

# Executive Memo

October 2003

Focus on Education & Training

## Inside

- 2 **President's Message**
- 3 **Leadership Development**
- 6 **CAE Program**
- 7 **Search Using Google**
- 8 **Association History/Tech Tip**
- 10 **Networking Tip/ The Event Planner and Supplier Relationship**
- 12 **Member Profile: Megan Craig/CSAE Survey Stats**
- 13 **November Meetings**
- 14 **Choosing to Check In**

2170 S. Parker Road  
Suite 265  
Denver, Colorado 80231  
303-368-9090  
Fax 303-368-4222  
joant@csaenet.org  
coverton@csaenet.org

[www.csaenet.org](http://www.csaenet.org)

## Insider Training

by Bob Harris, CAE

Many association staff members describe their entry into the association profession as “by accident.” New employees have little knowledge of the unique aspects of nonprofit management. The aim is to transition employees from the attitude of “simply a job” to “association professional”—working in an environment where everyone shares the vision and mission, goals and the aspiration of volunteers.

### An Uphill Battle

Advertising an open position results in scores of résumés with no experience in association management. New employees must learn the association basics. Compound the lack of knowledge with a turnover rate of twenty percent in associations. That translates to more hiring and a potential staff turnover every five years. Add to that, the fact that budgets provide a pittance for staff education. The average budget for training is less than half of one percent of operations.

Finally, associations face a training disadvantage over franchised businesses. Fewer than ten percent of associations have developed operating manuals—a manual that guides staff, improves member service and enhances board understanding. Too many CEOs operate from memory and with passion—neglecting to write down the processes.

### Insider Training

An insider training program is a way to provide training with a variety of resources. The initiative combines external resources and

internal motivation to create an uninterrupted stream of learning.

Many resources are available for free or for a price from the American Society of Association Executives (ASAE), allied societies, BoardSource, the National Council of Nonprofit Organizations and the Nonprofit Risk Management Center. For example, ASAE lists the extensive knowledge requirements of certification and the ten domains for peer review, both free at [asaenet.org](http://asaenet.org)—both ideal resources for staff benchmarking.

An insider training program has a small commitment of office time—only a few hours per month—and employees are inspired to read, discuss and learn on their own. It is easy to create a learning program that promotes group learning and self-study. Offer incentives for staff participation and achievement. Here are six insider training ideas:

- ◆ **Office Book Club**—Select several books that apply to association management, board governance, risk management or finances, for example. Let the group make up the semi-annual list and suggest a monthly book review luncheon. See the sidebar on page 4 for suggested books.
- ◆ **Certification Discussion Groups**—There are five areas of study for the Certified Association Executive (CAE) exam, including 1) governance-structure, 2) leadership, 3) management-administration, 4) internal-external relations, and 5) programs-services. Within each section

Continued on page 4

## Executive Memo

*Executive Memo* is the monthly publication of the Colorado Society of Association Executives (CSAE) and is provided as a benefit to members. Submit your article by e-mail to JoanT@csaenet.org. Deadline for all material is six weeks before issue date. Submissions are edited and published as space allows. Letters to the editor, suggestions, comments and encouragement are welcomed. Expressed opinions and statements in this publication do not necessarily represent the opinions of the CSAE board of directors or its membership.

### Editorial Committee

#### Committee Chair:

**Corinne Fey**  
Caruso Group  
303-694-4728  
cfey@assnoffice.com

#### Tim Blum

Rocky Mountain  
Electrical League  
303-695-0089  
timblum@rmel.org

#### Cathy Garcia

Action 22 Inc.  
719-560-9897  
cathy@action22.org

#### Mo Goldman

ConferenceDirect  
720-334-1905  
moandd@hotmail.com

#### Mark Grace

American Water Works  
Association  
303-347-6193  
mgrace@awwa.org

#### Mary Jordan, Ed.D.

International Electrical  
Testing Association  
303-697-8441  
mjordan@netaworld.org

#### Stan Orr, CAE

Non-Profit Resources  
970-945-1478  
npr@sopris.net

#### Editor: Jill Ladouceur

303-804-9778  
ladjill@qwest.net

**Publisher:** Colorado Society of Association Executives

#### Executive Director:

Joan Tezak, CAE, CMP  
Colorado Society of  
Association Executives  
303-368-9090  
joant@csaenet.org

## President's Message

# Community, Knowledge and Value Are at the Heart of Associations

—by **Raquel Alexander, MA, CAE, CSAE President**

(aka **Randi J. Morris**)

**E**leven members of the board of the Colorado Society of Association Executives met along with committee chairs for an all-day orientation in July. In sessions that were both reflective and energized, this group of dynamic, dedicated professionals focused on characteristics at the heart of associations and how the leadership can best bring those characteristics alive for members.

The group discussed the fact that associations exist so that people can join together to contribute to the common good. The whole of the association is greater than the sum of the parts, which are individual members. Participants also discussed a recent article in *Association Management*, the magazine of the American Society of Association Executives, which stated that associations offer a unique combination of community, knowledge and value.

