VANTAGEPOINT

Published by WSAE - Where the association community thrives and grows ■ Fall 2018

Focus on finishing the year strong,
& consider what's
new and fresh
for members in 2019.

Wisconsin Society of Association Executives
22 N Carroll St Ste 300, Madison, WI 53703

wsae

HOW DO YOU SHARE YOUR BENEFITS?

At the Badger Group, we specialize in direct mail for organizations like yours. Talk with us about how multi-channel, integrated direct mail campaigns can engage current members, reinvigorate lapsed members, and build interest among potential members.

Advantages of Direct Mail

Tailored: Direct mail allows you to personalize each piece you mail. In fact, a full-color piece with a person's name and more sophisticated database information can increase the response rate by up to 500% vs not doing any of these things (Cannon Solutions America research).

Tactile: When your members can touch and feel your content and invitations, they have a stronger emotional reaction (Millward Brown Agency research).

Timeless: Think that direct mail only works with older members? Not so. Recent studies show that Millenials have digital fatigue and like to receive mail. In fact, they enjoy the tactile experience and even share it with friends (USPS research).

Trackable: Direct mail is more trackable than ever. Use mail tracking to know when your direct mail arrives in mailboxes. Use call tracking, PURLs, and landing pages to track which leads came from your direct mail campaign. Use all of this to track ROI.

Learn more about using direct mail for high impact communications at the WSAE Summit! Be sure to stop by our booth for free resources.

BADGER GROUP
PRINT, MARKETING, & MAIL SOLUTIONS

CONTACT THE BADGER GROUP
Sally O'Brien | 920-563-1135
sallyo@badgergroup.com | www.BadgerGroup.com
100 East Blackhawk Drive, Fort Atkinson, WI 53538

CONTENTS

About VantagePoint

VantagePoint is published quarterly in January, April, July, and October. The deadline for submission of copy and advertising is the first of the month preceding publication. For information about advertising rates, contact the WSAE office.

Call for Authors

We would love to hear any article ideas that you have!
Please visit wsae.org (Engage>Call for Authors) for more information.

Wisconsin Society of Association Executives | @WSAEtweets | WSAE Wisconsin Society of Association Executives | Wisconsin Society of Association Executives | @WSAEYPS

Wisconsin Society of Association Executives
22 N. Carroll St., Suite 300; Madison, WI 53703
(608) 310-7850 | fax (608) 251-5941
www.wsae.org

The Greater Good

by Michael Theo, CAE

Over my 30-plus years in association work, I've heard it over and over again: there's an association for everything. And you know what? I think that's true.

As my WSAE chairmanship draws to a close, this phrase reminds me of the incredible opportunity this organization has given me, and all of you, to see the broader world of associations beyond our own, and to recognize that associations are truly agents of good in society.

In the most general terms, associations are groups of people who unite for specific purposes. In America, such groups can be traced back to our very beginning, when American settlers followed the British model and formed guilds to address common issues. In 1830, the French author Alexis de Tocqueville even credited the abundance of associations for the thriving success of the American democracy.

The IRS grants tax exempt status to 501(c)(6) organizations as nonprofit "business leagues," defining them as associations of individuals organized for advancing the common interest of a field of business or a specific profession. That's a pretty good definition.

There are a lot of associations in the United States, and they're growing around the world, as well. According to the American Society of Association Executives (ASAE), there are over 1.6 million tax exempt associations in the United States. ASAE includes more than 40,000 association professionals and industry partners representing 7,200 organizations.

But it's important to note that business leagues (i.e. associations), as well as charitable, scientific and educational organizations, were granted favored tax treatment in the original federal income tax statute in 1913, in recognition of the "public" benefits they provide. The case for providing tax exemption was that the forgone revenue from these exemptions will be more than compensated for in expenses the federal government will not have to incur. In other words, associations more or less "earn" their tax-exempt status by meeting the needs of their members, the public, that government would otherwise have to meet.

As we go about our work as association leaders, it's important to keep this history in mind. As we focus on key deliverables for our individual associations in the areas of education, professional standards, professional development, advocacy, research and community service, it's also important to remember that we, as associations, were created to help society as well. This is particularly true in times of crisis, through the many foundations formed and funded by trade associations and individual membership organizations. How prevalent are these? According to ASAE, there are more than 1,052,495 charitable and philanthropic organizations in the United States, and their benevolence truly benefits millions of people. I'd say that's helping society in a big way!

I have had the distinct pleasure to be part of a rebirth of my organization's foundation over the past several years. After much research and discussion, we have created a multiyear effort to help Wisconsin children in what we call our *Make It Better* campaign, which will focus on children in need in the areas of education, hunger, homelessness/abuse and serious illness. This

Chair's message, continued on page 11

Leadership

WSae

Innovation

Calendar of Events

See the calendar at www.wsae.org for more information on these events, and to register.

2018 Summit
October 29 - 30
Overture Center
Madison

CEO Roundtable
October 31, 2018
Moe's Irish Pub
Milwaukee

Webinar SERIES

Building a Winning Entrepreneurial Culture
Tuesday, October 23

Conversations That Count - Creating a Culture of Coaching in Your Organization
Thursday, November 8

Check out the webinar archives for on-demand viewing www.wsae.org.


THE
INGLESIDE
HOTEL

Life Is Improv

Putting the FUN back in business!

by Julie Ostrow

Being part of an organization can be exciting. It's a place to share ideas, collaborate and feel as though you are making a difference. But, sometimes it can be stressful. Personality conflicts, communication break downs and even working remotely can contribute to stress in the workplace. Do not worry, though, because there is a solution — a fun solution — to workplace challenges. Humor, laughter and improv skills lay the foundation for helping stressed out teams reconnect, communicate, adapt to change and to be more productive.

WHETHER A TEAM MEMBER IS A MANAGER OR A TEMPORARY EMPLOYEE, EVERY MEMBER ADDS VALUE TO THE WHOLE. IN IMPROV, EVERYONE IS THROWING OUT IDEAS, AS WELL AS ACCEPTING THE IDEAS SHARED BY OTHERS, AS CONTRIBUTION TO A SCENE OR EXERCISE.

In the work I have done with corporations, associations and organizations, I have found there are three main stressors that can wreak havoc on teams and cause a breakdown in productivity:

1. Low morale
2. Stressed-out teams
3. Lack of, or poor, communication

Humor, laughter and improvisation are skills and tools that can help deal with the matter in an effective, yet playful, way. In some organizations, the corporate culture dictates that there is no room for humor at work. However, studies have shown that humor is beneficial to a group's morale. With that being said, improvisation skills help employees:

- Practice and perfect their listening skills
- Remove the walls of judgment
- Learn to accept each other's differences
- Create a more understanding and cohesive environment

Here are just four of the many ways humor, laughter and improv can help build effective teams:

1. Builds morale and increases confidence

The general rules around improv include agreeing with one another, saying "yes and…," and understanding that there are no mistakes only opportunities. These rules can have a positive impact on morale and employee confidence when used in the workplace. Improvisation teaches participants to be vulnerable, open and real. Because there is no plan or script in improv, players rely on their own imagination and the trust they have for the other players to create a scene.

2. Diffuses negative attitudes

With a dose of healthy humor, team members can *find the funny* in stressful moments, and learn to laugh, with a giggle or a guffaw, at their gaffs. Most importantly, they will learn how to recalibrate their stressed-out minds and bodies so that they can continue to move forward in a positive, cohesive and productive way.

3. Creates openness and engages different perspectives

In improv, there is no ego. Each participant is just as important as the next person. Cohesive teams adopt a similar attitude. Whether a team member is a manager or a temporary employee, every member adds value to the whole. In improv, everyone is throwing out ideas, as well as accepting the ideas shared by others, as contribution to a scene or exercise.

This concept translates directly to the office and demonstrates how much everyone has value. When team members value each other and their ideas, everyone will share more of their creativity to benefit the organization. They will also treat one another with respect and be more open to accepting the ideas and perspectives of others.

Practicing the rules and guidelines of improv, such as saying "Yes, and…," *give and take* and *being in the moment*, helps people practice and perfect their listening skills, remove the walls of judgment, learn to accept each other's differences and create a more understanding and cohesive environment. As a result, team members are happier and feel valued. And, they are more engaged in the work they are doing and the overall mission of the organization.

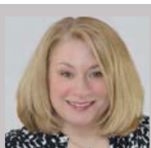
4. Raises the happiness quotient, reduces turnover and increases productivity

The art of play fosters creativity, helps reduce stress and increases communication.

When there is humor, that is, healthy humor, in the workplace, staff members, employees and managers build rapport and deeper connection among them.

Here's the truth - when a work environment is stressful and absent of humor, employees' morale decreases. How does that affect turnover? When people are miserable, they want to jump ship and find another job. This, in turn, negatively impacts a company's expenses and, therefore, the bottom line. More money is spent on turnover. And, before an employee gets to the point of leaving, if they are unhappy, they will do the minimum work required of them. They are no longer invested in that company. They are no longer doing their best work. This attitude can be contagious to the rest of the team, or, at a minimum, reduce the team bond and morale of the whole. As a result, productivity is decreased. Improvisation will not only be a fun experience, but participants have the added benefit of gaining new skills and tools that can be applied to making their work environments and relationships more effective. Positivity leads to productivity.

