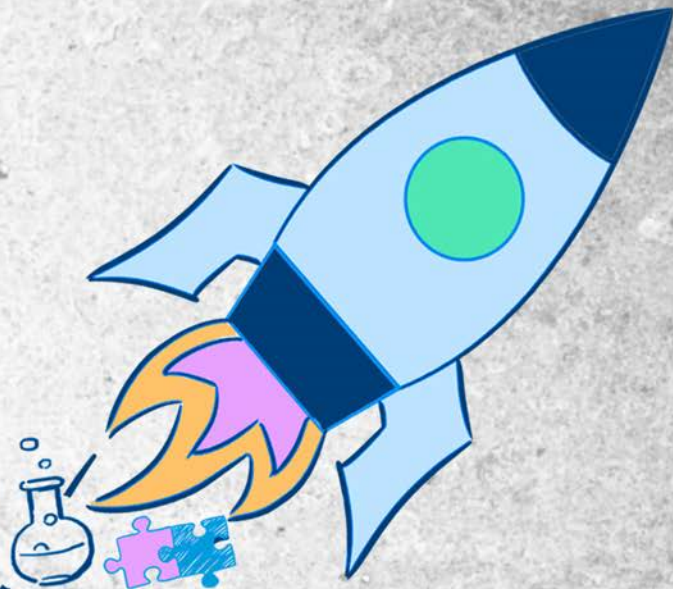


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About VantagePoint

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The WSAE Community Provides Support

by Michelle Vetterkind, CAE



It FINALLY happened! Our first IN-PERSON event – and how wonderful it felt to see old and new friends and colleagues at the Grand Geneva Resort for WSAE's Spring Fore-Ward event which took place in June.

Your WSAE Board of Directors started out with a meeting that Monday morning and then it was on to Spring Fore-ward; an event for all WSAE members that provided plenty of education, networking and yes, there was some fun thrown in there, too.

IT'S HARD TO KNOW WHERE TO FOCUS OUR EFFORTS WITH SO MUCH CHANGE HAPPENING AT THE SAME TIME, BUT SHARING IDEAS AND CONCERNS WITH OUR ASSOCIATION PEERS PROVIDED EXCELLENT INSIGHT ALONG WITH THE COMFORT OF KNOWING THAT WE'RE ALL IN THIS TOGETHER.

human resources experience with us, talking about ethical decision making, particularly in the context of the pandemic. Employees, customers and vendors are not going to simply pick up from where we left off before the pandemic. Despite some rather trying circumstances, executives can't relent on the ethical decision making we rely on to maintain the trust of members and the public. In fact, it's more important than ever to hold ourselves to a higher standard.

There's no question that our members have experienced many forms of pain in the last year, and in his presentation, *Recruiting, Retaining and Engaging members*, Jim Lindell from Thorsten Consulting Group talked about using that pain to drive your association's search for the best ways to serve members after the pandemic. He said that anything associations can do to identify and address that pain will make associations indispensable to their members.

Monday night provided the opportunity for a networking event dinner cruise, graciously sponsored by Lake Geneva Cruise Line and Lake Life Catering. It was a beautiful night on the lake and the rain that had been forecasted all day held out until after we returned to the dock.

Thursday morning started out early with a networking breakfast, after which attendees then had the option of additional education (and WSAE

Chair's message continues on page 19.

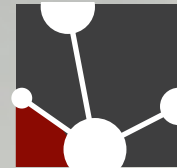


Calendar of Events

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CEO Café
September 9
Madison



The Summit
October 26-27
Brookfield



Webinar Series

**Adding Value with Valuable Learning:
Leveraging Adult Learning Theory**
August 25

**Creative Improv for Member Retention
and Board Development**
September 8

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September 22

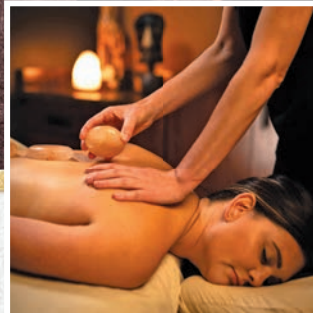
**Hello Hybrid: The Power and Pitfalls
of the Hybrid Work Model**
October 13

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The Power of Your Thoughtfully Fit[®] Core