- ◆ Community, or a sense of belonging, sets associations apart from other entities or resources
- ◆ Knowledge needs to be targeted to meet members' and customers' needs and expectations—an association cannot be all things to all people
- ◆ The value and benefit of programs and activities need to be evaluated periodically as they may change over time

There was also agreement that an emphasis on community, knowledge and value is consistent with the leadership's plan to focus on streamlining programs and on branding and marketing the organization to members and nonmembers. These goals were embraced with renewed enthusiasm.

While the orientation session provided an opportunity for all of the leadership to come together to focus and reflect, committee meet-

ings have provided a forum for accomplishing the work and busy-ness of CSAE. The executive committee is meeting on a regular basis to stay up to date on what's happening within the organization and is making recommendations to the board of directors. We studied a preliminary 2002–2003 financial year-end report and are very pleased with how the budget turned out.

Under the excellent leadership of committee chairs and members, other committees have been busy planning exciting programs, so please watch your CSAE e-mails, *Executive Memo* and csaenet.org for news and dates.

CSAE staff, JT and Cheri are doing an excellent job of staying on top of all important issues. For example, thanks to their hard work on your behalf, you received notice of the FCC fax requirements with detailed information on how to handle this issue.

I'd like to hear from you on how you think CSAE is doing, what we're doing well and what we could do better. Call me on my cell phone anytime 303-887-2886. ◆

---

*The group discussed the fact that associations exist so that people can join together to contribute to the common good. The whole of the association is greater than the sum of the parts, which are individual members.*

---



## Leadership Development: Essential Association Program

by *Adrienne A. Bien, CAE*

**Y**ou've heard the old adage...if you've seen one association, you've seen one association—we are all so different. Even so, there is one commonality for all of us—strong volunteer leadership is the key to a thriving association. We all need a large pool of ready volunteers continually moving into the leadership track. Yet, we all go about leadership training in different ways.

Last March, Medical Group Management Association (MGMA) rolled out a new leadership development program. Given our 75-year history, this was not the first time we had done leadership training. Previously our efforts had been inconsistent and focused primarily on getting volunteer leaders together in a face-to-face format to share their experiences.

Given today's increased competition for volunteer time, we felt we could no longer take a haphazard approach. Our new program is different from those of many other associations:

- ◆ We began by first identifying the leadership competencies we felt were most characteristic of effective volunteers. We are using these competencies as a foundation to build a comprehensive curriculum. The expectation is that volunteers will go through the entire curriculum before advancing to the national

board. These competencies also become the criteria on which national board members will be selected.

- ◆ We rely on members to deliver the training instead of staff.
  - ◆ We conduct our leadership development sessions at already scheduled conferences rather than bringing leaders to a separate stand-alone event.
- We have integrated our training program across the association to include:
- ◆ Our Web site.
  - ◆ Breakout sessions at our annual conference that teach skills applicable to both volunteer and medical practice leadership.
  - ◆ Targeted training modules using a "train-the-trainer" methodology.

But, most importantly, we have made leadership training a membership benefit. This philosophical decision is so exciting to staff and is a cultural change for our association.

In the past our leadership training was only available to members who were already in an appointive or elective position. This is no longer the case. We offer our leadership training modules at our annual conference, regional conferences and specialty conferences.

We actively encourage all members registered to attend. Our intent is not only to

teach leadership skills to those already in the pipeline, but to start training potential volunteers in advance of the time in their career when they can commit to entering the leadership track.

This long-range view means that once volunteers begin service, they already have a knowledge base that will make them more effective. It will make our jobs as staff easier, because our leaders will already understand their roles and responsibilities. In turn, this will make their volunteer experience more satisfying, because they will already know what is expected of them, before they even start that first assignment.

We also encourage our members to go through our leadership development program even if they never intend to become active volunteers in MGMA. We believe the skills taught will make our members more effective leaders in their practices and more effective volunteers in any civic endeavor they may take on—be it their children's school, their church or favorite charity. By training our members to be better leaders, we feel we give them an additional value for their dues, add to their personal and professional development and contribute to their communities. ◆

---

*Adrienne A. Bien is vice president for the Learning and Networking Center at Medical Group Management Association.*

### FCC on Faxing

The FCC has granted a "Stay" on the change to the regulations governing fax communications. The new rules did not go into effect on August 25, as previously announced by the FCC.

However, while the battle is won, the war goes on. In granting ASAE's petition for a "Stay," the FCC gave the association and business communities 16 months—until January 1, 2005—to prepare for compliance. This also gives time to press our case.

The good news was that you did not have to rush to comply by August 25. The bad news is that we need to continue our vigilance, maintain pressure on the FCC and work with ASAE to provide a compelling argument. CSAE will keep you posted and updated as this issue progresses.

