VANTAGEPOINT

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

Cultivate growth and development - Invest in yourself, in your staff, in your association.

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

Leadership
wsae
Innovation

PLANNING A CONFERENCE OR EVENT?
THE BADGER GROUP CAN HELP!

CONFERENCE & EVENT SOLUTIONS

Your members are exposed to more than 4000 messages each day. How do you cut through the clutter? With a multi-channel campaign! The Badger Group is ready to help you launch a coordinated, integrated, multi-channel campaign so your conferences and events get noticed.

MULTI-CHANNEL MARKETING

"Save the Date" & Invitations

Social Media Ads

Google Ads

Conference & Event Materials

WHY MULTI-CHANNEL CAMPAIGNS WORK

44% of customers visit a brand's website after receiving direct mail marketing.

Direct mail with digital ads yield a **28%** **HIGHER** conversion rate.

Website visitors who are retargeted with display ads are **70%** more likely to convert on your website.

80% of sales are made between the **8th and 12th contact.**

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

Leadership WSAE Innovation

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

What Keeps You Up at Night?

by Michael Theo, CAE

As association executives, there's an endless list of things that can keep us up at night. Am I right? The very nature of our diverse responsibilities and sundry job demands provides plenty of fodder to satisfy even the most chronic insomniac.

But perhaps the topmost cause for our frequent sleeplessness is the velocity and pervasiveness of change. Change in technology, in our membership, in our members' markets, in our staff, and the list goes on and on. Literally every facet of our management and leadership responsibilities is undergoing constant and rapid change. So universal is the impact of change on our profession, that the ASAE Foundation has undertaken a significant research effort that has identified 41 key *change drivers* that are most relevant to the challenges association leaders will face in the short- and long-term future.

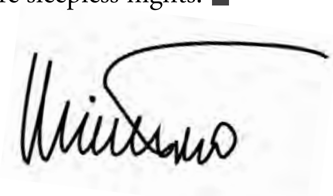
The WSAE Board recently met to review and study these drivers of change as part of the WSAE strategic planning process. After reviewing all the drivers, the board focused on three that could have significant impacts on the WSAE and its members. They are:

- **Microlearning**
  This trend is predicated on the notion that workers today, and in the future, must be in a continual learning mode, requiring constant forms of education and skill set improvements. The challenge is that many workers want small, quick bursts of information tied to an immediate skill and job demand, and they want it on-demand. This will change how training is delivered and how certifications are granted.
- **Mentoring 2.0**
  Mentoring, as a conduit of learning, is, and will remain, a key method by which organizational knowledge is shared. Technology will inform and improve these relationships, creating more mentoring opportunities, which is particularly attractive to Millennials.
- **Organizational Millennial**
  The notion that Millennials are not willing to join or stay with organizations is false. But, they do require the right incentives to do so. Organizations need to devise the right mix of training and mentoring that will encourage millennial engagement and lead to loyalty.

In addition to these three drivers of change, the WSAE Board identified several others that association leaders must be cognizant of, and fluent in, if they are to be successful and effective in the future. These include:

- **Anticipatory intelligence**
  This driver involves anticipating your association's needs, opportunities and threats through the use of big data, data analytics and artificial intelligence. The use and mastery of predictive analytics will allow associations to leverage big data to better serve and engage their members.
- **Virtual meetings**
  This driver involves telepresence technology, which utilizes virtual reality, robotics and the increasingly universal access to broadband, and brings remote speakers and audiences together to broaden participation and generate new experiences for more members.
- **Fraying cybersecurity**
  This driver acknowledges that growing digital infrastructures create new privacy and security risks in the workplace, which in turn creates increasingly complex, yet necessary, security systems and protocols. Finding the right balance is difficult and presents a constant challenge for the foreseeable future.

The WSAE Board explored many of these change drivers and also attempted to identify why members join this organization and how we can improve and enhance the member experience. The new strategic plan will be forthcoming, and when it is ready, it will be worth the read. We welcome and encourage your comments and suggestions after you've had a chance to review and reflect upon it. In the meantime, check out all 41 ASAE drivers of change at Drivers of Change Research Brief. If you do, don't be surprised if you experience a few more sleepless nights! ■



Spring Outing

WSAE

Lake Geneva 2018

May 21 - 22

Geneva National Golf Club · The Ridge · Potawatomi Hotel & Casino · Wisconsin Dells · Visit Beloit · Fox Cities Greater Appleton Wisconsin · Visit Milwaukee · CliftonLarsonAllen · Stevens Point Area Convention & Visitors Bureau · Marcus Hotels & Resorts · Manitowoc Two Rivers

Monday, May 21

Education:

- Preventing Sexual Harassment in the #MeToo Era by von Briesen & Roper, s.c. attorneys **Ann Barry Hanneman** and **Geoffrey S. Trotier**
- Navigating Workplace Rapids by **Greg Hawks**, Owner/Instigator, Hawks Agency
- What Everyone Should Know: Event Planning Trends and Tips for the Association Industry

Networking: Participants and Pairings Party

Tuesday, May 22

Education:

- Creating Event Experiences by **Megan Denhardt, CAE,** The Denhardt Group

Networking:

- Golf Tournament
- Sponsor Hole Visits
- Closing Reception

Register Today! http://www.wsae.org/events/springouting

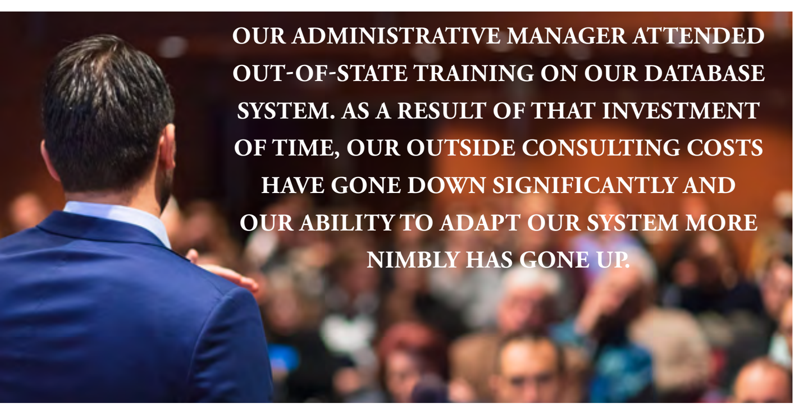
The Importance of Supporting Professional Development

by Aaron Manogue; Interview with Jerry Deschane, IOM, CAE

For most people, professional development is an important part of their career paths. Some of the most successful people I've met are what I call *serial learners*. They are constantly attending events, webinars, learning sessions and more on a weekly basis in order to improve in areas where they feel they can grow. Their drive to continuously learn from others and improve themselves professionally is something we can all admire. That's why when Emily Viles and I started WSAE's Young Professionals Task Force, one of our primary goals was to enhance the professional development opportunities for our young professional members.

However, you might be surprised to hear that during the development of the Task Force, the number one thing that we heard from young professionals was that they didn't feel like they had the support of their leadership when interested in pursuing professional development opportunities. The reasons they felt like this varied from being unsure of how to ask their leaders about wanting to attend events, to not knowing the proper channels through which to request funding. It was quite shocking to both of us that this seemed to be so common among the large number of young professionals we talked with.

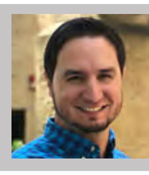
This really got us thinking about how we could enable other professionals, and not just young professionals, to partake in professional development opportunities. We thought a great place to start would be to talk to a leader from the WSAE Board who has always been a firm supporter of, and participant in, professional development: Executive Director of the League of Wisconsin Municipalities, Jerry Deschane, IOM, CAE. I asked Jerry about his career, experience with professional development, and some suggestions he has for staff seeking approval for attending educational events.



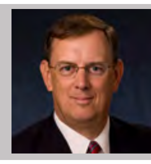
1. **What is the one professional development experience or resource that has changed your career?**
   There wasn't one; there were many. My boss at the Wisconsin Builders Association, Bill Wendle, probably stands out above the rest. Bill not only supported career development for me, he pushed me to consider things that I had not looked at previously, including obtaining my CAE and attending the Institute for Organization Management. Although he didn't have either of them himself, he thought they were critical for a new association professional and made it possible for me to obtain both.
2. **How do you prefer employees approach you to get approval to attend professional development events?**
   If they want to attend a single-day event or webinar, asking me at any time is fine. If it's a larger investment, I would like to know about it before entering into our budgeting process. We also talk about it during annual evaluations.
3. **Have you seen a direct impact on your organization from employees who continue to seek professional development opportunities? If so, do you have an example?**
   Absolutely. Our event manager came to me last year with a request to attend a high-level contract negotiation seminar out of state. As soon as she got back, she was applying the negotiating techniques she'd learned while working with hotels and other providers, maximizing the value of our hotel agreements. Our costs were kept low and the value to members was higher than ever before. I can provide another example, as well. Our administrative manager attended out-of-state training on our database system. As a result of that investment of time, our outside consulting costs have gone down significantly and our ability to adapt our system more nimbly has gone up.
4. **What are different types of professional development resources you would recommend?**
   Learning styles are diverse, so development opportunities need to suit the individual participating. I get the most out

of in-person, small-group workshops and seminars, but that doesn't make it the right fit for everyone else. I also read a steady stream of association management magazines and e-newsletters, along with media sources, that focus on my organization's membership (local government). Where you are in your career also plays a role. If you're a little more experienced and have already amassed a strong knowledge base, a basic webinar might not be as valuable as it would be to a newer association professional.

