and find ways to use them.

The last thing I watched on TV was ... “Hot Ones” (a YouTube interview show where they eat increasingly spicy hot wings)

Kathleen Fultz,
Global Regulatory
and Government
Affairs Manager,
Water Quality
Association



Takeaway: Joining a cohort and the larger association community through

the Association Forum and Emerging Leaders Program has expanded my personal and professional growth. For me, it reaffirmed the value in exchanging knowledge, experience and advice with peers to further the association industry.

Application: I have started to seek opportunities to become further involved in the association community and have started participating with advisory councils, SIGs and think tanks. These experiences build upon what I have learned in the program and present the chance for reflection, discussions of experiences and insight that can expand my leadership and communication skills.

Attraction: I began my career by interning in the association industry, which gave me an opportunity to engage with multiple departments. I quickly saw how associations can empower an entire industry to strive further together. During the Flint, Michigan, water crisis, I volunteered with other association members to provide valuable consumer education to residents, predominantly seniors, in a proactive effort against scams. The power of an association to be a resource during a time of crisis solidified my passion for associations.

Advice: If a call for volunteers reaches your inbox, do not be dissuaded from participating because of perceived experience. We all have different perspectives and life experiences to draw on and enrich the conversation.

On a Sunday morning you can find me... outside, rain or shine, enjoying a run. However, I draw the line at snow.

Jamie Garcia,
CMP, Meeting
Manager, Emergency
Nurses Association



Takeaway: During this program, I have been able to reflect on my goals and where I want to be in the future. The industry leaders we met with have been very open and insightful in their discussions. These conversations have helped me reexamine my goals and redefine exactly what I want to achieve.

Application: In looking at my own trajectory and absorbing the successes as well as the struggles of other leaders, I feel encouraged and motivated to not accept the status quo and challenge perceptions. The program cohort has been extremely supportive and I'm excited to have more industry colleagues in my network.

Attraction: During this time where technology can cause isolation, I believe it's important to bring people together to make connections and learn from each other. I love the creativity of the meetings industry and I'm proud to support organizations that do good in the world.

Inspiration: There are so many people who have inspired me and continue to inspire me. I'm particularly encouraged by women who are leaders in the industry.

Advice: Work hard to prove yourself and add value to your organization, however don't assume that your work will speak for you. Speak up!

In 2020, I'd like to ... teach my twin girls how to Irish dance.

Michael Golak,
Accountant, Bostrom



Takeaway: My biggest takeaway was being able to share ideas and thoughts with my mentor on nearly a daily basis.

Application: I plan to apply my new leadership techniques and strategies throughout my career by focusing on building and maintaining strong teams.

Attraction: It was totally random: I was focusing on jobs in the accounting field and quickly fell into the association industry.

Inspiration: My parents—they are extremely hard-working individuals.

Advice: You will be surprised where hard work and determination can get you. Keep pushing forward and continually keep learning.

On a Sunday morning you can find me ... playing in a competitive basketball league.

Amanda Hortsman,
Esq., Specialist,
Legal Affairs,
Society of Critical
Care Medicine



Takeaway: That being a leader doesn't mean you know everything right away. As a leader, you should always be open to learning new things and skills.

Application: I plan to take what I learned and grow, both personally and professionally, to ultimately lead an association of my own someday in the near future.

Attraction: Initially, I lucked into the association world by finding a job right out of law school. However, I choose to stay within the association world as I find the work meaningful and the members amazing.

Inspiration: The people who have inspired me are my parents. I wouldn't be where I am today without their guidance, support and little nudges along the way.

Advice: Get to know association professionals whose roles differ from your own. You'd be surprised on how much you can learn from their perspectives.

The last thing I watched on TV was ... "Jack Ryan," Season 2

Tim Mucha,
Communications
& PR Specialist,
Emergency Nurses
Association



Takeaway: That there are various ways you can contribute to your association. It's okay to jump in on projects

that you don't have experience with. You will bring new ideas to the table that others may not have thought of while gaining experience. Projects shouldn't be completed in silos, so get involved in any projects that interest you.

Application: I plan to volunteer to join and lead more initiatives and projects during my career. When I hear of something that interests me, I'm going to see how I can contribute from a communications perspective.

Attraction: I like that the goal is to provide the best work possible for a group of members instead of just selling a product and moving on.

Inspiration: I had a really great social media professor during my undergraduate program. She had a strong grasp on social media and helped me find my passion for digital communications. Her course taught me many tactics and strategy efforts, and any time we had a chance to receive feedback, she helped me better understand areas for improvement as well as develop my strengths.

Advice: My advice would be to find mentors throughout your career. There are many people within your association who would be willing to help you grow, learn and improve while also learning from you. The exchange of information will be mutually beneficial and you'll have a great new relationship. The Emerging Leaders Program has partnered us with mentors in the association industry and it has been one of my favorite aspects of the program so far.

On a Sunday morning you can find me ... doing one of three things: spending time with my wife and two daughters, running or golfing.

Brent Novosel, Communications
Associate, National Board of Certification
& Recertification for Nurse Anesthetists

Could not be reached for a response.