Thank you for your help in achieving this important victory. ◆

## Board of Directors

### President

**Raquel Alexander, MA, CAE**  
Colorado Academy of Family  
Physicians  
303-696-6655 ext 10  
raquel@coloradoafp.org

### President-Elect

**Sam Albrecht, CAE**  
Society for Range Management  
303-986-3309  
sam\_albrecht@rangelands.org

### Vice President

**Ralph Johnson**  
Colorado and Denver  
Veterinary Medical Association  
303-318-0447  
ralphjohnson@colovma.com

### Secretary-Treasurer

**Bruce Boynton, CAE**  
National Honey Board  
303-776-2337 ext 17  
bruce@nhb.org

### Past President

**Karen M. Wojdyla**  
Great Western Association  
Management Inc  
303-770-2220  
kwojdyla@gwami.com

### Directors

**Timothy E. Blum**  
Rocky Mountain Electrical League  
303-695-0089  
timblum@rnel.org

**Barbara J. Bowman**  
Grand Junction Visitor &  
Convention Bureau  
970-244-1480  
barbarab@ci.grandjct.co.us

**Nelson E. Fabian**  
National Environmental  
Health Association  
303-756-9090 ext 301  
nelsonf@neha.org

**Mary R. Jordan, Ed.D.**  
InterNational Electrical  
Testing Association  
303-697-8441  
mjordan@netaworld.org

**Lois A. Rice, CAE**  
Colorado Gaming Association  
303-237-5480  
melrose53@prodigy.net

**Douglas Slothower**  
Association Management Alliance, Inc.  
303-758-3513 ext 11  
dslothower@amainc.net

**Lisa Ullsperger**  
Tempest Investment Counselors, Inc.  
303-629-1917  
l.ullspurger@tempestinvest.com

**Marilee Yorchak**  
Business Marketing Association  
303-986-7611  
marilee@bmacolorado.org

### Executive Director

**Joan Tezak, CAE, CMP**  
Colorado Society of Association  
Executives  
303-368-9090  
Fax: 303-368-4222  
JoanT@csaenet.org

## Insider Training

Continued from page 1

are explicit subtopics. Whether or not staff are planning to take the exam, the body of knowledge is invaluable as a teaching tool.

Have senior staff break down the topics and cover them over several months. For smaller staffs, consider study with other associations. You can create a similar group to discuss the Certified Meeting Professional designation core knowledge.

### ◆ Lunch and Learn/Cross Training—

If you've ever heard an employee say, "everybody dumps on me, nobody understands what I do," then this process is ideal. Set a weekly luncheon and have a different staff member present his or her job responsibilities in 10–15 minutes. They offer insights into what they do and how things could work better if staff respected time, reduced interruptions and used forms to make requests.

Only one staff member (or department) presents each week. They are encouraged to provide copies of forms and examples of what they do. The results are better office dynamics, a collection of tips and forms for working together and cross-training.

### ◆ Body of Knowledge—

ASAE's foundation and

- ◆ *Good to Great* by Jim Collins
- ◆ *Leadership* by Rudy Guiliani
- ◆ *The E-Myth Revised* by Michael Gerber
- ◆ *Bowling Alone* by Robert Putnam
- ◆ *Principles of Association Management* by Henry Ernstthal
- ◆ *Association Law Handbook* by Hugh Webster

bookstore provide resources on trends, challenges, finances and operations, among other items. Select some of the tools that hold interest or apply to your association and use them as discussion topics.

For example, how does one use "operating ratios" to improve budgeting process? How can comparing "policies and procedures" make organizational enhancements?

- ◆ **Outside Speakers**—Ask the association CPA to explain IRS requirements, audits and budgeting over lunch. Have the attorney drop in at a staff meeting to teach antitrust avoidance. Ask the insurance agent to explain the insurance coverages and volunteer immunity laws. The association lobbyist can explain ethics laws, issues and PACs.

- ◆ **Pop Quiz**—Nobody likes a pop quiz, but they can build team spirit when incentives are added and discussion ensues. Twice a year throw a multiple choice, five-question quiz into the staff meeting. Questions might simply be where is the annual conference in 2005;

what's the newest member benefit; what's the name of the chairman's wife? Prizes can be candy bars, certificates, or early office departure for acing the quiz!

## Incentives for Learning

The greatest incentive will be the desire to improve one's knowledge. Another enticement will be the free lunch at discussion groups. More tangibly, the recommended books could be made available in a staff library or given to employees as gifts. Finally, for employees who organize one of the insider training programs, they will appreciate a day off or gift certificate for personal use.

As association professionals, we are quick to recognize quality service in other organizations. Those organizations rely on continuous training. Nonprofit organizations can offer similar training at minimal cost with lasting benefit. ◆

---

*Bob Harris, CAE, conducts strategic planning, staff training, leadership development and association assessments. He can be contacted at bob@rchcae.com or 850/570-6000. His Web site offers free association management tools at [www.nonprofitcenter.com](http://www.nonprofitcenter.com).*

# Colorado's Wine Country

GATHER WHERE THE SKY  
MEETS THE HORIZON EVERY DAY.



## GRAND JUNCTION

*Colorado's Wine Country*

Here, groups can venture from a canyon hike, to a rafting trip, to a winemaker's dinner. Rocky Mountain scenery, year-round golf and over a dozen wineries offer groups a creative mix. And for your meeting pleasure we have 72,000 square feet of space, 1,000 first-class rooms and spectacular sunsets every day.