When there is light-heartedness, staff members take themselves a little less seriously and are able to laugh at their mistakes. Creating and being in a positive environment contributes to an individual's overall satisfaction with their job, the time they contribute to the job, their co-workers and manager and the company itself. ■



Julie Ostrow is a humorous speaker and communication coach, The Second City-trained and the first-ever American laughing champion. She also has more than 20 years of corporate marketing communications experience, including five years with SmithBucklin, the world's largest association management firm. www.JulieOstrow.com.

wsae summit

Come to the **WSAE Summit 2018: People, Purpose, and Passion: Pathway to Success**, and attend the interactive program *Listening…the key to effective communication and a pathway to success*, presented by Julie Ostrow. In this interactive and fun presentation, you will learn skills that you can use in your organization to make sure you say it right and get it right. Effective communication skills, especially listening, lay the groundwork for cohesive professional relationships…and successful events!

Learn how to use improvisation skills to connect, collaborate and truly listen to your association's members, vendors and clients. Improv skills allow us to be in the present moment to practice reflective listening, while encouraging others to do the same. When we're listening to each other, we are tuned into each other's needs and qualifications. Listening as a skill means not having our own agendas to drive conversations — conversations that will lead to deeper connections.

Join the fun and learn the skills that can be applied to your professional, business and personal relationships. ■

Five Reasons to Attend

wsae summit

October 29-30 | Overture Center, Madison

www.wsae.org > Events > Summit

1. The opening keynote, *Association Growth through the Gift of GAB (Goals, Attitude, Behavior)* by Conor Cuneen, *IrishmanSpeaks*, is a fascinating, fun program in which Conor illustrates how to focus on a core framework that can dramatically improve member satisfaction and association performance. Conor will present research-based content, evocative business storytelling (hey, he is Irish) and some really corny jokes to leave you with a smile on the face, a spring in the step and implementable takeaways. There are several other high-caliber speakers scheduled, as well!
2. Build your best poker hand, while checking out what's new at the Industry Partner Showcase and Reception! Why? Because...
3. ...Poker hands are entered into a drawing for the Grand Prize, provided by Discover the Palm Beaches — a Palm Beach Experience including:
   - 2 tickets into Palm Beach International Airport (PBIA) each ticket not to exceed $500.00
   - Airport Transfers
   - Complimentary accommodations for 2 nights (hotel blackout dates apply)
   - VIP Welcome Amenity upon arrival
   - Valid October 1, 2018 to October 1, 2019
4. The awards luncheon is a fun way to recognize our WSAE peers who inspire us all.
5. The WSAE Solutions Network will gather for round-table discussions over breakfast on Tuesday from 8:00 - 9:00 a.m. It's a great place to ask questions, seek solutions and discover new trends and practices. It's also a great time to network and learn from your WSAE peers. Explore the different "spokes" and join the conversation!

Bonus reason to attend: Earn up to 8 CAE credits toward your CAE application or renewal.

Register by October 15 — We can't wait to see you soon! ■

Thank you to our supporters!

Overture Center for the Arts

MADISON Going > Beyond > Visit — Greater Madison Convention & Visitors Bureau

Potawatomi Hotel & Casino

Visit Milwaukee

Wegner CPAs — Guiding you. Beyond the numbers.

amped Association Management — Wisconsin, Colorado & Washington, DC

Premier Best Western Waterfront Hotel and Convention Center Oshkosh, WI

Blue Harbor Resort & Conference Center

The Edgewater

Fluno Center

Fox Cities — Greater Appleton

greater green bay & the lakeshore

Higher Logic

The Ingleside Hotel

Kalahari Resorts & Conventions

The Madison Concourse Hotel and Governor's Club

Oshkosh — Wisconsin's Event City — Oshkosh Convention & Visitors Bureau

The Osthoff Resort

Visit Brookfield Wisconsin

results@hand

The Ridge

Stevens Point Area Convention & Visitors Bureau

Waukesha Pewaukee Visitor Bureau

Wisconsin Dells — The Waterpark Capital of the World!


MEET BETTER.
EVENTS THAT WORK
The Midwest's Premier Entertainment Destination is also your best bet for full-service meetings—with the most hotel event space under one roof, free parking, free Wi-Fi, state-of-the-art AV and professional catering managers to customize every detail of your event—all just steps from nonstop gaming, dining and luxury accommodations.
POTAWATOMI
HOTEL & CASINO®
PAYSBIG.COM
1721 WEST CANAL STREET | MILWAUKEE, WI 53233 | 1-800-PAYSBIG
AGE RESTRICTIONS MAY APPLY | MANAGEMENT RESERVES ALL RIGHTS
©2018 FOREST COUNTY POTAWATOMI COMMUNITY, WISCONSIN

15 Things to Consider Before Starting an Association Podcast

by Tony Veroeven

It seems as though you cannot throw a proverbial rock without hitting a figurative podcast; everybody has one. Everyone from comedians to movie buffs and, yes, associations are trying their hand at podcasting. There are many blogs, videos and even podcasts describing why you should, or should not, start a podcast.

Don't be in a rush to hit record. It is fun and exciting to jump into a new project, but without extensive planning, you will be on the road to a destination with no map or GPS. Hang tight, while we consider what needs to get done.

An association's podcast is a communication, marketing and membership development activity, and as a result, many departments in your organization should have input.

I HAVE LAUNCHED TWO PODCASTS IN MY CAREER, AND BOTH WERE STARTED WITH BORROWED OR ALREADY-OWNED EQUIPMENT AND FREE SOFTWARE. YOU DO NOT HAVE TO GO OUT AND BUY HUNDREDS OF DOLLARS OF EQUIPMENT TO START. YOU CAN BEGIN RECORDING A PODCAST WITH A SMARTPHONE.

1. Consider what you want to accomplish.

Options might include:

- Shaping public perception/policy
- Driving member business development
- Reaching new audience
- Deepening your network
- Getting to know your members and industry leaders
- Whatever your motivation, plan your content to align with your business goal.

2. Know your audience.

Do not rush this step. A content marketing best-practice is to develop buyer personas. According to HubSpot, "A buyer persona is a semi-fictional representation of your ideal customer based on market research and real data about your existing customers. When creating your buyer persona(s), consider including customer demographics, behavior patterns, motivations and goals. The more detailed you are, the better."

Many podcasters develop their content for an avatar. An avatar is a single representative of the large audience, similar to a buyer persona. The podcast is created for this person. Speak to this person. Will this person enjoy this episode, this guest or topic? If you think about and speak to this person when planning your content, you will create focus and develop a niche audience.

Take a lot of care here. If you are doing an interview-style podcast, are there enough people in the guest-pool to fulfill your format and angle? If you begin the podcast without a clear avatar, your focus can drift, and potentially alienate listeners.

Do not be afraid to create niche content vs. content for the masses. If the internet has taught us anything, it is that there is something for everyone. Case-in-point: Ever notice that there is an association for every profession or interest?

3. Commit.

Weekly, monthly or by the *season*, commit to the podcast. Without a plan, you may get the *seven-episode itch* and quit. Starting a podcast is relatively easy. Maintaining one is difficult. iTunes and other podcast directories are littered with podcasts that publish fewer than five or 10 episodes. About 10 episodes into this venture, you will still be figuring out your recording and editing workflow. It will get more difficult before it gets easier. While there are many resources online from expert podcasters, you still learn by doing and by working through your own learning curve. You will also discover this new venture is a lot of work and takes more time than you anticipated. If you commit to posting regularly no matter what, you will learn to streamline.

4. Decide often you will publish.

Establishing how often you post an episode correlates to the aforementioned *Commit* consideration. Whether you choose to post an episode weekly or monthly, once you commit, stick to your schedule. The key to building an audience is posting regularly. For example, I expect a new episode every Monday of Bill Burr's *Monday Morning Podcast*.

Want to take a break? Some successful podcasters produce seasons like TV shows. NPR podcasts like *Serial* and *Invisibilia* do this.

If the content is not time-sensitive, you may want to stock up on a few episodes, so you can take a vacation, or publish over a holiday. It is also common to upload a rerun of a previously-published episode.

5. Determine who will host the podcast.
While people might listen and subscribe to your podcast because of the title or the subject matter, they will continue to listen because they appreciate the host's stance, opinion or style. The host or hosts tie(s) the show together. Ensure that whoever hosts the show, they are committed to the process of producing a regular piece of content.

6. Determine the format and length of an average episode.
You have an idea for a podcast and an idea of which personnel will be involved. How will the information be presented? Will it be a highly produced NPR-style podcast, a single host speaking to the listener, or a host or panel discussing a topic? Perhaps you will consider a long-form interview, where a host has a deep conversation with a subject for an hour. Maybe you will have 5-10 minute episodes like former *Dirty Jobs* host Mike Rowe reading an essay in his show, *The Way I Heard It*. It is OK to experiment with this a little, as your show finds its way.