Gina Orlandi,
Marketing Project
Manager, CCIM
Institute



Takeaway: What it means to not only be a manager, but also a coach for my colleagues and direct reports.

Application: By continually working on my professional development. I want to ensure that I enlist new ideas and best practices and pass that innovative spirit onto my team.

Attraction: The opportunity to help professionals grow in both their careers and passions.

Inspiration: My colleagues and family.

Advice: Surround yourself with people you admire both in work and life.

On a Sunday morning you can find me ... on my couch, wrapped in a comfy blanket.

I was his assistant for a few years and I learned a lot from him and he always pushed me and believed in me to pursue my professional goals.

Advice: Take time to focus on your professional development and keep track of your progress.

I never leave home without my ... Kindle because I love to read whenever I have some downtime.

Erik Rancatore,
Association
Marketing Manager,
National Marine
Manufacturers
Association



Takeaway: It was incredibly encouraging to see so many leaders within the association space willing to give their time, energy and learnings throughout this process.

Application: We all preach the less-is-more ethos, but putting that into action is something that I plan on applying throughout my career. This program has reinforced that it isn't about the list of accomplishments you can tackle throughout the week, rather, focusing on the quality of what you produce that will have the most meaning.

Attraction: I honestly fell into it accidentally. When I was looking for a new career opportunity, I applied for an opening with an association and learned that the industry gave me an opportunity to expand on my interests in ways that I would have never previously imagined.

Inspiration: I am fortunate that someone who inspired me early on continues to serve as a mentor and colleague today. Ellen Bradley, chief communications officer at the National Marine Manufacturers Association, was my supervisor while I was an intern, and I was lucky to join her team again at this stage in my career. During that internship, I not only learned valuable lessons in thinking about the long-term goals, but also was constantly inspired by her ability to bring in a fresh and strategic perspective to every conversation and project.

Angelica Pollard,
Corporate Relations
Coordinator,
American Society of
Anesthesiologists



Takeaway: Developing professional relationships with other peer leaders and industry executives has been invaluable.

Application: I plan to use the various techniques I learned in my everyday work responsibilities and to also use these techniques to improve current processes.

Attraction: My mom, Helen Pollard, has worked in the association industry for more than 30 years. She has inspired me because I have seen how she has managed to build a successful career that she truly enjoys.

Inspiration: Chris Wehking, chief program officer for the American Society of Anesthesiologists.

Advice: Take every chance to explore your curiosities. You never know when something that starts out as a side project could turn into a new career path.

My hidden talent is ... I'm becoming a passable ukulele player, but just don't ask me to play on the spot.

Monae Redmond,
MBA, Manager
of Member Care,
Chicago Association
of REALTORS



Takeaway: I took away so much knowledge and guidance from my mentor. My favorite session so far took place at the American Bar Association. Such an eye-opening experience to interact with such high-level executives.

Application: I plan to elevate my personal brand and executive presence, effectively manage conflict and successfully navigate crucial conversations. I also plan to become more involved with Association Forum through volunteer opportunities.

Attraction: I love the idea of giving back, providing services to help others achieve success and advocating on behalf of others for the greater good.

Inspiration: My inspiration comes from helping others, whether it's a member, colleague, student, etc. If I am able to help a few people each day, I am fulfilled. I have three individuals who have inspired me the most in my career: Ginger Downs, previous CEO of my company. She showed me how well-respected a woman can be in this industry. She worked in every single role within the association world, from the front desk to the C-suite. Amanda Withrow, VP of Professional Standards and Membership. Watching her push through grad school and law school with three children at home inspired me to finish my MBA and always strive for more. Lastly, Michelle Mills Clement, current CEO of CAR. She has inspired me in so many ways. In short, I know for a fact I can do anything I set my mind to, all because of her.

Advice: Never stop growing professionally, personally and spiritually. It is easy to get sidetracked and fall into the routine of going to work every day, but you have to set goals for yourself. Write them down, create a vision board and hold yourself accountable. Do not let a year go by without being able to look back and be proud of something that you've accomplished.

On a Sunday morning you can find me ... spending time with my son and fiancé, and couponing.

Dianna Reeves,
Office Manager, CFA,
Society of Chicago



Takeaway: I enjoyed connecting with my cohort, a like-minded group of association professionals. I hope to maintain relationships with them after the close of the program to continue to have inspiring conversations that can be useful in our individual work.

Application: We're all trying to do what's best for our associations. I learned that most of us run into similar challenges with association work—whether it be member retention or transitioning to more modern technology. Recognizing and sharing our success stories allows growth and sparks new ideas.

Attraction: I did not purposefully seek out a role within an association. This is my first position with an association.

Inspiration: All of the 2019 Emerging Leaders and those who worked to support us during our journey and organize such an interactive program.

Advice: Continue to look for ways to grow through educational and professional development opportunities and connect with others in your industry.

On a Sunday morning you can find me ... drafting recipes, cooking and baking.