800.962.2547 | 740 HORIZON DRIVE | GRAND JUNCTION, CO 81506 | [www.visitgrandjunction.com](http://www.visitgrandjunction.com)

GRAND JUNCTION VISITOR & CONVENTION BUREAU

# Holiday Inn®

Grand Junction

**A great place to stay...  
A great place to meet!**



- 292 Guest Rooms
- 8500 sq. ft. of Meeting Space
- Catering from 5-450
- Fitness Center
- Holidome Indoor Recreation Center
- Indoor and Outdoor Pools/Hot Tubs

755 Horizon Drive • Grand Junction CO 81506

[www.holiday-inn.com/grandjunction](http://www.holiday-inn.com/grandjunction)

Reservations: 1-888-489-9796 • Phone 970-243-6790



## More than just meetings...

### play like a kid

- Close to Arches, Canyonlands & Black Canyon of the Gunnison National Parks
- Colorado and Dinosaur National Monuments
- Raft, hike, bike, wine tours or just enjoy spectacular scenery



### relax like a grownup

In Western Colorado's finest full service hotel

- Elegant New Remodel
- Meetings of all sizes
- Deluxe Rooms & Suites
- Deco Restaurant
- Players Sports Bar
- Outdoor Pool & Jacuzzi
- Fitness Center, Tennis, Volleyball

**adam's mark®**  
grand junction

743 Horizon Drive

Grand Junction • CO 81506

(970) 241-8888 • FAX: (970) 245-8198

[www.adamsmark.com/grandjunction](http://www.adamsmark.com/grandjunction)

All Adam's Mark hotels and facilities provide service to all persons, without regard to race or color, and Adam's Mark is committed to providing quality service and treatment to all of its guests and patrons. If you believe that you have experienced discrimination or have been treated unequally because of your race or color, Adam's Mark urges you to share your concerns with our Compliance Officer by calling the toll free number at 877-754-9940. Delicate Arch by Tom Gray / National Park Service

## CAE Program Offers Enhanced Professional Stature

by Corinne Fey, Caruso Group

Over 2,800 association executives across the country have obtained the prestigious Certified Association Executive (CAE) designation since its inception in 1960. Administered by the American Society of Association Executives (ASAE), the CAE program offers national professional recognition, opportunities to network with other CAEs and has expanded the awareness of the association management profession.

The CAE designation has undergone recent changes to make it more attainable for professional association managers while maintaining its high standards of excellence and high level of prestige. Currently, the top executive of an association may pursue the CAE designation with three years of experience in association management, if they hold a Bachelor's degree or with five years of experience without a degree. A staff member of an association may pursue a CAE designation with five years of experience and a Bachelor's degree or seven years of experience and no degree.

In order to become a CAE, a professional must meet the eligibility requirements, agree to adhere to the ASAE code of conduct, earn 75 hours of association or non-profit management continuing education credits and pass an examination administered biannually.

In June 2003, ASAE released modifications to the

continuing education requirement, adding new ways for professionals to obtain the 75 hours of credit needed for initial certification. The 75 hours earned may be in four areas: courses, academic coursework, learning groups, and/or self-study programs. ASAE approves one hour for each clock hour for conferences, workshops, seminars and courses offered by ASAE or an Allied Societies.

This can include face-to-face seminars, audio conferences, video conferences and online courses. In the academic coursework category, association management courses offered at a U.S. regionally accredited college or university are approved at the rate of 15 hours per earned semester credit, 14 hours per earned trimester credit and 10 hours per earned quarter credit.

ASAE now also recognizes time spent studying for the CAE exam as continuing education credit. Learning groups, defined as pre-planned, in-depth study sessions, are approved for one hour for each clock hour, up to a maximum of 20 hours. These sessions must have at least three participants and must discuss a specific topic related to association management.

Self-study programs are now also eligible for continuing education credits. These programs can include videos, DVDs, print-based materials and CD-ROMs. These courses

must be pre-approved by the CAE Commission and hours approved will be determined by peer review of individual programs. A listing of pre-approved self-study programs is available in the CAE section of the ASAE web site.

CSAE member Laura Landwirth, executive director for the Colorado Association of Homes and Services for the Aging, recently earned her CAE designation. She highly recommends the Michigan Society of Association Executives study course.

you need to identify the most correct," she said.

Landwirth felt that earning her CAE designation was well worth the effort. "I have been an association executive for over nine years, but found there was still a lot of new information that I learned in the process of studying. I was able to immediately apply many ideas to my job regardless of whether or not I passed the exam. I found that the few months of studying for the exam went by fast, once I made the

---

*The few months of studying for the exam went by fast, once I made the commitment to do so. Don't be put off by what may appear to be a large investment of your time.*

—Laura Landwirth, CAE

---

"Even if you find self-study easy, the benefit of their program is that it trains you on how to 'take the exam.' I had not taken an exam in 20+ years and there is definitely a lot to re-learn," Landwirth said.

Landwirth said the practice exams and the accompanying practice scenarios of typical association issues alone were worth the price of their course. "They teach you a thought process to identify the most correct answer for each question. The exam questions generally have two correct answers but

commitment to do so. Don't be put off by what may appear to be a large investment of your time," she said.