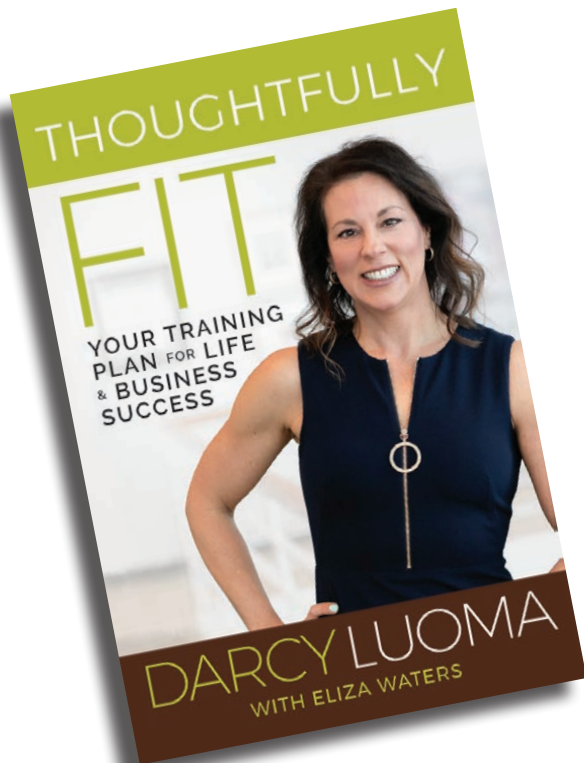
by Darcy Luoma

Regardless of the field you're working in, there's one thing that's certain: you're going to run into challenges. Whether it's doubting your performance, overloading yourself with projects, or getting frustrated with a colleague, everyone comes across hurdles.

When I first started my business, Darcy Luoma Coaching and Consulting, in 2013, I definitely faced hurdles with self-sabotaging thoughts: *You can't do this. You don't know anything about running a business. You don't even have an MBA.*

In life and in business, we face obstacles every day. But when you're Thoughtfully Fit[®], you can overcome them more easily by practicing Stillness, Strength, Endurance, Agility, Balance, or Flexibility. My book, *Thoughtfully Fit: Your Training Plan for Life and Business Success*, explores each of these six practices in detail, including how they helped me overcome the peak of personal crisis – when my ex-husband was arrested for sexual assault of a minor.

Just like you can train your body to get physically fit, you can train your mind to get Thoughtfully Fit. And an essential component to being fit is having a strong core.



What is your Thoughtfully Fit[®] core?

Your core is the source of your power. It's all about control and choice. Whatever obstacles come your way, engaging your core – focusing on your choices and what you control – can help you respond to any challenge thoughtfully.

There are three steps to engage your core: Pause. Think. Act. While they're simple, they're not always easy.

These steps are especially helpful when you're experiencing people problems. You know, when you're frustrated with a client, or maybe you're not communicating well with your team and conflict is increasing. Those problems that get in the way of doing your job and focusing on what you do best.

Let's take a look at each step.

Pause: Take a moment

The first step is to *pause*. When you're feeling frustrated, are shutting down, or are annoyed with other people, pause.

You might be thinking to yourself, *There's so much to do! How do you expect me to find time to pause?* Believe me, I get it. I'm a recovering multitasker. But if we don't pause, we risk responding to our challenges on autopilot. And our knee-jerk reactions often are heavy on the jerk.

Pausing allows us to check in with ourselves and is the catalyst for making thoughtful choices.

If you need a little help hitting the pause button, try the following:

- Take a deep breath
- Count to three
- Sip a drink of water
- Pet your nearest cat

The bottom line is pausing is important because it sets you up for step two.

Think: Ask thoughtful questions

The next step is to *think* and ask yourself thoughtful questions. I'll give you the first two:

1. What do I control?
2. What are my choices?

When you think about what you control, you consider what *you* – not anyone else – can do or say in the situation.

Where should my focus be? When you think about your choices, you consider different options and explore what else is possible. *What's the best way forward?*

It might feel like this step will take too much time. *Who has time to think this much?* Again, I get it. We live fast-paced lives. Just like an athlete, though, the more you practice, the easier – and quicker – it gets.

Act: Choose your response

The final step is to *act*. Once you choose how you want to respond, you need to actually do it!

My daughter Josie played basketball for the first time when she was about nine. She'd get the ball and think. She would pivot and think. Then pivot again. The other girls would be yelling, "Shoot the ball!" or "Pass it to me, I'm open!" But she wouldn't pass the ball or take the shot. Any time she got the ball, you could see the wheels turning. She was considering all the options, but she was hesitant to actually take the shot.

Can you relate? After you decide what you need to do – whether it's letting go of that mistake, taking a break, or choosing to have a difficult conversation – you need to do it. Sometimes the action you choose is difficult. But you don't see the results unless you take the shot and act.

You need all three in order!