Julie Rossberger,
Education Specialist,
Emergency Nurses
Association



Takeaway: The importance of finding my voice.

Application: I am challenging myself to speak up and voice my thoughts and ideas.

Attraction: I sort of fell into my career with associations, but after six years I can't imagine working in any other industry. I really enjoy association work because every employee's work contributes to the mission and culture of the organization.

Inspiration: I am inspired by the managers and directors I have worked for throughout my career. All are women and many are under the age of 40. Their success and accomplishments motivate me to advance my career.

Advice: You create your own luck by saying 'yes' to opportunities and projects that come your way.

My hidden talent is ... I am a registered yoga teacher.

me the opportunity to move into the next level of my career.

Attraction: I enjoy helping others. With my organization, we assist professionals in taking their career to the next level.

Inspiration: Shonda Rhimes and Ava DuVernay.

Advice: Figure out where you eventually want to be in your career, and make a plan to get there.

On a Sunday morning you can find me ... doing yoga.

Christine Young,
Director of
Professional
Development,
Hematology
Oncology Pharmacy
Association



Takeaway: The concept of branding yourself. I thought it was interesting to use different social media platforms to brand who you are as a professional.

Application: To continue to enhance the way adult education is planned, delivered and executed.

Attraction: Planning meetings for healthcare professionals. I loved the idea of planning an educational event that could make a small impact on the patient.

Inspiration: My parents—they are extremely supportive and have always encouraged me in my career path. They taught me to never give up!

Advice: Network and find a mentor who can guide you to pursue your career goals. 📧

LaShay Sydnor,
Solution Center
Coordinator, CCIM
Institute



Takeaway: Be true to your personal brand through the work that you do.

Application: I plan to continue to learn and grow beyond my comfort zone, which will allow



THINKING ABOUT BECOMING
AN EMERGING LEADER? Visit
[associationforum.org/events/
emergingleaderprogram](https://associationforum.org/events/emergingleaderprogram) to learn more.



Identification Update

LEARN THE HISTORY OF REAL ID
AND DISCOVER WHAT YOU'LL NEED
TO GET ONE.

BY MEREDITH LANDRY

In less than a year, things are going to get real for Illinois travelers who want to board domestic commercial flights. For those who fly—as well as need access to federal facilities, enter nuclear power plants or visit military bases—a deadline is looming. You will need a Real ID as of Oct. 1, 2020.

With the clock ticking, there are details to understand about a Real ID, what it is and how it will affect you. It's vital to know how this new law and history have converged, the necessary documents to obtain a Real ID, and if you actually need one. While it can be a little complicated, you still have time.

Understanding Real ID

With millions of people in Illinois and across the country now on the clock, there is a growing national conversation surrounding Real ID. It's a transition that has been in the works for 14 years.

In 2005, the Real ID Act was passed by Congress after the 9/11 Commission recommended “the federal government set standards for the issuance of sources of identification, such as driver's licenses.” The information and verification process for licenses and identification cards that led to Real ID was established at this time. Illinois was among many states that initially opposed the Real ID law.

“The federal government basically wants you to start from scratch on proving your identity,” said Henry Haupt, a spokesman for the Illinois Secretary of State's office, in a recent radio interview.

Travelers won't need a Real ID if they have a passport, federal government PIV (Personal Identification Verification) or U.S. military-issued ID. If you decide not to opt-in, beginning Oct. 1, 2020, you will need to bring another form of identification to the airport to fly domestically. A standard driver's license won't be enough to validate your identity to board a flight.

It's expected that most will use a Real ID to get through a TSA checkpoint for domestic air travel. Touring a nuclear power plant may not be in the majority of people's plans, but many people visit federal facilities such as courthouses and military bases, so it will be necessary to be prepared for entrance.

“If you don't fly domestically, you don't need a Real ID,” Haupt said. “If you don't visit secure federal facilities, you don't need a Real ID.”

What You Need to Get a Real ID

For a Real ID, Illinois residents can visit any driver services facility that isn't a mobile facility or express facility. A Real ID costs \$5 for residents whose



Source: <https://realid.ilsos.gov/>




Real ID
Gold Star
Designation

driver's license expires in more than a year. Real IDs cost the same amount as a standard driver's license renewal, which is \$30.

The documents needed for residents to get a Real ID include:

- One document displaying their full legal name, like a certified birth certificate copy or U.S. passport.
- One document that proves their social security number, like a social security card or W-2 form.
- Two different documents that prove Illinois residency, such as a utility bill, canceled check or pay stub.
- One document with proof of written signature, like a current Illinois or out-of-state license.

While the deadline is still almost a year away, time flies. If you plan to fly domestically in the future, gather your documents and make plans to get a Real ID. 

THE ILLINOIS SECRETARY OF STATE office has an interactive checklist that identifies the documents residents need to obtain a Real ID: realid.ilsos.gov/checklist.html.



ASAE Announces Addition of Diversity and Inclusion Award

The American Society of Association Executives (ASAE) will add diversity and inclusion to their

Power of A Awards program. The Power of Diversity and Inclusion Award will be presented for the first time at the 2020 Summit Awards Dinner on Sept. 30, 2020.