5. **If you could give one piece of advice to other leaders on how to support professional development for their employees, what would it be?**
   If your employees ask, say yes; it will benefit the organization and shows that you care about their contribution to the organization.
6. **Do you continue to make an effort to attend professional development events yourself? Why?**
   Of course. Everything about the world is evolving, including the tools we use in association management and the challenges our membership faces. You cannot keep up with that sitting at your desk doing the same old thing day after day. It's also a personal barometer for me; if I'm not interested in learning more about my profession, what does that say about my engagement in my work? ■



Aaron Manogue is Marketing Manager at AMPED Association Management. He co-chairs WSAE's Young Professionals Task Force.



Jerry Deschane, IOM, CAE, is Executive Director of the League of Wisconsin Municipalities.

What a Deal!

Leadership WSAE Innovation **Webinar SERIES**

Gather your whole staff together to maximize the most value!

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

Fueling Exceptional New Member Experiences: 3 New Strategies for Onboarding, Engagement and Retention
April 10

Can You Hear Me? Effective Communication Strategies for Associations
May 3

Let's Get Digital
May 8

Is the CAE for You?

by Christina McCoy, CAE

Think back to your first association job. Describe it out loud. First, the specifics – Who? What? Where? When? Why? Now describe what you were feeling that very first day. Excitement? Anticipation? Nervousness? Capture this memory, we'll come back to it.

Now consider the present, and think about your current job. What do you most enjoy? What makes you most proud? What are your opportunities? What skills do you want to strengthen? What will be your next title, or newest set of responsibilities, and how soon? Be specific and write down a timeframe that you have in mind. Yes, we'll revisit this too.

BE THE PERSON WHO HAS CLEAR DIRECTION ON THE PATH YOU'RE PURSING. BO BENNET SAID IT BEST, "A DREAM BECOMES A GOAL WHEN ACTION IS TAKEN TOWARDS ITS ACHIEVEMENT."

Acronym alphabet soup

Imagine it's 2008. My first association job was right out of college. I literally took my last exam, immediately got in the car, drove two hours to the interview that afternoon, and started as a program assistant a few weeks later. I was 22 and had followed my boyfriend to Madison, Wisconsin, for his grad school program. On my first day, I remember reciting the name of the association over and over again, ensuring I had the long acronym correct. I didn't want to be the person who got my own employer's name wrong when answering the phone, right? "IAIABC – International Association of Industrial Accident Boards and Commissions, this is Christina!" was quite the mouthful. And the phone rang often.

Why is this story important? Because the association industry is full of acronyms, and to the outsider they can be confusing and unrecognizable. This story reminded me of my first experience in learning about the Certified Association Executive (CAE) credential. Imagine you're out socializing with industry peers. Then someone mentions that they are pursuing their CAE, and everyone around the table nods their heads in agreement and admiration. You feel like an outsider, as you have no idea what this is. You nod your head along, too, not wanting to appear misinformed, praying no one calls you out. Before long, you learn that several others have obtained their CAE. Words like "domains," "LERP" and "SPIE" spill out in conversation – more acronyms! Curious, you go home that night and look it up.

The Journey

That is how I first learned about the CAE, and perhaps you have a similar story. As I reflect on my journey, three things stand out as markers along my path:

1. **Be thoughtful and curious.**
   The CAE was initially foreign to me. I asked my peers and mentors what it was all about, and why it was worth pursuing. What were their journeys like? At what stage in their career did they take the exam? Did they study? How did they study? I got mixed responses, but one thing resounded clear: everyone's journey was unique and personal. Mine was too.
2. **Be intentional and committed.**
   Once you decide that the CAE is for you, take action to make it a reality. This part is specific, and includes the tactics of meeting the requirements, filing your

application, preparing for, and finally, taking the exam. Have a clear direction on the path you're pursing. Bo Bennet said it best, "A dream becomes a goal when action is taken towards its achievement."

3. **Be grateful and supportive.**
   As I think back to those who encouraged me to earn my CAE, I realize that they were instrumental in my success. Both as mentors and motivators, they helped me make this a reality. I am thankful for the designation, and am continually learning to maintain it. I also strive to be an advocate for the credential to those who see it as their path too. Pass it on!

Learning Lessons

It's fun to reflect on the way I expected things would go before earning my CAE, and the reality that ultimately proved true. Here are just a few areas where I was proven wrong:

- **I could do it by myself.**
  When I first started my study program, I had a clearly defined path of lesson plans and reading assignments, as well as self-assessments along the way, to ensure I was retaining information. After preparing for domain 1, I took the sample study questions in the *Study Guide*. I bombed it. Feeling defeated, I considered what to do next. That's when I found a mentor (someone who had earned their CAE a few years ago and had mentored others before me), who became my champion and supporter throughout the process. Also, I'd be remiss if I didn't mention the support from my association, my executive director and my husband and family.
- **Studying for the exam is really just a lot of reading.**
  One of my biggest breakthroughs in learning was when I began visualizing myself as a CAE, seeing my name in writing, "Christina McCoy, CAE," and using that visualization to build confidence. I later used that confidence to teach the reading materials to my mentor, which was a learning mechanism that worked very well for me.
- **I needed to be older.**
  For the first few years of my career, I dismissed the notion that the CAE could be for me because everyone I knew who had already obtained it was older than me, and by a lot. It wasn't until I met others my age, who had similar experiences, that I realized this could be for me now. I passed the exam at age 31. However, I will mention that of the approximately 4,200 current CAEs, as of May 2017, it's been shared anecdotally that only 3% of them are currently 35 years old or younger. I was surprised by this number, and expect it will be growing.

Victory

Remember at the beginning of this article, when you thought about your first association job? Well, the CAE journey can feel a lot like that memory. There's all the excitement (congrats, you're now a CAE!), anticipation (what's the future hold?) and nervousness (what if I don't pass?). Now, consider your current aspirations. Is one of them to obtain your CAE? If so, what step will you take today to achieve it?

If you take anything from this article, know that the CAE is only as daunting as you allow it to be. The credential is the marker of a committed association professional who has demonstrated the wide range of knowledge essential to manage an association in today's challenging environment. Smart time invested in learning about the process and others' experiences can be time well spent.

Congrats to those who have decided to pursue their CAE, and good luck as you begin the adventure! ■

Christina McCoy, CAE, is an Account Executive at AMPED Association Management.

GREAT LAKE
GREAT CITY
GREAT TEAM
LAMBEAU FIELD
GREEN BAY PACKERS
ONEIDA NATION GATE
GREEN BAY, WISCONSIN
Newly expanded 80,000 sq. ft. Convention Center
4,500 Hotel Rooms • One-of-a-kind Meeting Venues
Contact Beth Ulatowski
Beth@greenbay.com
920.405.1156
greater green bay
convention & visitors bureau
Schedule Your Tour Today
MeetInGreenBay.com

Are You Considering Taking the CAE or Other Credentialing Exam?

Tips for preparation

by Elizabeth Schlicht, CAE

If you feel pursuing credentialing is in your future, it's never too early to start planning. Knowing yourself, your learning style, your current strengths and the resources available to you are all key components in positioning yourself for success.

Plan your preparation around your personal strengths and idiosyncrasies. For example, some people are better able to leverage long-term memory over short-term memory, or vice versa, and you should certainly take this into consideration when studying for your exam.

Download the exam content outlines, application and eligibility criteria to best determine when/if you'll be eligible to sit for the exam, and what information you will need at exam time to complete the application. It's always easier to collect the necessary materials and information as you participate in educational courses along the way, as opposed to trying to look up the information months or years later when you need it.

IF YOU'RE NOT SURE WHAT AREAS REPRESENT YOUR STRENGTHS OR WEAKNESSES, TAKE A PRACTICE EXAM AT THE START OF YOUR STUDYING PROCESS AND USE THE DOMAIN SCORES TO ASSIST WITH IDENTIFYING AREAS FOR POTENTIAL GROWTH.

Communicate your interest to your colleagues. Many free educational opportunities were provided to me by colleagues who knew I was working on earning the needed professional development points for my application. While it's tempting to load your points in areas you currently work in, or feel drawn to, try to diversify the subject matter to review all areas covered during your exam. If you're not sure what areas represent your strengths or weaknesses, take a practice exam at the start of your studying process and use the domain scores to assist with identifying areas for potential growth. For example, the *CAE Study Guide* has study questions at the end of each content area along with additional reading materials to support the questions and topics covered. This can help guide your continued studying within the specific topics or sub-topics you identify as growth areas for you.