7. Develop the script.
One thing I love about the podcasts I listen to is I can always count on certain things happening or being said. As a creature of habit, I enjoy singing along with Kevin Smith's opening theme on his show, *SMODcast*, and look forward to when Bill Burr gives uninformed advice at the end of his *Monday Morning Podcast* to listeners who write in. We all like routine and structure.

These shows are successful partially because famous people host them, but I would argue that listeners love their format, executed by their script. Having a script does not mean reading from a page word-for-word. A podcast script can simply organize intro and outro music, promotional reads, advertisements, when it's time to speak and the general flow of an episode.

A script helps layout the order of the episode long before we start recording. It aids in planning, and gives the listener an idea of what to expect from your show each episode. Please see the sidebar to this article for some script examples.

8. Schedule guests.
If you do have guests on your show, then you will discover that scheduling a time is like scheduling any other meeting: there's a lot of back and forth to find space on each other's calendars.

You want to make it easy on your guest, so use a tool like *Calendly* or other scheduler-app that will show your availability. Tools like this will integrate with your work calendar and allow the guest to book only on days or dayparts you choose. I record only on Wednesdays and Fridays, typically between 10-3 p.m. Central. My guests cannot see my other appointments and cannot book outside of these parameters. They can choose a time slot that works for them while ensuring I am not double booked.

9. Secure the needed equipment.
I have launched three podcasts in my career, and both were started with borrowed or already-owned equipment and free software. You do not have to go out and buy hundreds of dollars of equipment to start. You can begin recording a podcast with a smartphone. Add headphones which include a mic and record in a quiet space and you are underway. You will want to consider, though, if you will be able to budget for some podcast equipment.

Once you have a budget to upgrade your equipment, you can start to add items to improve the sound quality and time spent editing. Adding some key things like a digital recorder (like an H4N Pro) and a few decent microphones will improve sound quality and are good first choices. For about $500 you can own some decent equipment that is easily portable and will set you up for success.

10. Investigate conferencing technology options.
How will you conduct your podcast–will you record in person or remotely? There is nothing like being face to face, but if your guests are international, it may be necessary to record over the Internet. This consideration goes hand-in-hand with equipment.

I like to use *Zoom* video conferencing, which is free to use for one-on-one meetings. You can set it to record individual video and audio files in case you need to do some advanced editing. If you also plan on a video podcast for *YouTube* or *Vimeo*, *Zoom* will record your respective webcams.

Zoom also has a built-in director. In other words, the camera shows whoever is speaking. If you plan to have three or more people in one episode, then you may need to upgrade. You can also evaluate *Skype* as an option, along with plugins like *Pamela* or *Evaer*. One other platform is *Zencaster*, an online podcasting-specific platform.

You can edit your podcast with the free software *Audacity* or a paid software from Adobe called *Audition*. Apple's *GarageBand* has become podcaster unfriendly in the last few years.

11. Select a hosting platform.

Choosing the platform that works for your association is a big decision. There are free platforms out there. There are $5/month platforms, and there are $15-20/month platforms. Consider how often you will publish episodes. Most podcast hosts have a tiered platform based on how many megabytes you upload or host per month.

You do not want to move your podcast to another host without careful consideration, so choose wisely up front. It can be done, but you risk losing all of your hard-earned subscribers if you do not do your research.

12. Preparing your guests.

Whether you have a guest host, guest or panel of guests, ensure you are preparing them to hit the ground running. Helping them prepare their surroundings for the best quality recording, be aware of potential distractions and noise in their office. This will increase the audio, and video, quality of your show.

13. Consider slowing your roll.

Are you ready to tell everyone yet? Hang on, you are almost there!

Make a list of podcast directories you will want to be found on. *iTunes*? Check. *Google Play*? Check. Those two might be obvious. You should research if there are niche podcast directories that align with specific formats and subject matter. Did you know that *iHeartRadio* and *Spotify* are growing their offering of podcasts?

Keep it all straight using a spreadsheet. Some directories will not accept you until you are one or two months old. Others may list your podcast only if they approve of your content.

Submit to directories and post a few episodes, but do not go all out, pedal to the metal, just yet. This gives you time to make tweaks and edits before you let the world know you have your own show.

14. Launch.

It might take 1-2 months to be approved in the most popular podcast directories. But, once you are, and you can confidently tell listeners that the show is found wherever they listen to podcasts, you are ready to go! So, how will you get the word out?

Here are the promotional activities I execute for each episode:

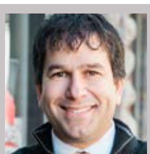
- Post to our association's online member forum.
- E-blast to all members.
- Post to the association's LinkedIn company page.
- Post to my personal LinkedIn profile.
- Tag interviewee and your LinkedIn page.
- Post to the association's LinkedIn group.
- Request that guests to participate in promoting their episode.

15. What about a news release?

You should consider holding off on releasing this to the media. Ever see a blog or video series with only one entry that says, "This is my blog. Here I will… I'm going to…I look forward to…"

Your podcast isn't anything yet, so why would a journalist want to cover something that you might do or say? After nearly 20 episodes, I still have not prepared a news release.

I'm reminded of Anthony Bourdain's advice when cooking a steak: like allowing a steak hot off the grill to rest for 5-7 minutes, let your show be. Just make new episodes. Concentrate on content, good guests and great conversation. ■



Tony Veroeven is a Strategic Association Leader at AMPED Association Management. For links to more information from him on podcasting, go to http://bit.ly/2018-WSAE-podcast-files

Chair's message, continued from page 2

year, the Wisconsin REALTORS Foundation has made major financial and voluntary contributions to Feeding Wisconsin, a statewide network of six major food banks and over 1,000 local food pantries. I have found this work to be among the most rewarding investments of time and effort in my 33 years with the REALTORS organization.

Whether it's through our work leading associations, or through the philanthropic foundations we help guide, what we do is important. And we should never forget that. It's important to us, our members and society as a whole — just like the early American guilds envisioned and the original federal tax code planned.

I deeply appreciate the work of WSAE, and the work of all of you — dedicated leadership, staff and members —and I thank you all for giving me the opportunity to serve. I challenge each of you to improve yourselves, improve your organization, improve WSAE, and, through all that, improve society at large. Always keep in mind the greater good of what we do. ■

How to Launch a Mini-MBA Program for Your Association

by Bill Elliott, CAE

Extending the benefits of your association into the halls of higher education isn't anything new in our business. However, I recently found myself leading the charge to create a mini-MBA program for the Automotive Fleet and Leasing Association (AFLA). Initially, I had difficulty locating the information I needed to select a school and build an effective program. Now, about halfway through the process, I've already learned quite a bit.

THE SITE VISITS WERE A KEY COMPONENT TO THE SELECTION PROCESS. IF WE HAD ONLY DONE PHONE AND EMAIL INTERVIEWS, WE WOULDN'T HAVE CHOSEN THE SAME SCHOOL.

The inspiration came to us when my president-elect and I attended an ASAE CEO Symposium. I had been thinking about how AFLA could support a higher education initiative. My volunteer leader had attended a similar program in another industry years ago that had helped him grow as a leader. We agreed the idea would fit nicely into our strategic plan, so we pitched the concept to our board and soon received the thumbs up to proceed.

As a first step, we drafted a questionnaire and conducted phone interviews with our major sponsors to get their input. It's a unique membership model since sponsors are also regular members. What topics would sponsors like to see? What format would best serve the attendees, the current and future leaders of our industry? Would sponsors attend or would they commit to sending someone to the first class?

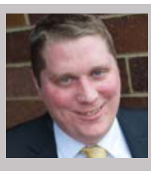
Most sponsors were very optimistic. In the fleet industry, many of our members are senior leaders within their organizations, but formal fleet management education within their corporations is lacking. Many corporations do have leadership programs, but the programs do not have the automotive focus that our members need to advance their careers. Through these conversations, we sowed the seeds for a successful first class.

Next, we needed to partner with a college. AFLA formed a task force and then we developed our game plan by creating a list of the top-rated business schools, first focusing on our top 26 selections. We eliminated some schools based on location. Since attendees would be traveling from all over the country, we wanted a city with a decent airlift. Then we deleted some of the more expensive school options. After that process was completed, we created a basic RFP to determine which schools had the most potential. We reached out to 18 schools, and most of them responded with sample curricula that helped guide our search. We looked at the proposed topics, rated them against our member interests and then selected three finalists.

We visited each of the schools, sat in on some classes and met with professors. The site visits were a key component to the selection process. If we had only done phone and email interviews, we wouldn't have chosen the same school. The opportunity to see the campus, meet the educators and see them in action was extremely useful in understanding how our attendee experience would function.