According to ASAE's chair of the Diversity and Inclusion Committee, Wendy-Jo Toyama, MBA, CAE, "D+I initiatives and programs have become a driving force across associations and now is the right time to introduce an award that shines a bright light on the work the community is doing."

The Association Forum commends ASAE for the creation of this new award category. One of our core values is to be a welcoming environment, and diversity and inclusion are a key component of that.

/// To learn more about the **POWER OF A AWARDS**, visit asaecenter.org/programs/awards-and-recognition.



A New Executive Director

The American College of Foot and Ankle Surgeons (ACFAS) welcomes **Patrick (PJ) Andrus, CAE**, as the new executive director of the 7,700 surgeon-member professional association for foot and ankle surgeons. Andrus will officially take the reins on March 1, 2020, replacing retiring Executive Director J.C. (Chris) Mahaffey, MS, CAE, FASAE.

Andrus comes to the College from the Veterinary Emergency and Critical Care Society (VECCS) where he served as the CEO. Prior to VECCS, Andrus spent 13 years at the American Hospital Association (AHA) in various roles with the most recent as the Executive Director of the American Society for Health Care Engineering of the AHA.

"I am thrilled to join the ACFAS community. It is an honor to succeed Chris Mahaffey and serve as the next executive director of an organization with such a rich history and important mission. I am eager to get to work with the Board of Directors, volunteer leaders and the ACFAS team to support the needs of our members and the patients they serve," Andrus said.



Big Changes For VisitDallas

Craig Davis, former president and CEO of VisitPITTSBURGH, has been selected as the new president and CEO of VisitDallas. Davis' first day in the office was Jan. 6, 2020.

Davis has worked in the hospitality industry for more than three decades. He began his tenure at VisitPITTSBURGH in 2000 as executive director of Convention Sales. He was promoted to vice president of Sales and Marketing in 2007 and to the position of president and CEO in March 2012.


Davis' background in the hospitality industry includes executive experience at hotels in Toronto, Chicago and Pittsburgh. While at VisitPITTSBURGH, Davis was responsible for overseeing the convention sales and marketing efforts for the new David L. Lawrence Convention Center, the first Gold and Platinum LEED-certified convention center in the world.

"Dallas is an amazing city and the VisitDallas team is regarded very well nationally," Davis said. "I couldn't be more thrilled to be joining the team of the No. 5 convention city in the nation, the only Texas city in the Top 10 and the No. 1 visitor destination in the state. Dallas is a city on the move, and I'm honored to be a part of its future."



Association Forum Member Receives Honor

Association Forum member **Michelle Mills Clement**, CEO of the Chicago Association of Realtors, was recently honored as one of Crain's 40 Under 40 recipients. The Chicago business publication put together an impressive list of 40 local professionals—including an orthopedic surgeon, a vice president of a Fortune 500 company, the founder of a nonprofit, and more.

Since joining CAR in 2018, Clement has focused the association's resources on serving all of Chicago's neighborhoods: "If we're going to say we're the voice of real estate for Chicago, we should mean all of Chicago," she told Crain's. This includes holding events in far-reaching neighborhoods, not just near CAR's headquarters on Michigan Avenue. CAR has also teamed up with DePaul University's Chaddwick Institute to study a run-down CTA bus terminal and its effects on the surrounding neighborhood at Austin Boulevard and Division Street. 



Promotions and Changes



Sarah Walsh has joined the Chicago Chapter of the Appraisal Institute as executive director; she is replacing LA Anderson, who is retiring on January 30. Prior to this position, Walsh was with the Appraisal Institute national office for seven years. Previously, she has held positions at American Society of Home Inspectors and Association Management Center. Walsh is currently the Chair of the Fundraising SIG for Association Forum.



The National Commission on Correctional Health Care has appointed **Deborah Ross, CCHP**, as CEO. Ross has worked for NCCHC for 21 years, most recently as the vice president of education and meetings. Throughout her career with NCCHC, she has developed strategic plans aimed at promoting growth and awareness within the correctional health care community. She has built relationships and

partnerships with diverse stakeholders who share common interests. Through these efforts, she has expanded educational programming and outreach, leading NCCHC to be recognized as the premier educational provider in the field.

Visit Indy announces the hiring of **Jon Hixon, CMP, CDME**, as senior director of sales. His depth of industry knowledge and 25 years in the hospitality and association industry will continue to push Indianapolis forward as a premier convention and event destination. As senior director of sales managing Visit Indy's sales team covering Chicago and the western half of the U.S., Hixon will lead efforts to sell and market Indy's recently announced expansion plans. A 130,000-sq.-ft. expansion of the Indiana Convention Center including a 50,000-sq.-ft. ballroom and a connected 814-room Signia Hilton hotel are slated to open in 2023.