When searching for additional sources for education, don't limit your choices to association-specific opportunities. Many resources for non-profit organizations or leadership training can also be applicable. Look into the specifics of what is covered in the webinar or course, and consider whether those topics fall within the domains or topic areas of your exam. Look for multi-session courses, conferences or meetings. These are great options for individuals looking to quickly obtain the needed points for a pending application deadline. Reach out to other industry professionals who have obtained the credential you seek for insights on other resources you might not have otherwise considered.

Join a study group if you can. While preparing for my exam, I joined a study group by responding to a request posted in WSAE's Connected Community. Each meeting, we focused on a specific topic, led by one group member, and talked through the study questions related to the topic from the *CAE Study Guide*. Those discussions proved invaluable for exploring the logic, implications and external factors of each question. We shared tips and tricks for taking multiple choice exams and everyone brought their own unique background and strengths to the group. Joining or forming a similar group is highly recommended and can count as CAE points, provided you have three or more individuals from three or more organizations involved. Leverage the WSAE community to locate and connect with those near you who have similar goals.

As your exam approaches, use this time to take remaining practice exams, do a final review of newer content and, finally, relax. With a strong, holistic preparation plan and plenty of time with the content, you now need to stay focused on the mental game. Don't let yourself start to freak out or begin second guessing yourself. Some people will do best with additional down time or relaxation before an exam, where others – myself included – need to stay busy in order not to fixate. You know yourself better than anyone else does and should adjust your plan accordingly to fit your unique needs.

Certifications can make a big difference, sticking with you for the duration of your career. All effort put into planning, studying and preparing is well worth the reward. ■

Elizabeth Schlicht, CAE, is Associate Executive and Director of Digital Marketing, Association Acumen, LLC.

Preparing for the CMP Exam: The Journey

by Anna Douangphachanh, CMP

I took my time preparing for the Certified Meeting Planner (CMP) exam, and I suggest doing the same, if possible. Setting a timeline is key, and I made it a career goal to take the exam four years before I actually took it. First, I researched the steps to become certified. For me to qualify for the exam, I needed 36 months of full-time industry experience and 25 hours of educational activities. Completing these qualifications were just part of my CMP exam preparation process.

MY SUPERVISORS INVOLVED ME IN SITE VISITS, AS WELL AS PRE/POST-OPERATION MEETINGS, WHEN I DIDN'T NEED TO BE THERE. I ENCOURAGE ALL SUPERVISORS TO DO THIS, AND URGE THAT COMPANIES PROVIDE SUPERVISORS WITH THE NECESSARY RESOURCES TO BE GOOD MENTORS. IT MAY TAKE EXTRA TIME, EFFORT AND, PERHAPS, MONEY, BUT IT WILL HELP YOUR COLLEAGUE, YOUR COMPANY, AND OUR INDUSTRY IN THE LONG RUN.

Make the most of work experience opportunities

I had plenty of part-time and full-time industry experience before I took the exam. During college, I held several jobs related to the meetings industry. I learned the ins and outs of catering and room sets, which included setting and striking basic audiovisual (AV). That's when I unknowingly began gaining knowledge for the CMP exam. After graduation, I accepted a job as an association meetings planner and my education continued. For the first few years, my main duties revolved around abstract management and meeting registration. That position lacked duties covered in the CMP exam, such as contract negotiations. However, I was lucky to have great supervisors, who included me in their work so that I could learn about duties I might perform in the future. They also enabled me to take on new tasks that gave me hands-on experience. For example, my first vendor management experience included booking the conference photographer. It was simple and a nice introduction to working with and managing vendors. Additionally, my supervisors involved me in site visits, as well as pre/post-operation meetings, when I didn't need to be there. I encourage all supervisors to do this, and urge that companies provide supervisors with the necessary resources to be good mentors. It may take extra time, effort and, perhaps, money, but it will help your colleague, your company, and our industry in the long run. Because of those opportunities, I was better prepared for senior-level roles, as well as the CMP exam when that time came. I have no doubt that my work experience prepared me for the exam.

Seek educational resources

Reading online articles and attending webinars also provided important preparation. These activities can be especially helpful if a planner lacks a mentor, or if the mentor lacks the time to adequately coach. There are plenty of useful articles and resources for meeting planning on the web. For example, the Events Industry Council (CIC), the organization that governs the CMP exam, created the Accepted Practices Exchange (APEX), which provides tips and resources for planners regarding industry-wide accepted practices on hot topics like room blocks, request for proposals (RFPs) and WIFI. In addition, MeetingsNet.com has hundreds of articles. Search results can be sorted based on the type of meeting, like association, medical or corporate. I like reading articles, because some give novel ideas or event solutions that you may not have thought of before. Additionally, the knowledge learned from articles, even if not currently relevant to you, will better prepare you for a range of situations. Meeting Professionals International (MPI) and Professional Convention Management Association (PCMA) also have useful articles and resources.

Collect credit hours

These organizations also provided me with outlets to gather the 25 hours of educational activities needed to apply for the CMP exam. MPI and PCMA are international organizations with local chapters, whose meetings I attended. In addition to earning the hours at these educational meetings, I also became more comfortable speaking with other planners, vendors and hotel representatives. Meeting other planners is a great way to expand your network, ask for advice and bounce ideas off each other. Attending these meetings comes at a monetary cost, however. Another option for collecting hours is attending educational webinars. Most are free, thanks to sponsors, and I collected many hours from *Meetings Today.*

Connect with colleagues

Don't forget to leverage knowledge from other planners within your organization. Connecting with planners on LinkedIn is a great option if you're the only planner in your organization. I knew many professionals who took the exam, and they shared with me how they prepared. Each had their own study experience. One studied the weekend before her exam, another attended study groups and created flash cards. For me, I estimate that I spent 30 hours on studying material.

Establish a timeline

My timeline is featured below.

- April 2016: Received study materials
    - » *Events Industry Council Manual 9th Edition*
    - » *Events Industry Council Glossary*
    - » *The Professional Meeting Management 6th Edition*
    - » May–July 2016: Read and took detailed notes on the *Events Industry Council Manual 9th Edition* and scanned the *Event Industry Council Glossary*. Afterward, I took a 40-question practice exam and got 30 questions correct.
- March 2017: Applied for the exam
- April 2017: Accepted for the exam
- November 2018: Reviewed and studied notes once. To study, I looked over the notes and only referred to the book if I needed clarification on a poorly written note.
- November–December 2018: Break
- January 2018: Reviewed notes roughly four times
- January 27, 2018: Exam

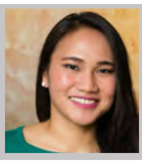
On test day, I arrived at the testing center, parked, checked-in, went to the bathroom and put my coat, wallet and keys in a provided locker. I signed a few papers and then was assigned a test computer.

When taking the exam, don't rush. The 165-question multiple-choice exam is taken on a computer. I completed the exam in three hours; you are given three and a half hours. I went through the test twice, and I read the questions slowly!

You are given a dry-erase marker and laminated paper, if you prefer to take notes or complete math problems by hand. The testing software features highlighting, question flagging, a place to take notes and a calculator. I flagged questions that I had to use my gut reaction to answer. I also flagged questions that I was spending too much time on and later went back to double-check my answers.

At the end of the exam, I anxiously clicked several pop-up screens that warned me if I continued I couldn't go back. You are told immediately if you pass or fail. If you don't meet the marks – don't worry – you can take another exam. Additionally, you will receive a report that explains your performance on each domain, which can be used to help you study for your next exam.

Now that I have the CMP designation, I feel even more responsible for my actions. Having the CMP, my standards are raised, because I should be even better. This makes me want to continue learning and put my best foot forward. Your learning doesn't stop once you receive your CMP designation, it has only begun. ■



Anna Douangphachanh, CMP, is Meetings and Marketing Manager at Association Acumen, LLC.

Tips for Successful Mentoring

Mentors need soft and hard skills:

- Knowledge
- EQ (Emotional Intelligence) and IQ
- Patience
- Teaching skills / ability to explain a concept in multiple, easy-to-understand ways
- Empathy

Supervisors need resources to mentor effectively:

- Time
- Teaching tools (CMP study materials, books and quizzes)
- Funding
    - » Bring a mentee on a site visit and to attend pre/post-event meetings
    - » Attend educational conferences (both mentor and mentee)
    - » Pay supervisors for their mentoring

Pilot Program Proves Key to Driving Development of Online Course

by Linda Braun

In the summer of 2017, the Young Adult Library Services Association (YALSA) launched a pilot online course in order to learn about the leadership development needs of members. This pilot approach contributed significantly to the resulting quality and positive participant experience in the launch of a three-part e-course series.

In recent years, YALSA struggled to design effective leadership development opportunities for members. The *Nexus Lab Layers of Leadership* (created by the Coalition for the Advancement of Libraries, Archives, and Museums) proved to provide the framework needed for these courses. It's a framework that supports staff development, even in organizations beyond the type specified in the title. It includes six skill areas that should resonate with most memberships. These skill areas are: knowing self, leading others, leading a department, leading multiple departments, leading organizations and leading the profession.

Work started by inviting 10 YALSA members in different stages of their careers, from a recent graduate of a library and information science masters program to a librarian who had worked in libraries for several decades, to participate in the e-course. Students in the pilot also held very different types of positions within their organizations, from mid-level managers to frontline staff working with the public on a daily basis. Through this pilot, YALSA learned a great deal about member leadership development needs, is terms of online learning.