After the site visits, we presented our recommendation to our board of directors, and they authorized us to contract with Bentley University outside Boston. The university will now play an integral role advising our curriculum task force as we continue to shape the program, which will launch in August 2019. One of the professors will be delivering an hour-long plenary session at our annual meeting as a preview of the program, and we hope to further define the curriculum for our members after the meeting. Then begin marketing efforts.

I'm confident in the program's success, and I'm proud of our board for trying something new. I'm also happy to share more about my experience with my WSAE colleagues as the program progresses. If any of you have launched a similar program, I'd love to hear from you! ■



Bill Elliott, CAE, is Executive Director & Vice President of Operations with Association Acumen

Maximize Value Through Expanded **Benefits Based on Member Input**

WSAE recently spoke with John Pembroke, CEO/President of Credit Union Executives Society (CUES), about their initiative to restructure their membership benefits and dues.

"I'm very excited about the new CUES Membership benefit structures we've created. I think they'll provide credit union professionals and board members everything they need to grow professionally and keep their institutions strong. We improved our membership value and simplicity by adding new benefits, enhancing existing ones and increasing access to our most popular benefits.

We developed our Unlimited and Unlimited+ tiers so credit unions would have an easy way to offer talent development to everyone at their institution—and we mean everyone —including staffers, executives, future leaders and board members.

There are many reasons credit unions need to focus on talent development if they are to grow and thrive. Providing development pathways not only helps employee retention — very important given the current war for talent — it also increases the likelihood that the credit union will perform at a high level. "

John Pembroke, CEO/President of CUES

What drove the initiative to restructure membership at this given point in time?

Refreshing our membership and benefit structure was a natural progression in our evolution. As the talent development leader in the credit union industry, we need to make sure we remain relevant and meet the needs of our members. Our membership was telling us, "Here are the challenges we are facing in the war for talent and here are the trends that are taking place in learning and professional development."

Given the current market challenges that credit unions and all businesses face (unemployment at its lowest rate in decades, baby boomers retiring at a rate of 10,000 per day and millennials only staying at a job an average of 28 months) we felt the time was right to do our part and address these concerns.

By understanding those challenges and addressing key trends in professional development, we expect to continue to be the leader in talent development in the industry and offer great value through our membership. We are helping credit unions win the war for talent by developing, attracting and retaining talented individuals within their four walls.

What were potential drawbacks of the new membership structure? Was there resistance to implementing it? If so what were they and how did you overcome those?

Our biggest concern with the new membership structure was whether or not our members would actually renew their memberships, because, in many cases, members would experience an increase in dues at the individual and the group level. To overcome this, we maintained a laser focus on adding more benefits and increasing simplicity, ultimately offering more value. We accomplished this by adding new, better and stronger benefits, and streamlining our memberships with simplified pricing. For example, our unlimited membership options provide the most value for credit unions by allowing their entire staff—executive team, board members, high potentials—everyone, to join for one flat rate.

As we went through the process of developing pricing, we met with credit unions to get their feedback on proposed membership tiers and pricing models. This feedback helped us to hone in on what benefits were important to our members and at what price points.

How did you collect feedback from members? What, specifically, did that process look like?

Research among members gave us specific feedback on what benefits they valued most and least. It also pointed out the gaps. We also gather insights as we interact with members at our events and direct feedback is constantly provided to our member relations team that meets with credit union leaders daily. That information helped tremendously from a member need and benefits perspective, but we also closely reviewed other membership associations inside and outside of the credit union industry to get a sense of how they structured their membership tiers and pricing in ways that we might be able to emulate.

Were there long-time membership benefits that were cut? If so, how difficult was that to execute?

We did not eliminate any membership benefits; we actually went the other direction and added new benefits. We kept and expanded access to our most popular benefits and enhanced others to provide more value for our members. We did however, consolidate our membership options into a simpler three-tier structure. ■


› EXPANDING SEPTEMBER 2019
› ADDING A 52,000-SQUARE-FOOT BALLROOM
› DOUBLING IN SIZE: NOW 212,000 SQUARE FEET OF FLEXIBLE CONVENTION SPACE
› 10 MORE MEETING ROOMS, FOR A TOTAL OF 45
OUR NUMBERS MAKE SURE YOU CAN REACH YOURS
In September 2019, Kalahari Resorts & Conventions is expanding the venue that consistently delivers attendance-increasing events of all sizes. More space, more amenities and more first-class service means that your convention will be even more incredible.
Kalahari. RESORTS & CONVENTIONS
WISCONSIN DELLS, WI
KalahariMeetings.com
Call 855-411-4605 to learn more
©2018 Kalahari Development LLC

EEOC-Approved Harassment Training: Just a Little Respect…

by Geoffrey S. Trotier & Ann Barry Hanneman

For decades, the U.S. Equal Employment Opportunity Commission (EEOC) and the courts have told employers that workplace harassment training should focus on liability, with a healthy dose of, "Don't do this." The EEOC has changed its position. Effective workplace harassment prevention training should now be focused on building an environment based on respect and employee empowerment. Instead of dwelling on legal standards and what not to do, training should "promote respect and fairness, and the participants' responsibility for contributing to respect in the workplace." Training also should provide employees with the skills they need to intervene if they observe disrespectful or abusive behavior.

For most employers, this departure from traditional legalistic training might be surprising. However, the EEOC has supported its position change with extensive study, culminating in the *Report of the Co-Chairs of the EEOC's Select Task Force on the Study of Harassment in the Workplace* (https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm). After an 18-month study, the EEOC considered feedback from sociologists, psychologists, investigators, trainers, attorneys, employers and employee advocates as to how to prevent workplace harassment. The EEOC specifically focused on prevention, while examining employee conduct and behaviors that might not be legally actionable, with the understanding that these behaviors could contribute to a hostile work environment. In essence, the EEOC considered the modern workplace as a whole instead of applying narrow legal definitions to determine if harassment was present. This led the EEOC to its key theme: respect.

The EEOC has identified five core principles that should guide workplace training:

- Commitment from organization leadership
- Consistent and demonstrated accountability
- Strong, comprehensive harassment policies
- Clear complaint procedures
- Regular, live, interactive training tailored to the particular audience

IN ESSENCE, THE EEOC CONSIDERED THE MODERN WORKPLACE AS A WHOLE INSTEAD OF APPLYING NARROW LEGAL DEFINITIONS TO DETERMINE IF HARASSMENT WAS PRESENT. THIS LED THE EEOC TO ITS KEY THEME: RESPECT

The EEOC remains in line with the Supreme Court's position that it will not impose a "civility code" in the workplace. However, this new mode of training also recognizes that the majority of harassment claims spring from a lack of respect, which leads to workplace bullying. This training approach instead focuses on the positive: what employees and managers should do to create a respectful, collegial environment.

To accomplish this, the EEOC has encouraged "bystander intervention training" which includes the following:

- Awareness, enabling bystanders to recognize problematic behaviors
- Collective responsibility, motivating bystanders to step in and take action
- Empowerment, teaching employees how to appropriately intervene
- Resources, providing support for intervening employees

What should my training include?

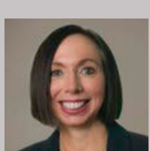
The EEOC has provided model training modules at https://bit.ly/2xzF1vp. It is recommended that these modules be tailored to an organization's individual needs and population before the training is implemented.

EEOCrecommended training will focus on the following:

- Respect – use of respectful words and behavior
- "Derailers" – understanding of "what goes wrong," such as incivility, abusive conduct and unlawful harassment
- Policy review – familiarization with the organization's antiharassment policy, reporting procedures and employee rights and responsibilities
- Handling complaints with fairness – training supervisors how to remain fair and unbiased while investigating and addressing complaints
- Stepping up and stepping in – empowering nonmanager employees to intervene when they observe or learn about problematic behavior
- Coaching respect – teaching supervisors how to coach and model appropriate behavior and deal with rude/uncivil behavior
- Feedback – teaching employees the power of peer-to-peer feedback in workplace situations

The EEOC's new approach to workplace harassment training will require employers to completely rethink their prior approach. However, this new approach is supported by sound research and extensive authority. All employers should strongly consider adopting this model of training for creating a respectful workplace. Proactively addressing complaints, both internal and external, will be a priority and your organization will be well-served by shifting its focus. ■

Geoffrey S. Trotier is an attorney at von Briesen & Roper, S.C. Attorneys at Law, and can be contacted at gtrotier@vonbriesen.com.



Ann Barry Hanneman is an attorney at von Briesen & Roper, S.C. Attorneys at Law, and can be contacted at ahanneman@vonbriesen.com.

If your organization would like assistance in developing a training program to promote a respectful workplace, please feel free to contact either author.

Meeting in Wisconsin?

BELOIT

Ironworks Hotel

The Ironworks Hotel is the Stateline's most unique boutique hotel for your event. Overlooking the Rock River in downtown Beloit, we can accommodate up to 200 guests. On-site catering by Merrill & Houston's Steak Joint.