New Association Forum Members

Individual Members

Carolyn Jane Blake, Discover Puerto Rico
John Dwyer, Elm Graphics
Nick M. Falco, CAE, CFRE
Peggy Ford, Marriott Marquis Chicago
Daniel Grainger, McKinley Advisors
Mark A. Granquist, Association Technologies, Inc.
Erika Hoeft, American Academy of Pediatric Dentistry
Jessica L. Johnson, McKinley Advisors
Renalin J. Malvar-Ledda, American Association of Hip and Knee Surgeons

Christopher Richard Mulvaney, American Ornithological Society
Louise Pereyra, American Society of Plastic Surgeons
Janis Ross, CMP, Eugene, Cascades & Coast
Donte Shannon, Association of Equipment Management Professionals
Tracie Tuft, Explore Utah Valley
Misty Williams, Huntsville/Madison County Convention & Visitors Bureau
Varun Yeldandi, General Systems Corporation

Forum Plus Members

Yolanda Battle, American Health Information Management Association
Priyanka Bhakta, SmithBucklin
Julie Bode, SmithBucklin
Tom Bohn, Association for Corporate Growth
Royston Connors, SmithBucklin
LaJune Davis Wiley, American Health Information Management Association
Jenna Feldman, SmithBucklin
Nathan Goldberg, Bostrom
Victoria Grove, Society of Women Engineers
Kate Holzkopf, Urgent Care Association
Rachel Jessen, Society of Women Engineers
Robert Kapella, Academy of General Dentistry
Tanner Kennedy, SmithBucklin

Jodaisha Palmer, SmithBucklin
Tori Peoples, Radiological Society of North America
Magen Shully, American Association of Diabetes Educators
Dawn Teubner, Association of Nutrition & Foodservice Professionals
Barb Tieder, American Academy of Implant Dentistry
Cassandra Trost, SmithBucklin
Samantha Wagner, Association Management Center
Kim Williams, American Academy of Implant Dentistry
Julia Wixtrom, American Health Information Management Association
Kelly Zak, American Association of Oral and Maxillofacial Surgeons

CALENDAR

JANUARY

Governance Essentials: Effective Practices for Staff

Jan. 16, 2020
9:00 a.m.–12:00 p.m.
Association Management Center,
8735 W. Higgins Rd., Suite 300, Chicago, IL

Workshop participants will learn core governance practices and explore the roles of both board members and staff. With a focus on “nuts and bolts” of good governance, participants will receive practical tools that have proven effective for promoting good governance practices.

Presented in partnership with Association Management Center.

Winter Healthcare Collaborative: The Business of Quality in Healthcare Associations

Jan. 28, 2020
12:00 p.m.–5:00 p.m.
American Dental Association, 211 E. Chicago Ave.,
Chicago, IL

The Healthcare Collaborative brings together executives in healthcare for a networking luncheon, followed by keynote presentations on accreditation and on healthcare quality, Edelman research on trust in the healthcare sector and an association executive panel discussion with a reception to follow.

Presented in partnership with Synchronicities and Washington, D.C.

SIG Summit

Jan. 30, 2020
11:30 a.m.–6:00 p.m.
Palmer House Hilton, 17 E. Monroe, Chicago, IL

Association Forum Special Interest Group (SIG) members are invited to participate in this program, bringing together participants from all our SIGs for a networking luncheon, keynote and afternoon of interactive breakout discussions with a reception to follow.

Online Learning

Easy-to-access on-demand education always available for the association professional on-the-go. Expand your knowledge and earn CAE credits at your convenience.

pathlms.com/association-forum



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

FEBRUARY

Component Relations SIG – Save the Date!

Feb. 19, 2020
Forum Headquarters, 10 S. Riverside Plaza,
Suite 800, Chicago, IL

Finance + HR Symposium

Feb. 26, 2020
9:00 a.m.–4:00 p.m.
Forum Headquarters, 10 S. Riverside Plaza,
Suite 800, Chicago, IL

This symposium will explore key topics for human resources professionals including organizational agility, association compensation management and new employment laws and future trends. For finance professionals, the program will cover an economic and market overview and how to ensure organizational success through unstable financial times. The full-day program will be highly interactive with many key learnings coming from sharing experiences with fellow participants.

Presented in partnership with BMO Harris Bank and DiMeo Schneider & Associates.

MARCH

2020 Women's Executive Forum

March 11, 2020
8:30 a.m.–6:00 p.m.
W Chicago, City Center, 172 W. Adams St.,
Chicago, IL

Women leaders in the association and nonprofit community will come together for critical conversations regarding issues unique to women in the industry. Participants will find their unique voice by exploring topics including personal brand, career strategy plans, negotiations and unique value. They will walk away with personal and professional growth ideas and inspiration for their teams and themselves.

Presented in partnership with Visit Dallas, Naylor Association Solutions and BMO Harris Bank.

SmartTech 2020

March 31, 2020
OLC Education & Conference Center,
9400 W. Higgins Rd, Suite 100, Rosemont, IL

The SmartTech conference gives participants innovative strategies for using technology and data to increase revenue, drive membership and adapt to today's changing business environment.



Save the Dates for these Upcoming Events!