For more information on the CAE program, visit the ASAE Web site at [www.asaenet.org](http://www.asaenet.org). ♦

---

*Corinne Fey is with the Caruso Group and is chair of CSAE's communications committee. She can be reached at 303-694-4728 or by e-mail at [cfey@assnoffice.com](mailto:cfey@assnoffice.com).*

## Search Google From Anywhere

by Alan Browning, Association Consulting Group, Management Advisors, Inc.

If you—like many Web users—find that [www.google.com](http://www.google.com) provides the best results when searching the Web, then you should consider downloading the Google Toolbar.

With this neat feature, Google simply installs one additional toolbar at the top of your Internet Explorer screen. While the Google Toolbar has many options and is easily customized to meet your needs, I really like the fact that Google searches can be performed at any time

without first going to the Google Web site. In addition, once I find a site that looks interesting the Search Site button on the toolbar quickly performs a Google search of the entire site, even if the site does not have a built in search feature.

Another button highlights your search term wherever it is found on the page, so that you can quickly find the reference you are looking for. The Google Toolbar also has a pop-up ad blocker and a feature that will automatically

fill in your name and address in a Web form at the click of a button.

Installing the toolbar is easy. Simply go to [www.google.com](http://www.google.com), click on *Services and Tools* and then *Google Toolbar*. From there, simply follow the directions and the toolbar will be automatically installed. If you decide you don't like it, it is just as easy to remove. ♦

Alan Browning is vice president, Association Consulting Group, Management Advisors, Inc.

**Want to reach executive decision makers?**



**Advertise in Executive Memo today!**  
**303-368-9090**

# [www.google.com](http://www.google.com)



### *The Estes Park Conference Center*

was designed for meetings in which quality and service are essential.

With almost 8,000 square feet of function space,

we can host meetings and banquets for groups of 10 to 800.

Adjacent *Rocky Mountain Park Holiday Inn* offers an additional 3,600 square foot Junior Ballroom, plus a 1,200-pool-side meeting room.

Contact us today for complete information about our superior meeting and convention services.

**(800) 803-7837 ext. 258**

[www.estesparkconferencecenter.com](http://www.estesparkconferencecenter.com)



## New Members

### Christine R. Bumgardner

President & CEO  
Center for Financial Training  
2460 W. 26th Ave  
Suite 210C  
Denver, CO 80211  
Phone: 303-825-1590 ext 14  
Fax: 303-629-1591  
E-mail: christineb@cftws.org

### Mary Dilworth

Director of Marketing  
Colorado and Denver Bar Association  
1900 Grant Street  
19th Floor  
Denver, CO 80203-4309  
Phone: 303-824-5313  
Fax: 303-894-0821  
E-mail: mdilworth@cobar.org

## Institute for Organization Management Prologue Excerpt: The Rich History of Associations and Chambers<sup>1</sup>

by Bob Harris, CAE

There are 1.4 million nonprofit organizations in the US according to the Internal Revenue Service. Of those, about 155,000 have the 501(c)(6) designation as "business league."

Of the 155,000 business leagues, it is estimated that 150,000 are associations and nearly 7,000 are chambers of commerce. About 1,000 new associations form each year.

Chambers and associations have a rich history in America. They are older than the country itself — credited with serving communities, setting standards, providing services, offering education and coordinating volunteer efforts (amounting to more than 170 million hours a year.)

**1735** Oldest association of continuous existence

founded by Benjamin Franklin—American Philosophical Association.

**1768** The New York State Chamber founded.

*Note:* Over the years, chambers of commerce have also been known as Boards of Trade or Business Men's Associations.

**1773** The New Haven (Connecticut) Chamber founded.

**1774** Carpenters Halla guild of tradesmen—was used by the country's founding fathers to draft the

---

*Much of the greatness of America is due to the influence of chambers and associations.*

---

Declaration of Independence.

**1776** Continental Congress adopts the Declaration of Independence.

**1800** The Philadelphia Chamber founded.

**1830–1835** Frenchman Alexis deTocqueville visits U.S. to determine what makes America so great. Authors *Democracy in America* with many significant quotes about communities and associations

*Continued on page 9*

## Tech Tip: Refresh That Web Page

Quick tips to improve your day-to-day work and increase the efficiency of your organization. E-mail your tips to Tim Blum at [timblum@rmel.org](mailto:timblum@rmel.org).

Web sites are updated regularly and in some cases people don't always see the latest versions of the pages on this site. When you go to a Web site your computer stores the page information (text and images) into a temporary cache memory file. This way as you view pages, your computer does not have to go back to the Web server

and "get" pages you previously viewed. Depending on your browser's settings you may see an older version stored in your cache memory.

Make sure you're viewing the latest version by "refreshing" the Web page occasionally. If you are using Internet Explorer this is known as refreshing. If you are using Netscape it is

known as reloading. To do this, click on the "refresh" or "reload" button in your browser. The Internet Explorer icon for refreshing a Web page is a piece of paper with two circular arrows pointing at each other. Click this button and the page will reload. When you position your mouse over the button a pop-up message that says 'refresh'

or 'reload current page' should appear.