Meeting Rooms: 4 **Sleeping Rooms**: 54 **F&B**: Yes
Contact: Stephanie Ashley - info@ironworkshotel.com
500 Pleasant Street, Beloit, WI
608/362-5500 | ironworkshotel.com

DOOR COUNTY

Landmark Resort

Simplify your meeting planning. Beautiful Door County venue with a variety of functional meeting spaces. Eight of ten meeting rooms feature a water view. All suites. Free WiFi. Ample amenities.

Meeting Rooms: 10 **Sleeping Rooms**: 260 **F&B**: Yes
Contact: Jeff Larson - jlarson@thelandmarkresort.com
4929 Landmark Drive, Egg Harbor, WI
920/868-3205 | thelandmarkresort.com

MT. HOREB

GrandStay Hotel & Suites

Our versatile meeting spaces are ideal for a variety of social events, all-day meetings, and other business functions.

Meeting Rooms: 2 **Sleeping Rooms**: 60 **F&B**: Yes
Contact: Rachel LaCasse-Ford - mounthoreb@grandstay.net
175 Lillehammer Lane, Mt. Horeb, WI
608/437-5200 | grandstaymounthoreb.com

SHEBOYGAN

Blue Harbor Resort, Spa & Conference Center

Blue Harbor Resort, on Wisconsin's Lake Michigan Coast, is an outstanding setting for Association events and meetings. The Resort features 244 deluxe suites, scenic views, flexible event space and excellent cuisine & service.

Meeting Rooms: 12 **Sleeping Rooms**: 244 **F&B**: Yes
Contact: Sara Kern - sales@blueharborresort.com
725 Blue Harbor Drive, Sheboygan, WI
920/457-2554 | BlueHarborResort.com

search these properties and many more at

WisconsinLodging.org

The Internet Never Forgets and Screenshots Never Truly Go Away

by Hannah Stonehouse Hudson

As a business or individual, it is essential to have a plan in case of a social media misstep. You cannot just erase what happened, take back what an employee did or said, or delete what was posted, even if you would love to step back in time and pretend nothing ever happened. Businesses and brands have been ruined by one small mishandled internet snafu.

If you screw something up on social media, it is not the end of the world. I promise. However, you need to respond quickly and truthfully to mitigate any damage that has been done to your reputation.

You may not think it could happen to you, or your company, but sometimes one misworded or misconstrued statement can create a social media crisis that gets completely out of hand. One of two things can happen: you can either manage it immediately and take control of it, and maybe even grow from it as a business, or you can try and cover it up and possibly destroy your business as the internet vigilantes come out to play — and believe me they will. Sometimes I think people wait for the latest social media drama to jump on.

PEOPLE AND NEWS OUTLETS WILL LOOK TO SOCIAL MEDIA FIRST FOR RESPONSES TO EVENTS. IF THERE IS NO RESPONSE, THEY'LL COMMENT ON THAT. IF THERE IS A RESPONSE, AND IT IS FACTUAL, TO THE POINT, AND AS POSITIVE AS POSSIBLE, THAT WILL HELP SPREAD THE TRUTH.

Here are the first steps to take if you find yourself in social media crisis mode:

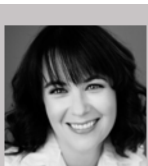
1. Don't try to cover up the incident or pretend it didn't happen. If you do try to cover up a post that was made, or delete photos or videos that were the issue, the internet trolls will come after you in droves. They will send their friends, and every person who looks for social media drama will be on your page creating more. You do not want that. Not all publicity is good publicity.

2. If it is warranted, apologize, and apologize immediately. Make this apology genuine. Don't make it about how people should not be so offended, or that you don't really think you should apologize, but you will anyway because people are demanding it. If an apology is done correctly and immediately, the public will actually rally around you, saying you addressed the situation immediately and took action.
3. If you aren't sure if an apology is warranted, but there is definite internet buzz surrounding the incident and your company, make a statement saying, "We're looking into it." Always acknowledge an incident if there is a growing Internet discussion going on about it. People will be looking for information on what has occurred, and if they don't get information from you, they're going to get it from someone who probably doesn't have all the facts.
4. Once you have all of the facts, create a canned response with truthful information about the event that you can cut and paste into any comment section. Always respond with objective facts. The thing that attracts people most to a social media crisis is drama. That is why it is essential not to engage those who are trolling for a fight on purpose. Responding with facts and a canned response makes them go away faster. Do not get distracted by negativity – it brings the entire conversation down.
5. Take nothing personally. Every comment someone leaves is a reflection of what is going on in their own life. As soon as you take whatever they say to heart, you will start lashing out at the Internet, and that will only make things worse. If you find yourself starting to take things personally, walk away from your computer and make someone else copy and paste your canned response.

The single most important thing to remember in all of this is that people will make up information if they do not see something directly from the organization. A positive, on-message, truthful response from your organization is essential to making sure false rumors are not created and spread. People and news outlets will look to social media first for responses to events. If there is no response, they'll comment on that. If there is a response, and it is factual, to the point, and as positive as possible, that will help spread the truth.

Understand that these events can be used as opportunities to create trust with followers and both current and potential advertisers. All responses to crises should be made with that in mind. Focusing on positive engagement, regardless of response of outside players, is essential.

When a social media crisis occurs, breathe. The worst thing you can do is add fuel to the fire by immediately making a reactive and negative response. Social media crises go away eventually, but their length is dependent on the quality of your interaction with the subjects involved. Negativity always prolongs the situation. ■



Hannah Stonehouse Hudson helps people and businesses manage and harness the viral nature of social media and the internet. Having trouble figuring out how to respond to a social media crisis, or looking to create a plan for yourself, your brand or your company? Contact at HannahStonehouseHudson.com or Facebook.com/HannahStonehouseHudson.

Meet in Brookfield
WISCONSIN

Coming in 2020
The Brookfield Conference Center

Brookfield is located along the I-94 corridor, and conveniently situated between Milwaukee, Madison, Racine/Kenosha and the Green Bay area. Home to 16 hotels, 150 restaurants 3 million square feet of shopping, Brookfield provides a cost-effective option for corporate events and social functions in a safe, suburban setting. The Brookfield Conference Center, with an anticipated opening date in 2020, is a natural choice; desired by event planners and guests alike. See pictures of the ground breaking ceremony and construction progress at visitbrookfield.com!

- 54,000 sq. ft. multi-purpose conference center.
- 18,000 sq. ft. ballroom and a 6,000 sq. ft. ballroom are modular to accommodate events of all types and sizes.
- State of the art boardroom has built-in technology suited for all forms of conferencing and presentations.
- 10,000 sq ft pre-function atrium.
- 9,000 sq ft outdoor space.
- On-site catering and beverage service available.
- 168 sleeping rooms available at attached Hilton Garden Inn.
- Additional 389 sleeping rooms within walking distance of Conference Center.
- 1,116 more rooms within a 1-mile radius of the Conference Center.
- 2,512 sleeping rooms within a 3-mile radius making Brookfield the 2nd largest cluster of hotel rooms in SE Wisconsin.

800-388-1835   www.visitbrookfield.com

Reading, on a Broad Array of Topics, for Professional, Leadership Development

by Erica Halmstad

There is a highly disturbing realization when you go from being a college student to becoming a young professional, no matter how much you prepared, what your GPA was or how talented or determined you might be, you're starting at the very bottom. You have little or no knowledge of your new organization's products and services, let alone their corporate culture, co-workers' personalities or even where the bathroom is.

So much to learn in so little time. And the training program, if they have one, is centered on what you need to produce, manage or sell, with not a lot of time spent on all those other things that can make-or-break your career. I'm talking about things such as how to effectively participate in meetings, how to deal with difficult people, how to master your organization's technology, how to manage your time efficiently, how to deal with office politics or just how to be *likeable*. All of these examples fall under the header of *Professional Development*.

I know what you're thinking—investing in all that sounds like extra work. But professional development does not have to be the type of work you dread, primarily because you control what you invest yourself in. Moreover, while there are many ways to develop yourself professionally, such as joining an organization, taking a night class at the university, enrolling in a free online seminar or attending a conference, the method of professional development I'm recommending doesn't require you to even leave the house: Reading books.

I'm not talking about the latest young adult fiction novel. I'm talking about books that help you grow by developing your time management, leadership and interpersonal skills. Books can be an immensely useful resource as you transition from academia to the workforce and as you prepare yourself to advance to the next level, whether at your current company or with your future employer.

It's been postulated that we are evolving to a post-text world, one in which symbols, images, digital video and virtual reality replace books, magazines and other forms of the written word.

Don't believe it. These technologies have their place, but they will augment and co-exist with the written word. Since Gutenberg's Bible first left the press, the world has embraced books as a primary technique for knowledge transfer, storytelling, entertainment and archiving. In today's world, books may be printed on paper, accessed on an iPad or exist as an .MP3 file, but books will continue to hold their rightful place in modern society as the medium from which most human advancements will be chronicled and shared.