ONE KEY INSIGHT FROM THE PILOT WAS THE IMPORTANCE OF HELPING STUDENTS QUICKLY FEEL COMFORTABLE IN THE ONLINE ENVIRONMENT SO THEY COULD OPEN UP ABOUT THEIR OWN LEADERSHIP STYLES, CHALLENGES AND GOALS.

The association took what was learned in the pilot and used it to launch a three-part online leadership skills series. Each class in the series will use the *Nexus Layers of Leadership* as a framing element, and all will use the feedback provided during and after the summer pilot. The first class in the new series, *Building Basic Leadership Skills*, ran in January and February 2018, and was taught by one of the participants in the pilot.

One key insight from the pilot was the importance of helping students quickly feel comfortable in the online environment so they could open up about their own leadership styles, challenges and goals. In the *Building Basic Leadership Skills* class, the instructor paid particular attention to this. One technique she used was to never ask those enrolled to take part in an activity that she wasn't ready to do herself. For example, whenever students in the class were required to use FlipGrid, a web-based video discussion board, to post what they learned, collaborate on projects or ask each other questions, the instructor posted first, in order to model what she was looking for and to personally discuss her own leadership successes and challenges.

The instructor for the *Building Basic Leadership Skills* course also built a comfortable environment in synchronous meetings, hosted using the Zoom platform, through icebreakers that she actively took part in. While these types of activities might seem unnecessary, it was clear that the questions helped students to feel comfortable with each other, and, as a result, were able to talk about personal and professional leadership opportunities and challenges. Icebreaker questions ranged from "What pet would you like to have, and why?" to "Who was a teacher you had sometime in your educational experience that you thought of as a leader and mentor, and why did this person have an impact on your life." Because students had the chance to be expansive, their answers often added insightful tidbits that could be connected to the leadership skills under discussion during the session.

Another item learned from the online pilot used to develop the *Building Basic Leadership Skills* class was that, while many people want and need to gain leadership skills, the opportunities to build those skills varies greatly. Even with this divide, it was clear that students wanted to learn from each other. The *Building Basic Leadership Skills* class instructor handled this challenge by using the course online platform (Canvas) to scaffold student learning, engagement and collaboration. The first week of class, those enrolled used FlipGrid to talk about their own leadership style and questions they had that surfaced as a result of the first week's readings. The FlipGrid videos were viewed by the entire class and each student was then required to respond to at least one classmate with advice and purposeful questions in order to help one another think more deeply about both the way they lead, as well as opportunities to improve their own leadership abilities. But the interaction and engagement didn't stop there. From those FlipGrid conversations, the instructor was able to divide the class into pairs and give students a chance to work on a project together. The technology provided a perfect mechanism for learning about the students, and then allowing the ability to pair them successfully. While students noted in their final course reflections that the group work made them nervous at first, all the participants noted that ultimately, the online collaboration was a worthwhile experience, due to the way it was organized and the way students were teamed up.

The pilot method YALSA used to engage with members in order to learn how to design a leadership development e-course was a successful first step in working towards the organizational goal of supporting the leadership development needs of members. Starting by determining who in the field could provide initial feedback, personally inviting those members to participate, and then using their feedback in the design of new e-courses proved invaluable. ■

Linda Braun is Continuing Education Consultant at Young Adult Library Services Association.

Meeting in Wisconsin?

APPLETON

Radisson Paper Valley Hotel

The Fox Cities Exhibition Center attached to the Radisson Paper Valley in Downtown Appleton is designed to be as flexible as it is attractive, offering 75,000 square feet of conference space.

Meeting Rooms: 26 **Sleeping Rooms**: 390 **F&B**: Yes
Contact: Sandy Riedl - sriedl@radissonpapervalley.com
333 W. College Avenue, Appleton, WI
920/733-8000 | radissonpapervalley.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

GREEN LAKE

Heidel House Resort & Spa

Make meeting planning easy with Heidel House Resort & Spa. With space both indoors and outdoors, there is a perfect spot for everyone, with spectacular views of beautiful Green Lake.

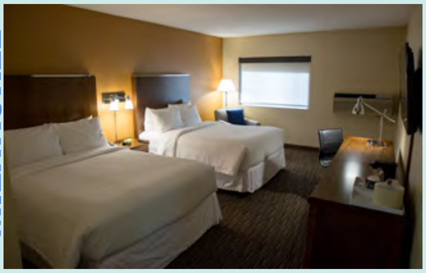
Meeting Rooms: 16 **Sleeping Rooms**: 177 **F&B**: Yes
Contact: Donna Smith - dsmith@heidelhouse.com
643 Illinois Avenue, Green Lake, WI
800/444-2812 | heidelhouse.com

MILWAUKEE

Best Western Plus Milwaukee Airport Hotel & Conference Center

NEW LOOK Begins: Spring 2018. Conveniently located just off I-94 and across the street from Gen. Mitchell Int'l Airport. 12,000 sq ft of function space-Perfect setting for Weddings, Association and Corporate Events.
Meeting Rooms: 10 **Sleeping Rooms**: 140 **F&B**: Yes
Contact: Pamela Beavers - pamelabeavers@bwplusmke.com
5105 S. Howell Avenue, Milwaukee, WI
414/769-2100 | bestwesternmilwaukee.com

MILWAUKEE



Four Points by Sheraton Milwaukee Airport

NEW NAME, NEW LOOK 2018. Multi-Million Dollar Renovation. Conveniently located just off I-94 and across the street from Gen. Mitchell Int'l Airport. 17,000 Sq ft meeting space. Perfect setting for Weddings & Corporate Events.
Meeting Rooms: 9 **Sleeping Rooms**: 178 **F&B**: Yes
Michelle Koenig - mkoenig@fourpointsmilwaukeeairport.com
5311 S. Howell Avenue, Milwaukee, WI
414/481-2400 | fourpointsmilwaukeeairport.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**

WAUKESHA

Country Springs Hotel soon to be The Ingleside Hotel

Renovations complete spring 2018. Featuring over 40,000 square feet of meeting and banquet space and the Springs Indoor Water Park.

Meeting Rooms: 20 **Sleeping Rooms**: 187 **F&B**: Yes
Contact: Jeff Seidl - jeffs@countryspringshotel.com
2810 Golf Road, Pewaukee, WI
262/547-0201 | countryspringshotel.com

WIS RAPIDS

Hotel Mead & Conference Center

Meetings are made easy at the Hotel Mead & Conference Center. We offer 12 stylish rooms spanning 17,000 square feet of versatile space.

Meeting Rooms: 12 **Sleeping Rooms**: 150 **F&B**: Yes
Contact: Marji Monaghan - m.monaghan@hotelmead.com
451 E. Grand Avenue, Wisconsin Rapids, WI
715/423-1500 | hotelmead.com


{MADISON, WI}
Find that happy place
between dialed up and dialed in.
Welcome to a state of energized focus
that brings out the best in people—both yours and ours.
Where concierge-caliber service allows
fresh ideas to surface, free from distraction.
Experience Monona Terrace.
LEED GOLD 2015
blog.mononaterrace.com
MONONA TERRACE®
Where business and inspiration meet.
©2018 Monona Terrace

ROTOMA – A Better Way to Calculate Social Media ROI

by Spencer X. Smith

My friend, a brilliant attorney named Erin Ogden of OgdenGlazer LLC in Madison, recently told me this story:

"I saw another attorney today at lunch who I hadn't seen in a while. He said, 'Oh, Erin! I am going to be sending a client your way. It is a friend of a friend who I think will fit with you well.' Now, did he already make that connection prior to lunch? Probably, knowing him. But now the thought has solidified and the push to follow up is more present than before. It became closer to actually happening. And I have found that once you get one referral from someone, you get more. You become more entrenched as top-of-mind."

Top-of-mind. What a powerful yet nebulous term. In my estimation, top-of-mind is really a lesson in mental associations. The smell of a campfire is something you may associate with summer nights, while the sound of a whistle may remind you of a particularly good coach (or one who made you run when you messed up). In Erin's case, an attorney saw her, and it triggered the "referral for Erin" association.

Top-of-mind. What a powerful yet often forgotten term in the online realm. How can you ensure you're top-of-mind when your potential customers need you? I call this ROTOMA (Return on Top of Mind Awareness).

Author and presenter Spencer X. Smith shared social media tips with attendees at WSAE's 2017 Summit.

Can you guess what question I hear more than any other when designing digital and social media campaigns for prospective customers? It's "What's my ROI?" How often have you asked yourself this question in relation to your online business activities? How often have you tried, albeit in vain, to calculate your return on investment in digital and social media? Has it led to apathy? Or worse yet, a negative association altogether? "Can this stuff really work?" you may think to yourself. "Can social media really help me in my business?" The answer is yes, and I'll show you the one social media number no one is talking about, and why that number is so important.

But, first of all, let's go back to 2008.

I had a sales job (by which I mean I was regional sales director, and later a regional vice president) that required travel from Madison to Indianapolis. I'd work in Indianapolis starting Monday morning, stay there during the work week to visit customers and prospective customers, and return to Madison on Friday evening.