You can also change your browser settings to always look for the latest Web page. In Internet Explorer go to *Tools-Internet Options*. Click on the *General* tab, and then click *Settings* under *Temporary Internet Files*. Choose *Every Visit to The Page* and click *ok*, then click *apply*. ♦



**Association History**

*Continued from page 8*

constantly forming to serve the needs of people:

*“Americans of all ages, all conditions, all minds constantly unite. Not only do they have commercial and industrial associations in which all take part, but they also have a thousand other kinds: religious, moral, futile, very general and very particular, immense and very small.”*

*“Americans use associations to found seminaries, to build inns, to raise churches, to distribute books, to send missionaries ... in this manner they create hospitals, prisons, schools.”*

**About America’s Women:**

*“If I were asked what singular factor do I attribute the prosperity and growing strength of the American people, I should reply it is the superiority of their women.”*

**1800–1850** Chambers form in Mobile, AL; Cincinnati, OH; Houston, TX; Columbus, GA; Nashville, TN; and San Francisco, CA.

**1908** President Theodore Roosevelt recognizes the value of associations and encourages membership with this statement:

*“Every man owes part of his time and money to the business or industry to which he is engaged. No man has a moral right to withhold his support from an organization that is striving to improve conditions within his sphere.”*

**1911** President Howard Taft suggests the need for a central organization to represent the interests of business.

**1912** U.S. Chamber founded in response to the suggestion of President Taft.

**1914** National Association of Commercial Organization Secretaries founded, now known as the American Chamber of Commerce Executives (ACCE).

**1920** The American Trade Executives Association was founded, now known as the American Society of Association Executives (ASAE).

Institute for Organization Management founded by NACOS as the National School for Business Secretaries—starting as a two-week long program.

**1925** U.S. Chamber building completed at 1615 H Street across from the

White House on property formerly owned by statesman Daniel Webster. ♦

*Bob Harris, CAE, is a strategic planner and trainer with a focus on non-profit operations and efficiency. Contact him at bob@rbcae.com or 850-570-6000.*

<sup>1</sup> *Figures are extrapolated from existing data and research.*

3 Parts  
**Business**  
+ 2 Parts  
**Pleasure**  
= Meeting  
**Success**



As the **largest conference facility in Breckenridge**, Beaver Run Resort is the obvious choice for your next meeting.

Recent improvements include:

- **NEW Lobby**
- **NEW Spencer’s Restaurant**
- **NEW Tiffany’s Sports Pub**
- **NEW Breckenridge Ballroom**
- **Refurbished Rooms**



Visit our website at [www.beaverrun.com](http://www.beaverrun.com) and you'll see why over a million people visit Breckenridge each year for both **business and pleasure.**



**800.288.1282**  
[www.beaverrun.com](http://www.beaverrun.com)

## Principled Networking® Tip: The New Networking Attitude

by Julia Hubbel



As CSAE begins its new year of educational meetings, it's a great opportunity to rethink how you network. Luncheon meetings and committee sessions are great ways to get connected, but many people don't know how to maximize their time.

Here's a suggestion: instead of wondering how to make a sale, or trying to get something out of a networking connection, turn it around and ask yourself, what can I do for others today? Principled Networking® sets forth a new attitude for networking: **It's Not What You Can Do For Me, But What I Can Do For You!** This attitude takes the pressure off you to perform, sell, or try to

be anything other than an attentive listener. It invites you to meet people with a commitment to service, to helping others. It means that you enter any networking event knowing that you have something of value to offer: your ideas, your contacts, your business knowledge, your referrals. This puts you in charge of the room instead of worrying about what you're going to say. This other-focused, giving attitude changes all the dynamics of meeting new people and makes you positive, enthusiastic and genuinely curious about others.

When you understand that networking is really about giving instead of getting, you will achieve a wholly new

level of success.

And at CSAE, whether, the people you meet are professionals or associate members, your exchanges will be transformed and you will eagerly look forward to every event.

As you consider how you manage your association meetings, think about the difference this kind of attitudinal change can make in your own organization. Introduce this idea at your next gathering and invite people to network in order to make a difference. Your members will thank you for it. ♦

---

*Instead of wondering how to make a sale, or trying to get something out of a networking connection, turn it around and ask yourself, what can I do for others today?*

---



---

*Julia Hubbel is a speaker, prize-winning journalist and author of the upcoming book, The Art of Principled Networking: When You Schmooze, You Lose! She specializes in helping associations transform their retention strategies through building lasting, collaborative relationships. Contact her at [jhubbel@frontier.net](mailto:jhubbel@frontier.net) or 303-903-4815.*

---

## Maximizing the Event Planner/Supplier Relationship: Seeing the Other Side of the Equation

by Jay Gubrud

I was recently presenting a breakout session about enhancing the relationship between planners and suppliers for the meeting planning industry. With both planners and suppliers in the same room, I asked each group what frustrated them about the other group and the dialogue was fantastic! What we came up with were some simple and productive items that each group can keep in mind that will allow them to maintain rewarding expectations

about each other and get the most out of the relationship.

### Things a Planner Can Do for a Supplier

- ♦ Understand that on occasion your contact person can and will change.
- ♦ The transition is frequently not a choice the contact person made.