Honors Awards 2020 Nomination Deadline is January 24



Awards include:

- Samuel B. Shapiro Award for Chief Staff Executive Achievement
- John C. Thiel Distinguished Service Award
- Inspiring Leader Award
- Association Professional Achievement Award

Learn more and make a nomination at:

www.associationforum.org/honors-gala

Honors Gala 2020 is on June 18, 2020 at the Chicago Marriott Downtown Magnificent Mile



Women's Executive Forum



Women's Executive Forum

The Women's Executive Forum is an opportunity for current and future women leaders in the association and nonprofit communities to establish and nurture connections while engaging in critical conversations about the unique issues faced by women in the industry.

March 11, 2020

W Chicago-City Center

Supporting Partners:



SmartTech Conference

The SmartTech Conference is custom-built for association professionals looking to use technology and data more efficiently to increase revenue, drive membership and adapt to today's changing business environment.

March 31, 2020

OLC Education & Conference Center

Hosted by:



Supporting Partner:



Learn more at: associationforum.org/events

January/February 2020

Association Forum	associationforum.org	43
Boston Convention Marketing Center	signatureboston.com ... <i>inside front cover</i>	
Cook and Kocher Insurance Group	cookandkocher.com	17
eShow	goeshow.com	25
Galveston Island CVB	meetgalveston.com	3
GLC – a marketing communications agency	glcdelivers.com	21
Louisville CVB	gotolouisville.com	10
Tourism Vancouver	tourismvancouver.com	29
Visit Phoenix	visitphoenix.com ... <i>inside back cover</i>	
Visit Seattle	visitseattle.org	<i>back cover</i>



Image: Thinkhubstudio/iStock/Getty Images Plus via Getty Images

PARTNERS MAKE IT POSSIBLE

Boston Convention Marketing Center

Bob Pellegrini

Vice President of Sales

877-393-3393

sales@SignatureBoston.com

signatureboston.com



Known as a hub of innovation with a revolutionary spirit, Boston offers the perfect mix of history, invention and hospitality to inspire your attendees and produce event results beyond your expectations. Our two award-winning convention facilities, the Boston Convention & Exhibition Center (BCEC) and the Hynes Convention Center (Hynes), offer convenient access to the most qualified attendees within a two-hour radius in North America. Both facilities can host events of all sizes and scope, including outdoor events at The Lawn On D Powered by Citizens Bank, a vibrant, flexible, outdoor space offering two pavilions connected to the BCEC.

Boston Convention & Exhibition Center

Built by users for users, the BCEC is minutes from Boston Logan International Airport, and is the most flexible and technologically advanced convention facility in the world.

- 516,000 sq. ft. of contiguous, nearly column-free exhibit space
- 82 meeting rooms, multiple registration and function spaces, and a 40,020-sq.-ft., column-free ballroom
- Free Wi-Fi throughout, state-of-the-art digital displays, 10-gigabit fiber network and in-house IT support

Hynes Convention Center

Just 4.7 miles from Boston Logan International Airport, the Hynes is the best located major convention center in the world, located in Boston's historic Back Bay neighborhood.

- 176,480 sq. ft. of customizable exhibit space and 38 meeting rooms
- Auditorium with seating for 4,000+, and a 24,544-sq.-ft., column-free ballroom
- Free Wi-Fi throughout, state-of-the-art digital displays, 10-gigabit fiber network and in-house IT support
- Connected to over 3,100 hotel rooms and two premier shopping destinations.



eShow

Michael Horton

Vice President, Sales

5 Executive Court, South Barrington, IL 60010

847-620-4218

Mike.horton@goeshow.com

goeshow.com



No matter the size, need or location of your event, eShow has the services "Under One Umbrella."

Formed in 1996, eShow started out as a custom website provider. It was soon after that an event management company came calling. Once they had experienced the eShow product and the flexibility it provided, requests for additional custom products such as registration and exhibitor management solutions followed. From there, eShow continued to learn more about the demands of the event industry to bring us to today, where we provide services for every level of an event.

Advance and On-site Registration services, Internal Housing Reservation Systems and full-service Housing Management, Mobile Apps, Exhibitor and Floor Plan Management, Banquet Manager, Call for Papers, Conference and Speaker Management, Meeting Logistics Manager, Lead Retrieval, Session Tracking and RFID Services are just the beginning of the services you will find "Under the eShow Umbrella."

Our On-site Services can travel all over the world with you. Asia, Europe, North and South America are all on our destination lists. Included with the International Services are international currency processing and language translations.

Our services also provide Integrations and APIs with all the major association management systems and CRMs. With each product being its own standalone module, we provide our clients the opportunity to select by their specific event needs. However, combining modules offers a fully integrated internal system where you no longer have to worry about moving data from one product to another.

Galveston Island CVB

Melody Smith

Director of Sales and Marketing

409-763-6564

msmith@galvestoncvb.com

meetgalveston.com



If you have that anxious feeling where you know you need to get away, the answer is easy. It's island time! Leave the stiff and boring behind for the excitement of Galveston Island's beachfront facilities in one of Texas' top tourism destinations. Located just 50 minutes from Houston, this tropical island offers more than 5,000 sleeping rooms, 32 miles of beaches, rich history and culture, unique shopping and a variety of world-class attractions to make your meeting far from ordinary.