Question No. 1: Madison is in the Central time zone. In which time zone is Indianapolis located? Yep, the Eastern time zone. In other words, you lose an hour driving to Indy and earn that hour back on the way to Madison. Because my typical Monday meetings would start in Indianapolis at 9 a.m., I would leave Madison at 2:30 a.m. to make it on time.

Question No. 2: You're driving on Monday mornings from Madison to Indianapolis. What do you do in the car during that time? Listen to music? Audiobooks? Foreign language instructionals? I did all of those things. After a few weeks, I realized I was wasting a lot of time. "I should really make phone calls," I thought to myself.

Question No. 3: Is it socially acceptable to make phone calls before 8 a.m. Central time on a Monday morning? Nope. Don't ever do that. Trust me. Here's what I discovered, though. It was okay to call people at their place of business, if I knew they wouldn't be there. "What's the point of that?" you may be asking yourself. The point is that during that five-and-a-half hours in the car, I was able to leave almost 200 voicemail messages. I wouldn't just leave voicemails to follow up, check in or touch base—You know, those terms we so often use when we just want to ask someone, "Are you ready to buy yet or not?"

Instead, I'd tell stories via these messages to highlight what was happening in my industry. I'd share thoughts on what I saw working well, what I saw not working well, and what my customer or prospective customer could learn from my experience in the sales field. I left those voicemails knowing two things:

1. Customers and prospective customers, arriving at their offices on Monday morning, would press a button to listen to their voicemail and they'd hear my voice.
2. Customers and prospective customers would be reminded of me as a result of hearing my voice.

For any of us working in business, there's a huge difference between someone thinking about you and someone not thinking about you. To use a term from biology, there is, in my estimation, at least, a half-life related to this fact. As the chasm between "not thinking about you" and "thinking about you" grows, the less and less likely it is that someone will consider you and your business at the right time.

THESE PEOPLE WITH WHOM I WAS TRYING TO STAY TOP-OF-MIND WOULD ASK ME FOR HELP AS A CONSULTANT, NOT AS A SALESPERSON. THEY WOULD ASK FOR MY ASSISTANCE VERY, VERY EARLY IN THE SALES CYCLE, AND NOT NEAR THE END WHEN I WOULD COMPETE BASED ON PRICE OR ANOTHER COMMODITY.

During my long Monday-morning drives, the voicemails I'd leave, from a very binary standpoint, could be summed up in two regards:

1. Either I left those voicemails or I didn't. I'd use time productively or simply waste it.
2. Either my customers and prospective customers were thinking about me or they weren't.

As easy as it was for me to leave these voicemail messages, it was equally as easy for me not to do it.

That said, let's coin a brand-new term for this concept: Return on Top-of-Mind Awareness (ROTOMA).

I really had no idea which voicemail had impact and which didn't. If I didn't take those actions, though, I had absolutely zero chance of maintaining top-of-mind awareness. At least these voicemails gave me a chance. Without the activity, I had zero return; while with the activity, I at least had a hope of some ROTOMA.

Guess what happened? It wasn't necessarily the Monday morning I'd leave those voicemails, nor the Monday after that, or even the Monday after that one, but eventually, I'd hear back from these customers and prospective customers. They'd say, "You know, Spence, a few months ago you shared a story, and I'm running into a similar situation now. What was that story again?"

These people with whom I was trying to stay top-of-mind would ask me for help as a consultant, not as a salesperson. They would ask for my assistance very, very early in the sales cycle, and not near the end, when I would compete based on price or another commodity.

Let's consider a parallel situation for you and me, and our use of social media. How difficult is it to post something on social media? About as easy as something gets, right? You type some words, add an image, if appropriate, and hit publish, post or share. How easy is it not to post on social media? Equally as easy, right? There are no looming deadlines or demands.

There's a major difference between my voicemails and our social media shares, though: scale. Think about this — it would take me over a half a working day to reach fewer than 200 people in 2008, and now we can reach hundreds, even thousands, of people in minutes. Let me repeat that — it's possible for you to reach thousands of people in minutes on social media.

Let's get back to my friend Erin Ogden. She went on to say, "Social media can be both a vehicle to get me in front of people through posts and showing that I am a source of knowledge, but it can also help me find things to use to reach out to people. I am a content provider so I get people mentioning my posts quite often, but even as a content consumer it can help me find a topic for an email, phone call or even an in-person chat about something other than the weather."

What Erin said is key for two reasons:

1. Social media can first be used to listen. Find out what people are talking about before saying something.
2. Being a content provider (and not just a consumer) is the key method for maintaining top-of-mind awareness.

Instead of worrying about ROI with social media, concentrate on something much more simple: ROTOMA.

How can you help ensure your own Return on Top of Mind Awareness? Stop spending your time sending emails or voicemails to follow up, check in or touch base. Remember, those terms we so often use when we just want to ask someone, "Are you ready to buy yet or not?" Instead, tell stories through social media, as well as through email and voicemail, to highlight what's happening in your industry. Share your thoughts on what's working well, what's not working well, and what your customer or prospective customer can learn from your experience.

Either you're communicating on social media or you're not. Either you're top-of-mind with someone or you're not. Share your experiences and share your wisdom, and watch your ROTOMA through social media soar. ■

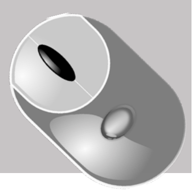
Spencer X. Smith is a social media strategy consultant, author and speaker.
www.spencerxsmith.com

Would you like to hear more from Spencer X. Smith?

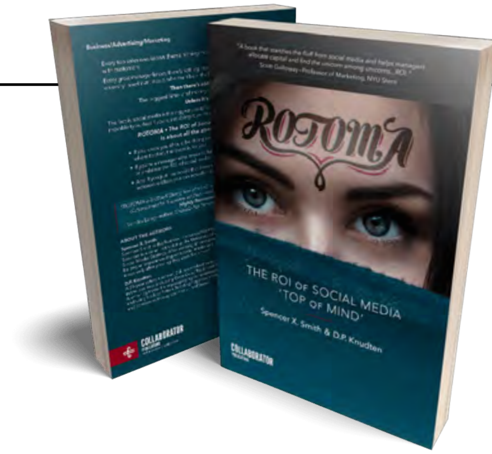
Did you know that he presented a webinar for WSAE? Register for ***ROTOMA - A Better Way to Calculate Social Media ROI*** in WSAE's webinar archives, gather your staff together and settle in for some awesome social media strategy tips!

www.wsae.org
> events > webinar series > self-paced online seminars

Do you have a topic you would like to present a WSAE webinar on?
Contact Michelle Czosek at mczosek@wsae.org.



ROTOMA, The ROI of Social Media Top of Mind



Book by Spencer X. Smith and D.P. Knudten
Reviewed by Jerry Deschane, IOM, CAE

When I volunteered to review this book, I thought it would be easy-peezy - Read the book, highlight a few of the best concepts, make note of the boring parts, dump them into a word processor and bam! Instant book review. 1,454 highlighted words later, I realized that I need a new strategy. The problem with this book is that there are too doggone many really good concepts and practical ideas, and not very many boring parts.

Authors Spencer X. Smith and D.P. Knudten are two Wisconsin marketing experts who teamed up to produce a really excellent manual for social media marketing. For association professionals and communicators, I'd put it in the must-have-on-my-reference-shelf category. But it's not just the tips and tricks that won my heart.

Smith and Knudten expressed actual honest-to-goodness concern about their customers. Spencer even used the "L-word" (Love, not Likes) to talk about sharing in a social media marketplace. Early in the book, they warn against using social media simply as a new way to advertise widgets. They insist that "social media is for sharing, not shilling. It's predicated on the cliché that launched a million bumper stickers: Love. The more you give, the more you'll receive." And again, "The best salesmen have known this forever: creating and maintaining a great relationship is more important than shilling a great product."

Reading Smith and Knudten made me think the ghost of Norman Vincent Peale (*Power of Positive Thinking*) had teamed up with Dale Carnegie (*How to Win Friends and Influence People*) and came back from the dead to remind us how it should be done. (In a good, non-brains-eating way).

The book departs from standard social media scoring right from the title itself. ROTOMA is an acronym for Return On Top Of Mind Awareness. The authors argue convincingly that the role of social media is to remind your customers/members/contacts that you exist, so that when an opportunity arises for you to do business with them, they remember who you are. Your goal should not be "Return on Investment," or "ROI," but Return on Top of Mind Awareness.

"There's a huge difference between someone thinking about you and someone not thinking about you. As the chasm between 'not thinking about you' and 'thinking about you' grows, the less and less likely it is that someone will consider you and your business at the right time."

After blowing up the notion that a social media campaign should be judged by the number of finger-spasms (clicks) it creates, the authors break down how to achieve and maintain top-of-mind awareness without spending your life at the computer. It's an enjoyable, accessible and practical manual on the use of use social media.

Rather than stressing the need to be everywhere in the social media universe, Smith and Knudten urge you to "pick a channel—and master it." The question of which medium to use for your message should be based on your own personal strengths. "Love photography? Use Instagram. Opinionated, but hate writing? Twitter. Deep thinker/Thought leader? Start a blog."