- ♦ Let suppliers bid on business, even if they have a small likelihood of gaining the business. It helps a supplier to have multiple opportunities in the works. Plus, it is nice to be at the table with potential future clients.

*Continued on page 11*

## Planner/Supplier Relationship

Continued from page 10

- ◆ Whenever possible, be loyal to suppliers that belong to your same associations.
- ◆ Offer as accurate numbers as possible for room nights and F&B.
- ◆ Let suppliers know when and why they did not get the business. It helps them understand the circumstances, your needs and what they can do differently in the future.

## Things a Supplier Can Do for a Planner

- ◆ Understand that the client ultimately decides what products, services and venues they want.
- ◆ Don't use a standard reply for an RFP, answer the actual request. It is ok not to bid on the business too.
- ◆ When there is a transition, make sure it is done properly. For example, bring convention services in on meetings to make sure everybody is on the same page.
- ◆ Try to be flexible when a planner needs to make changes. At a very minimum, state what you can do and offer alternatives. That gives a planner choices.
- ◆ Reply in a timely manner or let the planner know when you will be able to reply in detail. ◆

For over seven years, Jay Gubrud, has helped associations, their boards and members eliminate roadblocks to their success. His theme is very unique and one everybody can relate to—cars and driving! You can reach Jay at [www.jaygubrud.com](http://www.jaygubrud.com) and 651-635-9939.

*“Every man owes part of his time and money to the business or industry to which he is engaged. No man has a moral right to withhold his support from an organization that is striving to improve conditions within his sphere.”*

—President Theodore Roosevelt



}

GETTING AWAY FROM IT ALL  
DOESN'T MEAN YOU HAVE TO  
DROP OFF THE ENDS OF THE EARTH.



Seventy-five miles west of Denver on I-70 is one of the most spectacular meeting places on earth. The Copper Conference Center. And center is the right word. We put this 30,000 sq. ft. state-of-the-art facility in the middle of our New Village. Just steps away from some of the best skiing, snowboarding and mountain biking in Colorado. And next door to the Copper Creek Golf Club. So call one of our conference sales professionals today. And see just how easy getting away from it all can be.

**800.458.8386 {EXT 83050} [coppercolorado.com/meetings](http://coppercolorado.com/meetings)**

**Here's the CAE question of the month...**

The most important benefit of association membership statistical reports is that they:

- A.** help to recruit new members
- B.** help business competitors control the marketplace
- C.** provide data on specific competitors
- D.** allow members to compare themselves with each other

**Answer at bottom.**

Interested in finding out more about the CAE certification? Call ASAE at 202-626-2772.

**Correct answer is D.**

## Member Profile: Megan Craig, Wyndham DTC

*by Mo Goldman, ConferenceDirect*

**A** CSAE member since 1999, selling to the association market, you've probably met Megan Craig at our monthly lunches. Megan has been director of sales at the Wyndham Denver Tech Center for the past four years.

Prior to the opening of the Wyndham in 1999, Megan lived in Chicago and sold for the Wyndham Garden Hotel at O'Hare Airport. Before that she spent three years as manager of guest services for the Wyndham

Garden in the Chicago suburb of Schaumburg.

A true Midwesterner, Megan was born in Northridgeville, Ohio, raised in Bloomfield Hills, Michigan and graduated from Michigan State University with a B.A. in Hotel, Restaurant and Institutional Management.

She is very proud to have received Wyndham's *Manager of the Quarter Award* in 2000 and the hotel chain's *President's Award* in 2002, for outstanding Market Share Performance. Megan also

received Wyndham's *Circle of Excellence Award* for achieving annual revenue goals.

Megan loves Colorado and the outdoor activities it offers. She's an avid cyclist and jogger. She participates annually in the Turkey Trot and Jingle Bell Run, often with Marlie, her running partner, a four-year-old black lab. Oh, and she does have one indoor hobby—shopping!

What are Megan's plans for the next decade—"working on a national level with Wyndham!" ♦

## CSAE Membership Survey Statistics

**L**ast month, Executive Memo reported on the results of CSAE's recent member survey. Here are some interesting statistics from the survey:

- ♦ Have you developed new skills and competencies to be successful in your work as CEO?

**58%** said yes  
**42%** said no

- ♦ Given changing roles — have you noticed more challenges in balancing your visibility as staff leader vs. Chief Exec Officer?

**25%** said yes  
**71%** said no real change

- ♦ Are you more involved in selection of elected leaders? Do you do more behind the scenes work?

**84%** said yes  
**16%** said no

- ♦ Is there an increase in the need for collaboration and alliances?

**96%** said yes  
**4%** said no

- ♦ Is there greater responsibility and accountability of CEO for non-dues revenue streams?

**80%** said yes  
**20%** said no

- ♦ Is there growing emphasis on key sponsors, vendor relationships?

**74%** said yes  
**26%** said no

- ♦ Is there growing emphasis on other key stakeholders? Is more of your time spent on key stakeholders?