Offering sweeping views of the Gulf's sparkling waters, the Galveston Island Convention Center at the San Luis Resort

is the perfect meeting destination. Located on Galveston's famous Seawall Boulevard, this 140,000-sq.-ft. property combines executive conference facilities with luxurious amenities as well as complimentary wireless Internet, shuttle services and on-site parking.

While you're in Galveston, mixing business with pleasure is easy as the island offers plenty of opportunities for exploring, from the adventure pyramids of Moody Gardens to the thrills of the Galveston Island Historic Pleasure Pier. Visitors can learn about Galveston's unique history at a variety of museums, like the historic mansion Bishop's Palace or the 1877 Tall Ship ELISSA. In Galveston, even shopping and dining are historic, cultural experiences. The Historic Downtown Strand Seaport District boasts of beautiful Victorian storefronts featuring unique shops, restaurants and art galleries just a short walk away from Galveston's Pier 21 and glistening harbor.

For more information on Galveston Island, contact the Galveston Island Convention & Visitors Bureau at 866-505-4456 or visit meetgalveston.com.

GLC

Joe Stella

Vice President Business Development

9855 Woods Drive, Suite 105

Skokie, Illinois 60077

847-205-3127

jstella@glcdelivers.com

glcdelivers.com

GLC — a marketing communications agency



At GLC, we believe that every brand has a story to tell. At the heart of these stories are people: amazing people who do ordinary things or ordinary people who do amazing things. Whether rooted in thought leadership, best practices or human interest, content has the power to connect, to inspire and to move audiences through positive change and growth both personally and professionally. Through traditional media and innovative new channels, our content programs connect brands to people, driving strategic outcomes and reinforcing the relational value between the two. That's why we do what we do.

What we do

GLC provides turnkey media, marketing and communications services to professional and trade associations. We utilize award-winning design and compelling thought leadership content to attract and engage member audiences. Our approach is informed by data and analytics, as well as our extensive experience in the association marketplace.

GLC's approach is media-agnostic and designed around specific business goals and objectives. Our focus is and always has been to use the power of design and storytelling to develop best-in-class media platforms—whether in print, digital, social

or video—that deliver measurable results for our clients. Our process is innovative, collaborative and flexible, while our project management and attention to detail are highly regarded by our 30 association client partners.

While much in the world and our industry has changed, our passion has remained consistent: to help organizations tell stories that empower their audiences. For more than 50 years, this is what has set us apart from our competitors.

Louisville Tourism

David Kinney

Director of Midwest Sales

401 West Main Street, Suite 2300

Louisville, KY 40202

502-379-6105

dkinney@gotolouisville.com

GoToLouisville.com/Meet

Exploring Louisville's Convention Reinvention



Louisville has steadily become one of the hottest destinations in the U.S. From its booming bourbon renaissance, to its culinary jewels, to its one-of-a-kind attractions, the city offers a menu of things to see and do all wrapped within its hallmark Southern charm. Urban distilleries, burgeoning neighborhoods, classic cocktail bars, great places to eat, and iconic attractions and events make Louisville a top destination. Not to mention, Louisville has been revitalized with a \$1B investment in tourism infrastructure. The downtown convention center re-opened in August 2018 after a renovation and expansion. The beautiful new facility boasts over 200,000 sq. ft. of contiguous exhibit space, a 40,000-sq.-ft. ballroom, 52 meeting rooms and experience-driven design. This opening is accompanied by the opening of over 1,000 downtown hotel rooms and two bourbon distilleries in the past 18 months. With all of this, it's no wonder Smart Meetings named Louisville one of the "11 Cities on the Rise You Can't Pass Up" and Experient says the city is one of the "3 Hottest Destinations in North America Right Now." Learn more at GoToLouisville.com/Meet.

Tourism Vancouver

Yael Stein

Marketing Manager, Meetings & Conventions

604-631-2881

ystein@tourismvancouver.com

tourismvancouver.com

insidevancouver.ca



Vancouver is consistently voted one of the world's most livable cities and has received countless awards and accolades for its attraction to meeting planners and visitors worldwide. The city is surrounded by snow-capped peaks, lush green parks and the

sparkling Pacific Ocean—combine that with an award-winning convention center, first-class hotels and exceptional cuisine, and you'll see why Vancouver strongly appeals to meeting organizers and delegates alike.

Vancouver has also achieved the all-important balance between accessibility to destinations worldwide, meeting spaces that can accommodate a range of attendee numbers and tastes, and year-round activity options for post-conference gatherings. With all that and more, it's no wonder the city is quickly becoming a preferred fixture on the world meetings stage.

With a résumé of meetings and events that includes the annual TED Conference, PCMA's Convening Leaders and the 2010 Winter Olympic Games, Vancouver has what it takes to make your event one that attendees will talk about for years to come.