Once you've picked your particular canvas, the authors inspire creativity as they stress practicality. Instead of jumping on line, wandering here there and everywhere, they recommend you schedule an hour of dedicated social media work each day, broken down into planned actions. One hour, not more, not less. Here are six of their tips for making the most of your efforts on social media:

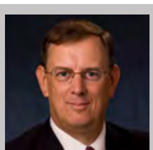
- Set a time limit and stick to it.
- Focus on your target market.
- Send personalized connection requests.
- Engage with the content your targets are publishing
- Tag people.
- Connect with your current customers.

Oh, and one other thing. Be consistent. It's like a gym membership—having it isn't enough. You have to do the workout day after day.

Many of us struggle with the nagging idea that we're not "expert enough" to be contributors to our social milieu. Read this book. If you don't come away with enough self-confidence and a spirit of "I can do this!" go back and read it again, because you can. They tell you how.

Although I read it in one sitting (and it made an otherwise boring plane trip very enjoyable) the book is written in a manner that allows it to be picked up, scanned quickly, and put back down again. It's a Twitterverse of practical, short, punchy ideas wrapped around common sense and infused with altruism.

It's a terrific book. I wish I'd written something this good. And now I think I can. So can you. ■



Jerry Deschane, IOM, CAE, is Executive Director of the League of Wisconsin Municipalities.

Question from WSAE Open Forum

Book Recommendations?

"I'm updating my reading list and am looking for suggestions on non-fiction books. These can be on any topic (personal finance, leadership, culture, biographies etc.) Do you have any recommendations?"
-Erica Halmstad, National Fluid Power Association

Read all the comments by logging into the WSAE Open Forum. Here are some of the suggested reads:

- Barb Kachelski, CAE, American Academy of Cosmetic Dentistry:
  - » ***Crucial Conversations, Tools for Talking When Stakes Are High*** by Al Switzler, Joseph Grenny, and Ron McMillan
- Rick Malkemus, The Landmark Resort:
  - » ***In Pursuit of the Unknown: 17 Equations That Changed the World*** by Ian Stewart
  - » ***The Man Who Knew Infinity*** by Robert Kanigel
- Denise Barnett, International Psychogeriatric Association via Bill Gates' blog: https://www.gatesnotes.com/Books#All
  - » ***Enlightenment Now*** by Steven Pinker
- Jason Kauffeld, Green Lake Conference Center:
  - » ***The Fifth Discipline*** by Peter Senge
  - » ***Servant Leadership*** by Robert Greenleaf
  - » ***The Miracle of Mindfulness*** by Thich Nhat Hanh
  - » ***Good to Great*** by Jim Collins
- Ed Buchner, Majic Productions, Inc:
  - » ***Networking is a Contact Sport: How Staying Connected and Serving Others Will Help You Grow Your Business, Expand Your Influence — or Even Land Your Next Job*** by Joe Sweeney (with Mike Yorkey)
  - » ***Moving the Needle: Get Clear, Get Free, and Get Going in Your Career, Business, and Life!*** by Joe Sweeney (with Mike Yorkey)
- Greg Haag, Association Acumen, LLC:
  - » ***The Rise: Creativity, the Gift of Failure, and the Search for Mastery*** by Sarah Lewis.
  - » ***Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*** by Bob Chapman
  - » ***Powers of Two: How Relationships Drive Creativity*** by Joshua Wolf Shenk
  - » ***Joyworks: The Story of Marquette Electronics and Two Lucky Entrepreneurs*** by Michael Cudahy

YP Profile: Julianne Suleski

Director of Business Development, Madison Club

Where did you go to school?
Dalhousie University in Halifax, Nova Scotia, with a BSc in Psychology and Minor in Women's Health.

Who do you work for?
I work for The Madison Club - we're not an association but our proximity to the Capitol makes us a hotbed for lobbyists and association members!

WE'RE THE GENERATION THAT COULDN'T GET A JOB AFTER COLLEGE, CAN'T PAY THEIR STUDENT LOANS AND LEARNED THAT IN ORDER TO SURVIVE, WE NEED TO BE ADAPTABLE. WITH THAT KNOWLEDGE (AND HINDSIGHT), WE DON'T TAKE THINGS FOR GRANTED, AND WE STRIVE TO ADD VALUE WHERE WE CAN BECAUSE, AS WE SAW, THINGS CAN CHANGE QUICKLY.

What is your position? Tell me about some of your strengths.
I am the Director of Business Development. I work to build relationships and create a solid rapport with our members here at the club and the members of our community. Some of my strengths lie in my ability to connect with diverse groups of people and find commonalities among us. I strive to add value and become a resource to others as a way to give back!

What is one of your passions outside of work?
I have a passion for meeting people both professionally and non-professionally. Outside of work I serve on the Board of Directors for Madison Magnet, a young professionals group here in Madison. I am also a part of Ellevate, Doyenne, One Million Cups and Culture Community. I love to spend time with my family and my pets, as well as continue renovating our (new) house! I was raised in Cross Plains, but recently returned back to Madison and enjoy exploring all the restaurants, activities and new bars and breweries in the area. My husband and I feel extremely lucky to call Madison home!

What is the biggest thing that you believe young professionals bring to the table for associations?
In my opinion, a young professional's best asset is their optimism and their perspective. We lived through the recession, we know how to work hard, and I think we truly believe that saying *that's how we've always done it* isn't an option for us. We saw the economy fall. We're the generation that couldn't get a job after college, can't pay their student loans and learned that in order to survive, we need to be adaptable. With that knowledge (and hindsight), we don't take things for granted, and we strive to add value where we can because, as we saw, things can change quickly. We knew things had to change in order to better the country, and we bring that same innovation to the workforce. How it's always been done wasn't going to take the country out of recession and it isn't going to grow a company to the next level. We challenge the status quo with optimism, hope and innovation. We're smart and we have ideas, and that's our best asset. Aside from that, we bring knowledge of how to tap into the largest generation of consumers, voters, activists and employees. If you're interested in trends, ask us! Chances are we can help. We'll let you know that Instagram is our platform of choice, and that we no longer frequent food chains such as Applebee's or TGIF's. Yes, some are stereotypical, but we're definitely not our parents nor are we Gen-Xers. Ask us, include us and listen.

What is the one thing you hope to learn from WSAE in the next twelve month?
I'm excited to learn how I or The Madison Club can become an asset to WSAE. I'm always looking for opportunities to share resources and I'm excited to meet new people, and collaborate together to create a network of leaders and influencers in the association space and the greater Madison area. ■

Young Professionals

The mission of the WSAE Young Professionals Task Force: "To increase enagement among young professionals in WSAE through career delevoment, education and networking opportunities." For YP Task Force updates and more information, please join the WSAE Young Professionals community at www.wsae.org. And, be sure to follow on Instagram @wsaeyps!

YP Week is April 20-28, 2018
Visit www.ypweek.com/ to see what activities are being organized in your community!


› 212,000 SQUARE FEET OF FLEXIBLE CONVENTION SPACE
› 52,000-SQUARE-FOOT BALLROOM ADDED
› 20% INCREASE IN EVENT ATTENDANCE
› 108% AVERAGE BLOCK PICKUP
REGISTRAT
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

Healthcare Tops List of Concerns in ASAE's Advocacy Survey

Healthcare policy, including the possible expansion of association health plans (AHPs), tops the list of advocacy concerns for association executives in ASAE's 2018 Advocacy Priority Study.

Every year, ASAE surveys its CEO and government relations executive members from across the country to gather feedback on where ASAE should focus its public policy resources, as well as identify new issues of importance to the community. Association CEOs comprise 80 percent of the survey respondents.

Healthcare policy topped this year's list due to the administration's proposal to expand AHPs. The Department of Labor just this week closed a comment period on proposed AHP rules, which would broaden the type of groups that could form association health plans with the goal of expanding affordable coverage options for small businesses and the self-employed. ASAE submitted comments on the proposal, addressing what types of organizations should qualify as an "employer" for the purposes of establishing an AHP (and who could participate in these AHPs), as well as the complexities associated with state regulation of AHPs.

After healthcare policy, survey respondents identified tax policy as the second most important concern. Congress ushered in sweeping changes to the tax system just before the end of the year, including numerous changes that impact the tax-exempt community. ASAE and others were successful in getting some harmful provisions removed from the final bill, though there are still issues that associations would like to see fixed or clarified.

Other priority issues for survey respondents included internet and wireless issues (including net neutrality), nonprofit governance and nonprofit political activity. ■

Reprinted from https://www.thepowerofa.org/2018/03/healthcare-tops-asaes-advocacy-survey/

Check it out

ASAE offering government relations online seminar series April 9-12

https://www.thepowerofa.org/category/asae-programs/

2018 Membership Roadshow

The 2018 Membership Roadshow brought a fresh perspective to networking and membership. *Networking Evolution: Building Stronger Relationships* in Milwaukee concentrated on building stronger connections through networking, while Madison's *Membership Myth Busters* introduced innovative ways to engage members. Led by Lowell Aplebaum, CAE, CEO and Strategy Catalyst of Vista Cova, each session involved active participation from the audience with the aim of finding effective solutions.