**77%** said yes  
**23%** said no

**November Education Seminar:  
Generating Successful Non-Dues  
Revenue**

Are you tired of the same old ways of generating non-dues revenue with little results? Join a panel of experts who will share their successes and challenges on new and innovative non-dues revenue programs. **Panelists:**

- ◆ Suzanne Bradeen, CPA, Suzanne M. Bradeen, PC
- ◆ Nelson E. Fabian, National Environmental Health Association
- ◆ Ed Rochette, American Numismatic Association
- ◆ John Sadwith, Colorado Trial Lawyers Association

**November Luncheon: *Member Benefits They Can't Refuse***

In today's economy retaining members/customers and recruiting new ones is one of the challenges facing all of our organizations. Come and listen to a panel of experts tell their success stories and share what works and doesn't work to create positive, successful member benefits. **Panelists:**

- ◆ Peggy Sundstrom, PhD, Sundstrom and Associates (moderator)
- ◆ Marianne Virgili, CCE, Glenwood Springs Chamber Resort Association
- ◆ Kris Webster, Medical Group Management Association

**November Meetings**

**When:** November 14, 2003

**Where:** Radisson Hotel Southeast  
3200 S. Parker Road  
Aurora

**Directions:** From I-225 take exit number 200. Merge onto CO-83 South/South Parker Road via exit number 4. Take the Vaughn Way/Dam Road ramp. Turn slight right onto S. Vaughn Way. Turn right onto ramp. Merge onto CO-83 North/South Parker Road.

**Time:** 8:00 a.m.—Check in  
8:30–11:30—Seminar  
11:00 a.m.—Orientation  
11:30 a.m.—Networking  
12:00 noon—Lunch  
12:30 p.m.—Program

**Cost:** See registration form below

**Cancellation deadline:** 11/11/03  
*All unfiled reservations will be billed \$35*

**Special Thanks to Our November Luncheon Sponsors:**

**Host—Radisson Hotel Southeast**

**Luncheon Program Sponsor—C-Hall Corporation**

“Making Retirement Better With Conservative Investing and Estate Planning for Health Care Needs”

**CSAE Registration Form**

**November**

Names \_\_\_\_\_

Association/Company \_\_\_\_\_

Phone \_\_\_\_\_

Yes, I am attending for the first time. I am attending as a  CSAE Member  Guest

**Attending new member orientation**  Yes  No **Alternative Luncheon Plate**  Fruit Plate  Vegetable Plate

**Education Program:**  \$109/member  \$84 for second or more from the same association/company  
 \$159/nonmember  \$134 for second or more from the same association/company

**Luncheon:**  \$30/member  \$35/nonmember

**Total amount due** \$ \_\_\_\_\_

**Method of Payment**  Check  AMEX  Visa/MasterCard

Name \_\_\_\_\_ Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

*Register today by fax 303-368-4222 — online at [www.csaenet.org](http://www.csaenet.org), or mail to: 2170 S. Parker Road, Suite 265, Denver, Colorado 80231*

# Choosing to Check In

by Jeffrey Cufaude

**H**otels have made it incredibly easy to check out. You get the bill slipped under your door in the middle of the night or you can access it via your television set. Often, you need do nothing except walk out the door. Or, you may need to expend the minimal effort to hit a few buttons on your TV and check out or

call the front desk and provide them your name before leaving. If only checking in was as easy.

In a parallel way, “checking out” of a workshop, meeting, or conversation is far easier than checking in. Increasingly I find myself working with individuals who often have yet to “check in” to whatever session or meeting they are attending. Their minds seem to be elsewhere, they appear unclear on why they are in attendance and they frequently do not make any effort to engage themselves in the proceedings. In the worst case scenarios, entire conferences or sessions are scheduled by the sponsoring

organization without any clear objectives as to what they hope to accomplish.

Instead of letting this new reality get under my skin, I’ve chosen to spend a bit more upfront time getting people to actually check in. Simple introductions, a quick reflection worksheet on what they hope to learn, or an around the room callout of why people are attending seems to help connect people to the experience that is about to unfold. Checking out, however, remains a very real possibility.

As such, I believe meeting facilitators and workshop presenters have to challenge participants to accept responsibility for remaining checked

in and to take “corrective action” when they find themselves checking out. If speakers try to own more of this responsibility than is their appropriate fair share, it puts speakers in the position of being performers for an unwilling audience that we are trying to win over. That’s a contest we are unlikely to win. ♦

---

*Jeffrey Cufaude is a recognized leader in the design and facilitation of provocative learning and strategy development experiences. He can be reached at [jeffrey@ideaarchitects.org](mailto:jeffrey@ideaarchitects.org) or 317-267-0047.*

## Mark Your Calendar

**November 5, 2003**

*Network for the Needy Luncheon*

INVERSCO Field at Mile High

**November 14, 2003**

*Education Program*

*Generating Successful Non-Dues Revenue*

Radisson Hotel Southeast Denver, Aurora

**November 14, 2003**

*Membership Luncheon*

*Member Benefits They Can't Refuse*

Radisson Hotel Southeast Denver, Aurora

**December 5, 2003**

*Holiday Luncheon Party*

Embassy Suites Downtown Denver

## Why CSAE?

**C**reating networking opportunities

**S**erving educational needs

**A**dvancing your profession

**E**nhancing the community

**Your career deserves it**