Earlier this year, I committed to developing myself through reading. I reached out to my professional networks via posting in the Wisconsin Society of Association Executives (WSAE) and the American Society of Association Executives (ASAE) online communities, as well as by posting on LinkedIn. I simply stated that I was looking for "non-fiction books on any topic (personal finance, leadership, culture, biographies, etc.)." Within hours of each query, the recommendations for books came flooding in, and I began to explore my new options.

The first thing that hit me was the importance of seeking out exposure to a variety of topics. My entire reading list until this point has focused on fiction novels. Although novels are

fun reads, and can enhance empathy and improve your story telling ability, professional self-help books, autobiographies, historical studies and technical how-to books are what really drive home lessons lived and learned from others that are relevant to your own experiences or aspirations.

PROFESSIONAL SELF-HELP BOOKS, AUTOBIOGRAPHIES, HISTORICAL STUDIES AND TECHNICAL HOW-TO BOOKS ARE WHAT REALLY DRIVE HOME LESSONS LIVED AND LEARNED FROM OTHERS THAT ARE RELEVANT TO YOUR OWN EXPERIENCES OR ASPIRATIONS.

Reading on a wide variety of topics from different types of books can, at the very least, make you a more interesting and informed conversationalist during interviews or in conversations with coworkers and bosses. Taking this approach will also give you a broader, deeper and better perspective on management, leadership, markets and organizations, and provide you with a basis for self-reflection—and who couldn't use more of that?

Finally, if you're one of those people who does not have the inclination to read, just listen. Listen to your books that is! This year, I started using *Audible*, and now listen to my books while commuting, working out at the gym or even walking my dog.

At some point in my career, I intend to be a very good leader. To become that person, I plan to be a voracious reader.

Below are a few of my favorite reading categories, along with some books I recommend for each, many of which came from the recommendations of other professionals, both young and seasoned, in my networks. This is not an exhaustive list, nor is it in any way final, but these are a few books I recommend for when you're feeling that fire to better yourself, expand your worldview and advance your professional prospects.

For when you're feeling philosophical:

- ***The Power of Habit: Why We Do What We Do in Life and Business***
  A young woman walks into a laboratory. Over the past two years, she has transformed almost every aspect of her life. She has quit smoking, run a marathon, and been promoted at work. The patterns inside her brain, neurologists discover, have fundamentally changed.
- ***Influence: The Psychology of Persuasion***
  Influence, the classic book on persuasion, explains the psychology of why people say "yes"—and how to apply these understandings.
- ***Good to Great: Why Some Companies Make the Leap...And Others Don't***
  Built to Last, the defining management study of the '90s, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning.

For when you need inspiration:

- ***Buck: A Memoir***
  A rebellious boy's journey through the wilds of urban America and the shrapnel of a self-destructing family - this is the riveting story of a generation told through one dazzlingly poetic new voice.
- ***Educated: A Memoir***
  Growing up in rural Idaho, Tara Westover had no birth certificate, never saw a doctor and didn't go to school. But Westover defied her family's expectations when she enrolled in Brigham Young University at 17 and went on to earn a Ph.D. in history from Cambridge University.

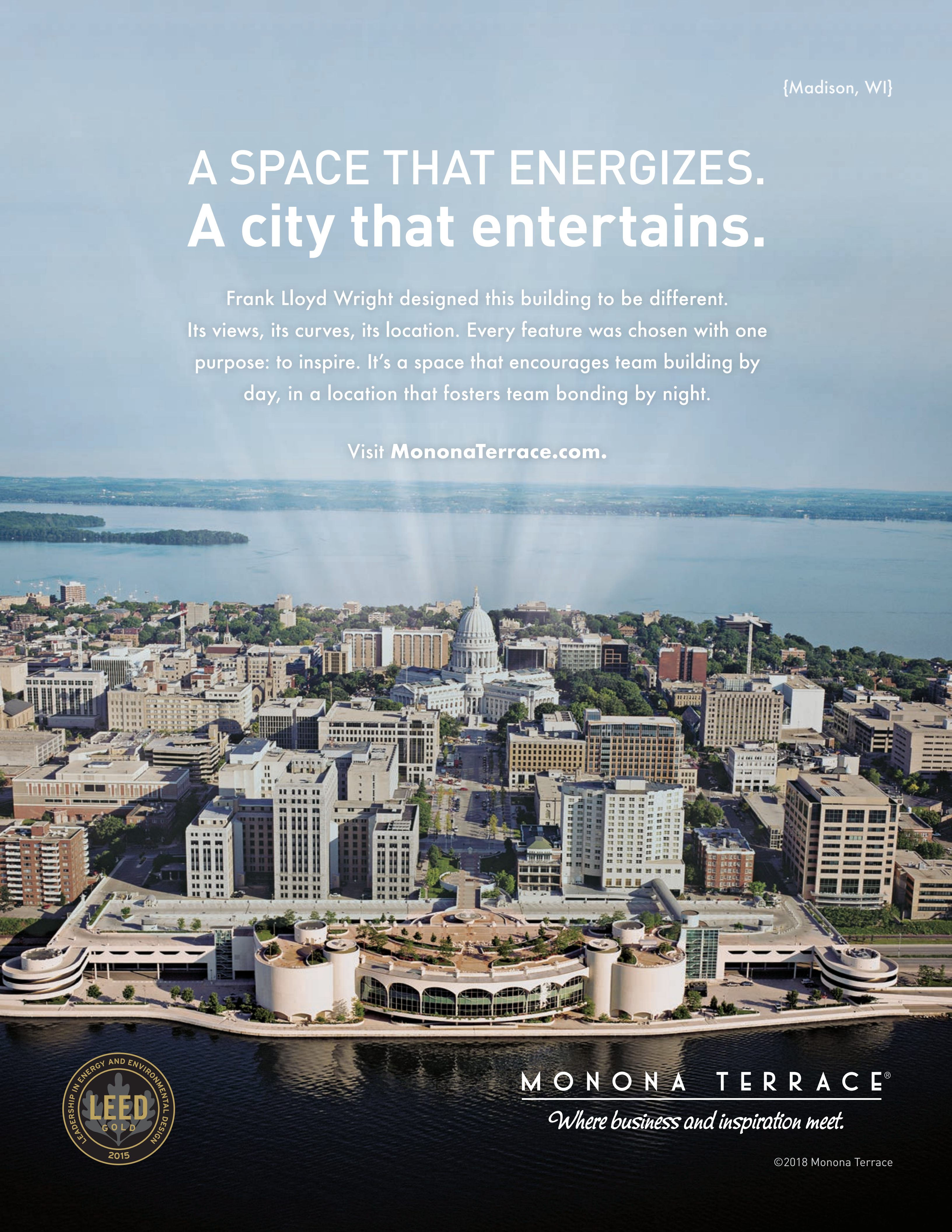
For when you wonder how we got here:

- ***A Generation of Sociopaths: How the Baby Boomers Betrayed America***
  Bruce Cannon Gibney shows how America was hijacked by the boomers, a generation whose reckless self-indulgence degraded the foundations of American prosperity.
- ***Fantasyland: How America Went Haywire: A 500-Year History***
  Kurt Andersen demonstrates that what's happening in our country today - this strange, post-factual, "fake news" moment we're all living through - is not something entirely new, but rather the ultimate expression of our national character and path.

For when you crave some Girl Power:

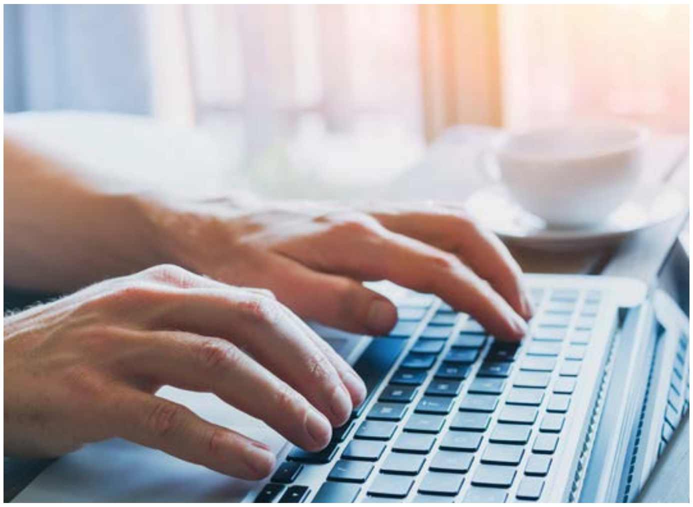
- ***I Am Malala: How One Girl Stood Up for Education and Changed the World***
  When the Taliban took control of the Swat Valley in Pakistan, one girl spoke out. Malala Yousafzai refused to be silenced and fought for her right to an education.
- ***My Own Words***
  A selection of writings and speeches by Justice Ruth Bader Ginsburg on wide-ranging topics, including gender equality, the work ways of the Supreme Court, being Jewish, law and lawyers in opera and the value of looking beyond U.S. shores when interpreting the Constitution of the United States. ■

Erica Halmstad is Association Marketing Manager at the National Fluid Power Association.