Milwaukee | February 28

Networking Evolution: Building Stronger Relationships

by Beth Yoke, CAE

At *Networking Evolution: Building Stronger Relationships*, Lowell Aplebaum led attendees through several examples of networking activities associations could implement with members. To set the stage, Aplebaum pointed out that most people have a negative view of networking, partly because associations tend to put members into a room and leave them on their own to meet each other. Yet it's worth the effort for associations to provide meaningful networking opportunities, as industry surveys regularly show that the top benefit of joining an association is the chance to meet others.

Aplebaum talked about how the purpose of networking is different for members based on the stage they are at in their career, so it's important to plan events around who will attend. For example, early career members are looking to meet colleagues while late career members want to hang out with their "kitchen cabinet."

Aplebaum led attendees through specific examples of how associations might provide impactful networking. Perhaps the easiest thing an association can do is rethink the name tag, as what is written there can help facilitate conversations. For example, Aplebaum recommended having an "ask me about ____________" line on badges for members to fill in.

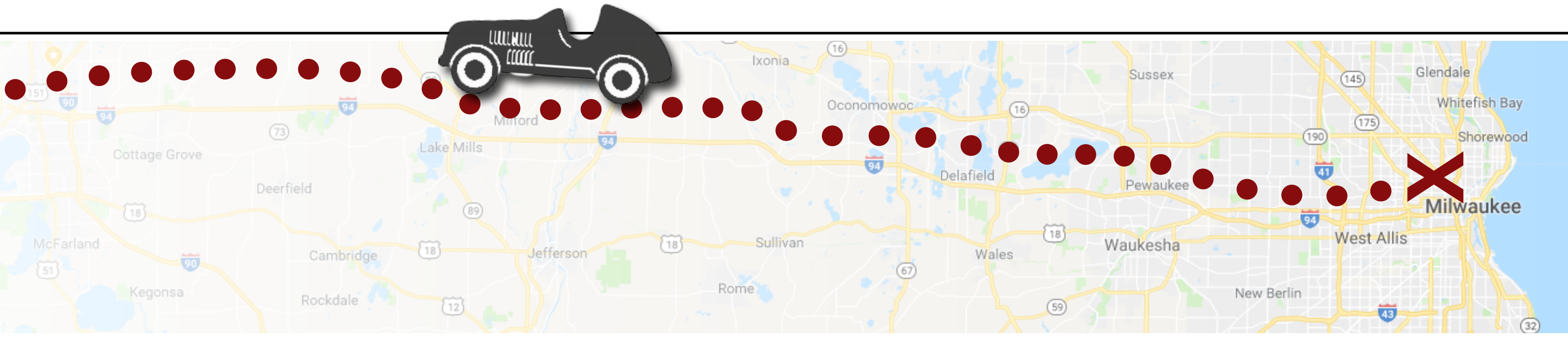
An entertaining activity that Aplebaum led the group through involved giving everyone a blank sheet of paper and asking them to draw a person in the room they wanted to meet. He instructed everyone to do so without catching their eye. After five minutes of drawing time, each attendee put their name and email address on the sheet, then gave the drawing to the person. For people who don't receive a drawing, a second round can be held where those who did receive one draw a picture of someone who did not.

Next, Aplebaum talked about how networking can be leveraged to help members find solutions to problems. For example, he led attendees through a "four corners" exercise, where each corner featured a different industry issue. Attendees were instructed to go to the corner featuring the industry issue that interested them the most. Then, the groups had 5 – 10 minutes to discuss that issue.

Aplebaum also demonstrated how networking activities could be designed to build leadership skills. Each attendee received a list of quotes about leadership and wrote down the one that spoke to them the most. Then, everyone circulated the room to find someone whose quote spoke to the way they like to be led.

Aplebaum wrapped up the day by reminding the group that none of the examples were time consuming or costly, and that with a little imagination, all the examples could be tailored to fit an association's constituents or expanded upon to deepen the experience. ■

Beth Yoke, CAE, is Executive Director of the Young Adult Library Services Association.



Madison | March 1

Membership Myth Busters

by Kara Miller

In Madison, with the focus shifting to membership, Aplebaum first emphasized the importance of defining the value of membership. He explained that the value of membership stems from the organization's mission, providing the right solutions to the right problems, and easy access to those solutions. Further, members must have a positive experience when utilizing those solutions in order to make membership worthwhile. Most importantly, value starts with the who: the individual members who make up the association. As Aplebaum stressed in Milwaukee, networking can be a way for members to find the solutions for which they're searching, and an organization should be that source for members to access those solutions. As mentioned in the *Networking Evolution* summary, a top reason for joining an association is for the chance to make meaningful connections.

Once the value of membership has been established, an association should focus on member engagement. A traditional approach to membership tends to include a long list of benefits that are one-size-fits-all, and member engagement that is defined by transactions, like membership dues and event registrations.

While this approach isn't necessarily wrong, there are ways to improve. The traditional approach views membership as a whole rather than individual members. And while tracking member engagement through transactions is easily measurable, it's not the only way to consider member involvement.

Alternatively, Aplebaum suggests approaching membership by focusing on the individual. Here are ways to improve individual engagement:

- Give them a voice – individual members are the best promoters for the association. Again, a top reason to join an association is for the connections made with other members.
- Encourage volunteering – give members the opportunity to contribute. Their perspective is the best representation of the organization.
- Help make connections – create spaces for members to connect, for it's those connections that drive people to the association and encourage them to stay.
- Recognize loyalty – celebrate individual wins and recognize those loyal to the organization.

Ultimately, Aplebaum emphasized that value and engagement are what creates member loyalty. First, establish what value your organization provides to members. Then create ways for members to engage and feel valued in return. ■

Kara Miller is Communications Coordinator at AMPED Association Management.

Congratulations, New CAEs!

Shauna Barnes, CAE
Executive Director, Inc

What advice do you have for a colleague considering studying for their CAE?
It may sound cliché, but just do it. For the longest time I made excuses – I don't have the time, this doesn't apply to me, etc. – and they were all bad excuses. Was it a struggle to balance taking a new position at work, while still studying for this exam? Yes. Were there days where I really doubted my ability to pass? Definitely. All this meant, though, was that I had to work harder. Once I really set my mind to it, I did it, and so can you. I won't lie and say it was easy, because it was anything but. However, what I will say is that it was worth it. I had my moment of panic as I opened that envelope back in January, but seeing the word "Congratulations" made me feel better than I thought it would. It was an achievement. One I earned. ■

Megan Brown, CAE
Executive Director, Inc

What does achieving your CAE mean to you? The CAE is the highest professional credential in the association industry. Thus, it's an honor to achieve my CAE when you consider that less than 5 percent of all association professionals have achieved this mark of excellence.

What advice do you have for a colleague considering studying for their CAE?
It's no secret that it requires an large investment of time and effort. If you are truly committed to a continued pursuit of association knowledge, you will be successful. Participating in certain preparatory courses was a big help for me, personally. It was also very valuable to speak to other EDI colleagues who had already achieved their CAE. Their advice and support was crucial. ■

Heather Carew, CAE
Snow and Ice Management Association

What does achieving your CAE mean to you? That the CAE listed on my name badge at past WSAE events is real (ha, for some reason WSAE already had me listed as a CAE...well, now its official).

But honestly, obtaining my CAE solidified my desire to continue working in Association Management. After eight years of being in the industry, I gave myself a goal to become a CAE. It took two years of preparation (credits and study), but I'm proud of the accomplishment and feel prepared for the future.

What advice do you have for a colleague considering studying for their CAE? Consider forming a study group in your area! I joined a group of two people and we all obtained our CAE. The opportunity to review questions with other professionals to fully understand the answer was priceless. ■

Stephanie Dernek, CAE
Executive Director, Inc

What does achieving your CAE mean to you? The CAE to me is culminating event bringing together my 15 years of work experience, continuing education, along with study and mentorship. I am grateful for the journey so far and excited for where the CAE will take me next.

What advice do you have for a colleague considering studying for their CAE? As you start to work toward your 100 hours of professional development, get an idea of what is on the test and be aware of the domains. Understanding that 100 hours are the beginning of your study for the CAE will help you assess where you may need to put in more of your learning and studying. ■

Not Pictured:

Justin Dodge, CAE
Executive Director, Inc

Sofia Dorsano, CAE
Executive Director, Inc

What does achieving your CAE mean to you? Certification as an association executive appealed to me because I wanted to take my professional development to a new level. Going through the process has broadened my understanding of our profession, which will increase the value of my contributions to my employer and the clients I serve, as well as enrich my work experience. I look forward to the opportunities to reinforce what I've learned so far and to keep learning.