In a spectacular cosmopolitan city with unsurpassed natural beauty, Vancouver offers unparalleled destination value in one of the most cohesive and supportive hospitality networks in the world.

Ready to book your Vancouver conference? Contact Tourism Vancouver's Meetings team to get started.

Visit Phoenix

Michele Lawrie

Director of National Accounts

400 East Van Buren Street, Suite 600,

Phoenix, AZ 85004

312-216-8777

mlawrie@visitphoenix.com

visitphoenix.com



With its diverse portfolio of conference-friendly resorts, Greater Phoenix has long been a popular destination for medical meetings. The state-of-the-art Phoenix Biomedical Campus serves as a natural extension of the learning environment provided by the nearby Phoenix Convention Center.

Visit Seattle

Troy Anderson

Director of Sales

701 Pike Street, Suite 800

Seattle, WA 98101

206-461-5823

tanderson@visitseattle.org

visitseattle.org/meetings

VISIT
seattle

Seattle's current growth offers increased amenities and highlights its richest offerings, leaving meeting attendees inspired.

Additional infrastructure. The Summit building—slated to open for group business in spring 2022—will complement the existing and already-bustling Arch building, just a block and a half away. The combination of these two facilities provides meeting planners with more space to host and inspire attendees.

Expanded hotels. Added hotel capacity makes Seattle an even more comfortable place to hold meetings. Last year, our hotel inventory increased by 20%, augmenting an already outstanding hotel package. This increase brought the total downtown room count to 14,160 at the end of 2018, with an expected 5% increase in 2019.

Improved access. Seattle-Tacoma International Airport is the fastest-growing U.S. airport, serving 91 nonstop domestic destinations and 29 international destinations. A hub for both Delta Air Lines and Alaska Airlines, the facility is undergoing a nearly \$17 million central terminal renovation including ADA accessibility improvements, an addition of 10,000 sq. ft. of dining and seating space, and a new, International Arrivals Facility that will double its gate capacity. Sea-Tac airport to downtown Seattle is only 30 minutes via Light Rail, adding a more efficient travel option into the city.

Whatever size or style of meeting you plan to hold, learn more about how the city can serve as a place for inspiration at visitseattle.org/meetings.

ASSOCIATION FORUM'S
PARTNERS
— *Make it* —
POSSIBLE



How Do You Stay Focused During A Long Day?



In the past year, I've learned to pay attention to my breathing if I find myself becoming overwhelmed. If possible, I'll grab an open conference room to play a short recording on the Headspace mobile app. Otherwise, listening to hip-hop also keeps me happy.

Kim Ellison, MNM, CAE, Governance Specialist, American Society of Anesthesiologists

I always write the five things that must get done each day on a Post-It. It's a good way to bring me back to center when interruptions inevitably happen, so I'm never thinking, "What was I supposed to be doing?" For tasks that require long periods of time (like writing, or editing an article or event script), I try to block time on my calendar—sometimes this is successful, sometimes it's not. I de-stress by making a cup of tea and chatting with coworkers about a new book or the latest episode of "Survivor." I also try to walk home from work—fresh air helps clear my thoughts.



Maria Dickman, Communications Manager, Chicago Association of REALTORS®

If I'm not careful, I could end up spending 90% of my day in meetings. To prevent this, I put "no-meeting" time into my Outlook calendar so I can stay focused on my work. When I want to get my creative juices flowing, I like to listen to music (preferably without words). A music genre that works especially well for me is jazz-fusion.

Steve Van Hout, Executive Director, American Academy of Sleep Medicine

I'm a runner and the best way to de-stress and stay focused is to start off the day with a workout. I always find that time in the gym or the trail gets me in the right mindset for the work day. It's also important to structure your time in the office by setting objectives for your day and managing any potential distractions, like emails or phone calls.



Geoffrey Brown, CAE, CEO, National Association of Personal Financial Advisors

I take five minutes in the morning to set goals for the day. I also block off project time on my calendar and carefully consider meetings. Lastly, I try to recharge with a walk around the office to say hello to other departments or to make a cup of tea.



Kathleen Fultz, Global Regulatory & Government Affairs Manager, Water Quality Association

**FIND OUT WHY BOOKING YOUR MEDICAL MEETING
IN PHOENIX IS JUST WHAT THE DOCTOR ORDERED.**



Phoenix is home to some of the nation's top medical facilities and hospitals, including the Phoenix Biomedical Campus a 30-acre urban campus planned for more than 6 million square feet of biomedical-related research, academic, and clinical facilities - located in the heart of downtown, just steps away from the Phoenix Convention Center.

Discover more at
visitphoenix.com/meetings/medical-meetings.





BEAUTIFUL

BRILLIANT



©LMN 2018

THE SUMMIT BUILDING, OPENING SPRING 2022 Welcome to a setting that connects some of Seattle's most iconic neighborhoods into an epicenter of bustling city life. A place that blends uniquely local experiences with awe-inspiring meeting spaces. Book your next event here or at Arch, our existing building on Pike Street. Learn more at visitseattle.org/conventioncenter

VISIT
seattle

 Washington State
Convention Center