{Madison, WI}
A SPACE THAT ENERGIZES.
A city that entertains.
Frank Lloyd Wright designed this building to be different. Its views, its curves, its location. Every feature was chosen with one purpose: to inspire. It's a space that encourages team building by day, in a location that fosters team bonding by night.
Visit MononaTerrace.com.
LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN
LEED
GOLD
2015
MONONA TERRACE®
Where business and inspiration meet.
©2018 Monona Terrace

CAE Online Preparation Courses

WSAE, through partnership with the Michigan Society of Association Executives (MSAE), is offering CAE preparation courses that incorporate study guides, reading comprehension questions, flashcards and practice tests. With three different courses, there is an option to fit every level of preparedness.



MSAE is offering their Member Rate to WSAE members, which represents a $100 savings. Also, please ensure that you notify MSAE of your WSAE membership — WSAE receives 10%!

Learn more about earning your CAE or download the 2018 course brochure. With different course tracks, there is an option to fit every level of preparedness. Options available:

- **Full Course.** Ideal for individuals new to the CAE process.
- **Concentrated.** Ideal for ASAE Immersion Program participants or those that have started the CAE process.
- **Cram Session.** Ideal for individuals that have previously taken the course or exam.

In addition to CAE prep courses, MSAE also offers a virtual prep course to prepare for the CMP examination.

Register online at www.msae.org or contact MSAE at (517) 332-6723. ■

IOM Winter Institute Scholarships **Available**

WSAE is proud to partner with Institute for Organization Management, the U.S. Chamber of Commerce Foundation's professional development program for non-profit executives, and offer two $500 partial tuition scholarships to one of Institute's 2019 sites. The two scholarships, available to WSAE members, will be awarded to students attending Institute for the first time to assist with enrollment fees and cannot be combined with any other Institute scholarships. Please note, this can be combined with the Premier Investor Discount (PID) and/or Group Rate.

For over 95 years, Institute has educated association, chamber and other nonprofit leaders across the country through its national program, highly rated curriculum and high caliber instructors. Thousands of executives have attended Institute sites across the country to strengthen their management skills, learn industry best practices and gain a broad national perspective from peers. Institute has helped them build stronger organizations, become stronger business advocates and better serve their members. In addition, you will earn points towards your CAE certification, as Institute's curriculum is directly tied to the body of knowledge of the American Society of Association Executives.

Upon completion of the Institute program, graduates receive the IOM recognition which allows them to use the letters "IOM" in public mention and professional correspondence. The IOM recognition signifies the completion of 96 hours of course instruction in nonprofit management and commitment to the industry. If you are interested in this scholarship opportunity, contact Michelle Czosek, at mczosek@wsae.org by October 16.

The early registration deadline for Winter Institute is November 16.

For more information about Institute's curriculum, sites and dates, visit the Institute Web site and Prospective Student Toolkit to help you gain insight into the program. ■


WISCONSIN
Fun on Tap
IN THE STEVENS POINT AREA
Meet in the center of Wisconsin.
Start planning today – visit
StevensPointArea.com
Stevens Point Area
Located at the center of Wisconsin
STEVENS POINT AREA CONVENTION & VISITORS BUREAU


EVENTS BELONG
IN EVENT CITY
OSHKOSH
Wisconsin's
Event City
Oshkosh is a place that has all of the amenities of the big city, without the price tag or the headache. Whether your guests want a relaxing evening on the water or a night out on the town savoring freshly prepared dishes and locally brewed beer, there's an opportunity for everyone to enjoy their time at your event.
Get in touch with our knowledgeable and experienced staff today!
(877) 303-9200
sales@visitoshkosh.com
VisitOshkosh.com/meetings
Events belong in Event City.
It just makes sense.


ONE BIG, FOAMY MUG
OF A DESTINATION
BEER YOGA. PEDAL TAVERN. BEER GARDEN. BREWERY TOUR. BEER HISTORY.
NO CITY LIVES BEER LIKE MILWAUKEE. YOUR ATTENDEES WILL THANK YOU.
300,000 SQ. FT. CONVENTION CENTER | 16,000 HOTEL ROOMS | 40+ LOCAL BREWERIES
MEET IN MILWAUKEE
VISIT Milwaukee
WISCONSIN CENTER DISTRICT
VISITMILWAUKEE.ORG/MEET

Associations: Professional Libraries of the Future

by Cheryl Ronk, CAE, FASAE, CMP

The year is 2025. Cars are self-driving. Micro-communities share energy resources. Computers and artificial intelligence assistants, in devices we wear and scatter throughout our homes and workplaces, make information more accessible and bountiful than ever before. In this high-tech, highly efficient society, where do associations fit? How do they look? Have they been rendered obsolete by a new disruptor that shakes up our world?

Associations have a place in the future – though the function will have shifted. In 2025, with an overabundance of resources and a very mobile and flexible workforce, associations will be the professional libraries of the future. Here's why.

Currently, associations are indispensable to the industries and professional communities they serve because they foster the borrowing of brilliance and provide more post-secondary training than any other sector.

ONE OF THE MOST CRITICAL THINGS AN ASSOCIATION DOES FOR ITS INDUSTRY OR PROFESSION IS TO CODIFY THE BODY OF KNOWLEDGE REQUIRED TO BE SUCCESSFUL. UNDERSTANDING THE COMPLEXITY OF SKILLS AND KNOWLEDGE NEEDED IS THE FIRST STEP IN DEVELOPING EDUCATION, TRAINING, RESEARCH AND OTHER PROGRAMS...

With new developments in libraries and learning, associations are positioned to be the key resource for professionals. As a result, associations need to learn from the library sector about managing knowledge so it is available to members when and where they need it.

Important trends

- **Trend #1 -- Search engines will give you anything and everything when you type in the magical blue box.** The search engine will not check credibility. I can post inaccurate information, and it can be picked up by millions of people. Remember the wide coverage the letter Jason Dalton supposedly wrote blaming Uber for the shooting spree he is accused of? It was all a fraud. This is because there is no curation in search engines. Associations must fill this role. We can ensure that the information is correct, relevant and easily accessible to the industries we serve. Associations will need to qualify the knowledge and perspectives that are needed for success.
- **Trend #2 – Younger employees are staying at each job for a shorter period of time.** On average, workers today stay at each of their jobs for 4.6 years, according to a 2014 report from the Bureau of Labor Statistics, but the expected tenure of the workforce's youngest employees is about half that. Ninety-one percent of Millennials (people born between 1977-1997) expect to stay in a job for less than three years, according to the Future Workplace "Multiple Generations at Work" survey of 1,189 employees and 150 managers. That means they would have 15 to 20 jobs over the course of their working lives, according to the Forbes article *Job Hunting is the 'New Normal' for Millennials*. This highly mobile, short-term workforce will need to be trained quickly and efficiently.
- **Trend #3 -- The lifelong education market has exploded**. More than half of the working adult population is participating in webinars, webcasts, in-house trainings, certifications and network groups, according to Jeff Cobb's book *Leading the Learning Revolution*. This trend extends far beyond the association sector. In addition, more learning opportunities utilize assessment tools to identify where there are gaps in knowledge to shore up areas of weakness.

Building for the future

Consider these three trends outlined above — a clear case for associations to invest in being the curators of knowledge, especially as professionals change jobs frequently and need to learn the key elements quickly. If associations don't do it, others will capture the market instead.

This is really all about knowledge management on the highest level. Your association may already have an internal staff knowledge management system, but this is about providing knowledge management at the member and public level.

Knowledge management

So what is knowledge management? It is described as leading, directing, organizing and controlling the collection and re-use of knowledge so that the right people get the right information at the right time. The key elements to this task are:

- **Knowledge creation:** What is needed in the profession or industry? Not everything you produce! This is the outline or taxonomy of the capacities needed.
- **Knowledge sharing:** The cataloging and organizing of the information.
- **Knowledge harvesting:** The refinement and creation in areas that are missing.

Curating what is needed to be successful in the profession will set you apart from any other organization. You do need to make sure that you are converting information into actionable understanding. How to apply the knowledge is what will make the process meaningful for users.

The Certified Association Executive content outline includes knowledge management as half a domain partnered with research. The content outline indicates that CAEs should be able to:

- Analyze the information needs and preferences of stakeholders to design a knowledge management system.
- Utilize data from the knowledge management system to make recommendations about programs, products and services to meet member needs and share leading-edge profession or industry learning, insight and best practices.
- Establish a process for evaluating knowledge management systems to lead continuous improvement efforts. Associations need to turn to the lifelong learning lessons and the perspectives of libraries to accomplish success.

I was taken aback when I did a membership presentation recently and learned that not everyone has a positive impression of libraries. I love libraries because I love to read. I mentioned that MSAE was building a platform for association libraries. One participant responded that libraries do not have a positive connotation and recommended I name it something else. I considered The Vault, The Select Reserve, or The Conservatory. I have reflected on this numerous times and decided that it is better to change the image of the term library.