What advice do you have for a colleague considering studying for their CAE? The rewards of investing time and effort into preparing for the CAE exam are far more than the satisfaction of achieving the goal of certification; they also manifest in the ability to see the association management profession in a newly informed and expanded view. You will acquire a broad array of knowledge, based on best practices, and learn to synthesize that knowledge and think strategically. There are experts, learning materials, and colleagues to support you throughout the process. ■

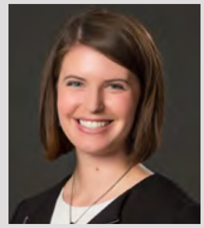
Heather Vitale, CAE
Executive Director, Inc

What advice do you have for a colleague considering studying for their CAE?
Start tracking your professional development hours early. I received that advice from a colleague years ago and it made the application process much easier. ■

Interested in pursuing your CAE?

Consider these using these resources:

- WSAE has more than 80 such programs, available at https://elearning.wsae.org. In fact, some of them have been packaged together into bundles, representing up to a 40% discount and savings of nearly $400.
- 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. For more information, check out www.msae.org, and be sure to let them know you are a WSAE member.



Elizabeth Schlicht, CAE
Association Acumen, LLC

What does achieving your CAE mean to you? Earning my CAE credentials means a commitment to continuing my professional education and never being content with the status quo. Earning the credential is a big step, but also the first step toward maintaining the designation for my professional career.

What advice do you have for a colleague considering studying for their CAE? Even if you're just considering the CAE path, begin tracking your continuing education points. I kept an Excel document with dates, speakers, points, event format, etc. for the past few years, which proved to be a huge time saver when completing my application. Reach out to others who have earned their CAE to identify cost-effective and impactful resources for additional points. There is a wealth of free opportunities out there, but can be difficult to find if you're not sure where to look. Lastly, start the studying process early. While cramming might work to pass the test for some, you'll lose out on the long-term impact you gain by internalizing the content through a longer prep timeline. ■

Association Acumen Chosen to Manage the Wisconsin Academy of Physician Assistants (WAPA)

Association Acumen, LLC, has been chosen to manage the Wisconsin Academy of Physician Assistants (WAPA).

The Wisconsin Academy of Physician Assistants (WAPA) was established in 1976 when the Physician Assistant was a relatively unknown position in the medical field. Since then, WAPA has promoted public awareness of PAs, advocated on behalf of Wisconsin PAs, helped PAs find jobs in Wisconsin and provided continuing medical education and networking opportunities. With 1,000 members, WAPA's mission is to enhance and grow the Physician Assistant profession in Wisconsin.

"We promise to bring creative, efficient and effective solutions to WAPA's management needs. We consistently receive praise and positive feedback on our strong systems, financial transparency and leader education," Betsy Smith, Association Acumen President, said. "We are nimble, tech-savvy and committed to making best practices better. We look forward to providing WAPA with a state of the art meeting, marketing and membership experience."

Lori Rathje Conaway, CAE, has been named Executive Director of WAPA. Conaway is an experienced association management professional, with specialized knowledge in continuing medical education and accreditation processes. ■

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*.

In-person Meetings and Events Play a Critical Role in Supporting a Thriving and Healthy U.S. Economy

Oxford Economics recently released the results of a study commissioned by the Events Industry Council, *Economic Significance of Meetings to the U.S. Economy*. It shows that the in-person meetings and events industry contributes hundreds of billions of dollars to the national economy and supports 5.9 million jobs. It also shows the industry is growing, with an increasing number of participants.

Adam Sacks, founder and president of Tourism Economics, an Oxford Economics company, said in a press release, "Notably in 2016, meetings generated $325 billion of direct spending and $845 billion in business sales."

The report further showed that there were 1.9 million meetings in 2016, hosting 251 million attendees. In addition, direct spending on meetings increased 23 percent between 2009 and 2016, primarily due to increases in the number of meeting participants.

Data from the report came from a nationwide survey of meeting planners, exhibitors, and venues and represents almost 9,000 domestic business travelers, almost 50,000 international air travelers, and 11,000 hotels.

It also measured both direct and indirect levels of industry impact, revealing that meetings supported more direct jobs than many large manufacturing sectors, including machinery, food, auto, and chemicals. The long-term impact of face-to-face meetings is also compelling: Every dollar spent on face-to-face meetings and events generates an additional $1.60 in benefits for the U.S. economy.

"There's been a critical need for information quantifying the significance of face-to-face meetings and business events to the U.S. economy," said Susan Robertson, CAE, executive vice president of ASAE and chair of the Events Industry Council. "Hosting an event, convention, or tradeshow brings new revenue to industries across the country. So, many people and companies beyond the scope of the events industry itself benefit from its reach."

"This new research confirms that our industry plays a critical role in connecting people and bolstering crucial segments of our national economy," said Paul Van Deventer, president and CEO of Meeting Professionals International and cochair of the Meetings Mean Business Coalition. "The numbers reiterate what anecdotally we always knew to be true—no matter the industry, investing in face-to-face meetings is a smart choice." ■

Source: AssociationsNow.com

As of March 1, 2018

Lori Allman, EAA Aviation Center
Robert Barker, Associated General Contractors of Wisconsin, Inc
Pamela Beaver, Best Western Plus Hotel Milwaukee Airport
John Bellotti, MS, National Association of Tax Professionals
Ben Cahall, Greater Green Bay CVB
Eric Cernjar, EAA Aviation Center
Grant Dvorak, Badger Bay Management Company
Dawn Faris, CEM, Wisconsin Restaurant Association
Allison Heil, NARI of Madison, Inc
Jennifer Heller, Executive Director, Inc
Cristin Henderson, International Parkinson and Movement Disorder Society
Ann Marie Hess, CMP, Visit Brookfield
Michelle Koenig, SMERF, Four Points Milwaukee Airport
Sara Krizan, Executive Director, Inc
Rebecca LaGosh, Milwaukee Hotel Collection
Julie Lederhaus, Badger Bay Management Company
Alex Mabry, Grand Geneva Resort and Spa
Denice Mader, Executive Director, Inc
Megan Markanich, Wisconsin Automobile and Truck Dealers Association
Christopher Judson McKay, International Association for Orthodontics
Jamie Michael, Badger Bay Management Company
Ashley Monson, Badger Bay Management Company
Michelle Morrison, CAE, National Association of Tax Professionals
Kara Nania, Wisconsin Automobile and Truck Dealers Association
Richard Padilla, Wisconsin National Electrical Contractors Association (NECA)
Amy Reese, EAA Aviation Center
Jeff Roach, Associated General Contractors of Wisconsin
Kelsi Roschen, Heidel House Resort
Haley Rykowski, Wisconsin Dental Association
Stephanie Scaccianoce, National Fluid Power Association
Karen Schneider, Badger Bay Management Company
Heather Schrader, Executive Director, Inc
Amanda Schumacher, Badger Bay Management Company
Donna Smith
Jackie Troia, Associated General Contractors of Wisconsin
Penny Turner, Wisconsin Dells Visitor and Convention Bureau, Inc
Samantha Jan Walker, Executive Director, Inc
Mark Warren, American Awards and Promotions, LLC
Erin Weileder, Executive Director, Inc
Patrick Whiting, Associated General Contractors of Wisconsin
Sally Winkelman, Badger Bay Management Company
Jessica Zemlicka, EAA Aviation Center

Helping People Build Connections Is Critical to an Association's Success

by Michelle Czosek, CAE

During the first week of March, I participated in two WSAE events that reminded me of the importance of networking in our organization – our 2018 Membership Roadshow and the WSAE Board Retreat.

Lowell Aplebaum, CAE, presented *Networking Evolution* in Milwaukee to an audience of over 60 people, and we certainly networked! During the two-hour session, Lowell challenged us to think about how we need to do more than stick people in a room with wine and cheese and expect the networking to happen. For some, it will happen easily. But for others, it's a little more difficult. I'm sure everyone has walked into a room before and not seen one familiar face. Some people will embrace the opportunity, while others will flee. It's our job to make sure that people meet each other while attending our events. Everyone should leave having made a friend, a business contact or someone that makes them feel like they belong.

What do we do to make sure that people make the connections they're looking for when they join? Lowell gave us plenty of ideas of how to get people mingling, including team puzzle building, drawing pictures of people, wearing a conversation starter and learning about other people.

On the heels of the Roadshow came the WSAE Board Retreat, where networking and building connections was a hot topic. The discussion confirmed what we learned from Lowell: providing ways for people to network is critical to an association's success.

At its core, our job as association professionals is to connect people. People desire to be connected for a variety of reasons, including to learn from the challenges and successes of others, to share their own experiences, to find a new job, to mentor and be mentored, to form a social network and more. Are you doing enough ensure your members are making the connections that make membership in your organization valuable? Do you have some non-traditional ideas for encouraging networking at your organization? If so, go to the Connected Community and brag about them. Who knows? You might even find your association featured in a future issue of *VantagePoint* magazine!

Your next opportunity to network comes at the Spring Outing on May 21-22, in Lake Geneva. There will be great educational programming, as well as a some creative networking. I look forward to seeing you there! ■

Michelle

Upcoming Networking Opportunities Through WSAE

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

CEO Roundtable - Madison
April 19
AMPED Association Management

Spring Outing
Registration now open!
May 21 - 22
The Ridge and Geneva National
Lake Geneva

Concerts on the Square Social
July 18
Capitol lawn
Madison

The Summit
October 29-30
The Overture Center
Madison




FLUNO
CENTER