Of course, I am not alone in this effort. Colleges are also working to change what libraries do and facilitate. The University of Michigan Library created a library of the future. It is embracing the latest technologies and trends while maintaining their mission of enabling and empowering discovery. If associations applied this perspective, their library would catalog all written, audio and visual knowledge along with the results of communities of practice and industry leaders.

Consider having mentors available online. Or think about having an A-Team of experts that members can connect with on issues. Associations are moving to adding an assessment right on their website. For those of you in the association sector, visit http://www.thirdthought.msae.org/class/1595/self-assessment.

Mickie S. Rops, CAE, shared an important message 14 years ago that is still true today. "One of the most critical things an association does for its industry or profession is to codify the body of knowledge required to be successful. Understanding the complexity of skills and knowledge needed is the first step in developing education, training, research and other programs, and in communicating the impact of the industry of profession on society," she wrote in her book Identifying and Using a Field's Body of Knowledge.

The time is ripe for associations to embrace this unique positioning. There are software solutions – like MSAE's new Third Thought® platform – that make it affordable for all size organizations to enter into this space. There are newly retired professionals who are ready to help create your taxonomy. There are technology solutions to catalog the qualified information.

Associations are ever-evolving. These are exciting times and associations can position themselves as the knowledge management centers of their industries. ■

Cheryl Ronk, CAE, FASAE, CMP, is the Executive Director of the Michigan Society of Association Executives (MSAE). This article was reprinted with the permission of MSAE. It originally appeared in Association IMPACTÒ, published MSAE. Learn more about MSAE at www.msae.org.


GREAT LAKE


GREAT CITY


GREAT TEAM
GREEN BAY PACKERS
LAMBEAU FIELD

Association Forum 2018 Forty Under Forty

Three WSAE members are included in this year's class! Congratulations to these outstanding association professionals for their accomplishments, commitment to the industry, leadership skills and continued potential.

Congratulations:

Mary Dean
Executive Director, Inc.

Jennie Socha
Executive Director, Inc.

Emily Viles
AMPED Association Management

There will be a celebration at a private awards ceremony on Wednesday, December 12. Join in recognizing them all, along with more than 1,000 other association and meetings executives, at the Holiday Showcase Keynote and Networking Brunch. You can check out the complete list of award winners at https://bit.ly/2xPmKtx. ■

Brag a Little Bit!

Let us help spread your good news - Send your news to mczosek@wsae.org, and we will include it in future issues of *VantagePoint* magazine.

DiMaggio named Executive Director at NARI

The Madison chapter of the National Association of the Remodeling Industry (NARI) has named Kim DiMaggio as its new executive director. DiMaggio brings extensive remodeling association experience, most recently as interim executive director of NARI of Madison.

"Kim has a proven passion for building professionals and commitment to our core initiatives and needs including workforce development, education programs, local and national relations, and nonprofit management," Jason Hensler, NARI of Madison President said in a statement Monday. "Having Kim in this position is a key step in an exciting new chapter for our association."

DiMaggio succeeds long-time executive director Kathy Raab, who left NARI of Madison after 13 years to head the Metropolitan Builders Association in the metro Milwaukee area. ■

Association Acumen and AMPED receive "Best of" video awards

Two Wisconsin AMCs were recent recipients of the Association Management Company Institute's (AMCI) "Day in the Life" video series awards. Association Acumen won best screenplay for its "Transition Turnaround with AMC" video. AMPED Association Management won best cinematography for their video, "Succession Planning."

The winners of the second season of AMCI's "Day in the Life" video series were announced before a national audience at AMCI's 2018 Engaged event in Chicago. The video series features content from associated management company members on how they help ensure their association clients grow and thrive. ■

AHP coalition to work with policymakers

ASAE is part of a recently-formed coalition that will work with federal and state policymakers to strike the right balance between regulating association health plans (AHPs) and providing the appropriate level of flexibility to allow organizations to provide comprehensive AHP health plans to their small employer and self-employed members.

Ohio bill impacts certification programs

ASAE is urging its members to weigh in on legislation in Ohio that would impact professional certification programs run by associations. Ohio Senate Bill 255 calls for the government to set up its own voluntary certification programs in certain cases to compete with those administered by associations. The bill passed the Ohio Senate in June and has been introduced in the House, but has not yet been referred to a committee.

High court won't intervene in campaign finance case

Nonprofit political groups engaged in electioneering activities must disclose their top political donors, after the Supreme Court on September 18 declined to intervene in a controversial campaign finance case. The court's decision could affect political ad spending by 501(c)(4) and 501(c)(6) groups from now until the November midterm elections.

IRS guidance affects treatment of employee parking expenses

On August 21, the IRS issued interim guidance on the provision in the new tax law that requires separate computation of unrelated business income tax (UBIT) for tax-exempt organizations with more than one unrelated trade or business.

For more information on these topics and others related to how legislation has the potential impact your association, please visit the American of Society Association Executives (ASAE)'s news blog at https://www.thepowerofa.org/news.

WELCOME NEW MEMBERS

As of September 1, 2018

Chris Boomsma, Ph.D., ASA - CSSA - SSSA
Bud Chumbley, MD, MBA, Wisconsin Medical Society
Jutta Dias, Hatchery Hill Hotels
Chris Dix, Snow and Ice Management Association, Inc.
Amanda Falk, Metropolitan Builders Association
Stacey Giesen, CMP, ASA - CSSA - SSSA
Rachelle Henry, Executive Director, Inc.
Beth Kronwall, ASA - CSSA - SSSA
Emily Mueller, ASA - CSSA - SSSA
Jeanne Pluemer, CMP, ASA - CSSA - SSSA
Natalie Riley, Metropolitan Builders Association
Jody Roos, Wisconsin Bankers Association
Nura Said, Executive Director, Inc.
Brandon Scholz, Wisconsin Grocers Association
Julia Schultz, Executive Director, Inc.
Toby VanSistine, Metropolitan Builders Association
Lisa Weber, American Academy of Cosmetic Dentistry
John David Williams, Greenwood Hospitality

Look Beyond the "Usual Suspects" to Draw Inspiration

by Michelle Czosek, CAE

I recently had an opportunity to see an outstanding presenter, Dan Barnett of The Primavera Company. Dan has a wealth of experience leading some very large corporations such as Nestlé, Pillsbury, Weyerhaeuser and Constellation Brands. During his presentation, *Make or Break Execution – The Core of Success*, I was jotting down a tremendous number of notes. I started out with good old pen and paper, but soon had to switch to my laptop to keep up.

I’ve seen a lot of presenters since beginning my first association position in 1990. I walk away from the really good ones feeling inspired for days. I think about everything they said and how I can apply those things in my daily work and personal life.

I’m sharing my top five personal thought-producers from this presentation in hopes that you’ll find something that strikes a chord with you and really gets you thinking.

1. Do it about right *now*, instead of just right *later*.
2. It’s not the big lumbering organizations that are your biggest competitors – it’s the ones that are nimble and innovative. So, be nimble and innovative. For a good illustration of this concept, do an Internet search for “Running of the Squirrels” and view the EDS video.
3. Get clear about where you’re going.
4. Courage is an underrated leadership characteristic. To be a good leader, you have to have the courage to make a decision and stick with it.
5. If you grow as a person, you’ll grow as a leader.

My favorite is “Do it about right now, instead of just right later.” That one hit home with me because we often want things to be perfect. We’re afraid of an idea we have failing, and worry about how it will reflect on our organization, as well as on us personally. Sometimes, we’re so paralyzed by that fear that we end up doing nothing. In reality, we learn more lessons when we fail than when we succeed. We become stronger and more resilient. And, we learn more about the courage it takes to make a decision and stand by it, even if the result wasn’t exactly what we expected.

Dan’s presentation was also a good reminder that associations have many places from which to seek inspiration outside of similar organizations. We can, and should, adapt corporations’ successful ideas to fit our own needs. Often, when we hear about things that major corporations are doing, we discount what we can learn from them or how we can apply what they are doing to our own association. We see perceived barriers because of financial constraints, staff size or being unable to envision how such a big idea can play itself out in our small (in comparison) association. Perhaps you simply perceive the for-profit and the not-for-profit contexts to be too different from each other. We shouldn’t be so quick to discount though. Upon closer examination, I’m certain you can find situational parallels and relevant take-aways from lessons learned.

I hope that when you attend the WSAE Summit on October 29-30, you’ll learn from the presenters, industry partners and all of the organizations in the room, no matter their size or industry. We have plenty to learn from each other.

I look forward to seeing you in Madison! ■

Michelle

wsae summit

October 29-30, 2018 | Overture Center, Madison
www.wsae.org > Events > Summit

Meeting Spaces • Event Rooms • Guest Rooms*

Conference Packages • Great Dining Options

FLUNO | CENTER

EVERY EXPERIENCE, EVERY DETAIL, EVERY DAY

CONTACT US TODAY!

601 University Ave., Madison, WI 53715

(608) 441-7117 • (877) 77-FLUNO/35866

fluno.com

*Subject to restrictions. Please call for more information.