The key to engaging your core is to do all three, in order. You might notice that you do one of these really well. Maybe you're excellent at creating a pause, but it only leads to a five-hour Netflix binge. You might find it easy to think, but end up with analysis paralysis. Maybe you act quickly, but have regrets for being impulsive.

When you're encountering challenges and experiencing people problems, that's when you pause. Give yourself the time to think – *What's in my control? What are my choices?* Then choose your response and act, thoughtfully.

It takes practice

In the same way you can't do one sit-up and have a strong physical core, you can't *Pause. Think. Act.* once and expect everything to be perfect. You need to do it consistently.

Continually engaging my core has led me to overcome many of my self-sabotaging thoughts to build my business from the ground up and keep it going. Do I still have these negative thoughts? Of course!

The truth is, facing challenges is a part of life. And life loves to throw obstacles of all shapes and sizes at us. But each time you engage your Thoughtfully Fit core, overcoming them becomes easier. You got this! ■



Darcy Luoma, owner and CEO of Darcy Luoma Coaching & Consulting, LLC, is a Master Certified Coach, dynamic facilitator, and inspiring motivational speaker. She is a keynote presenter for the 2021 WSAE Summit. Be sure to join us October 26-27 at the Brookfield Conference Center to hear more!



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More About Our Summit Keynote With Darcy Luoma

Join Madison, Wisconsin's favorite executive coach as she teaches you how to face any challenge – no matter how difficult – using a model she herself has tested under extreme fire.

In difficult times, it can feel like everything is out of our control and we have no choices. Darcy Luoma knows this firsthand, as she had to deal with the aftermath of her husband's sudden and shocking arrest for sexual assault of a minor he met online. She applied her own teachings of how to be Thoughtfully Fit® to her business, her children and herself to thrive.

Crises, big and small, are unavoidable. How you handle them is what determines whether you falter or flourish. In this engaging and inspiring session, Darcy will train you to use these same tools to build your core so you can handle any conflict, change or uncertainty. You will leave with a core workout to immediately strengthen your life personally, professionally, spiritually, and emotionally.

Practical Strategic Planning for the Post-Pandemic Organization

By Michael Ulmer, MBA, CAE

In the late '90s, as we approached the height of the dot-com boom, dire predictions about the future of associations were being made. Silicon Valley start-ups proudly proclaimed that online communities for special interest groups would replace the need for in-person professional interaction and networking, and individuals would no longer be forced to incur the time and expense of travel to interact with others in their profession. The association industry would be decimated. This of course never came to pass, but at the time the threat certainly showed up in the competitive scans conducted by associations and professional societies engaged in serious strategic planning.

No one plans to fail, they just fail to plan, the saying goes. Those committed to a solid strategic planning process can survive and thrive in the face of adversity because they anticipate threats of all kinds (known and unknown) and incorporate them into their planning processes. Although the virtual community threat did not materialize in the way the dot-com challengers may have hoped, it served as a wake-up call for many membership organizations who had not previously engaged in formal planning efforts.

If the pandemic has raised questions about your organization's ability to weather future storms, it may be time to review or update your process. What should be included as you prepare? What recent global and societal changes will likely have lasting impacts on how your organization operates and thus should be evaluated as part of your strategic planning process, post-pandemic?

Choosing a framework

The popularity of various planning methodologies and time horizons have waxed and waned over the years. At one point, long-term goals (five or more years) were considered essential products of a proper strategic planning effort. This was followed by a shift to only working on short-term goals

THE RIGHT PLANNING FRAMEWORK WORKS JUST AS WELL IN TIMES OF CRISIS AND UNCERTAINTY AS IT DOES WHEN THE WORLD SEEMS MORE STABLE AND PREDICTABLE. WE CAN BE CONFIDENT THAT MANY, MANY LESSONS HAVE BEEN LEARNED AND THAT THE WORLD WILL BE BETTER PREPARED TO ADAPT AND RESPOND QUICKLY NEXT TIME.

and plans (one-two years). Predictions about the future are often wrong, so the thinking went, so why engage in developing plans that will be obsolete before they are completed? Of course, most well-managed organizations use both these days.

There are several popular frameworks for competitive

analysis, and although most of them can be adapted to work for associations, SWOT analysis is perhaps the best and easiest to apply in an association context.

SWOT analysis originated with a research project at Stanford University in the 1960s and 1970s using data from many of the top companies of the day. Researchers charged with identifying causes for the failure of corporate planning identified many key areas, and the tool used to explore each of the critical areas became known as SOFT analysis: What is good in the present is *Satisfactory*, good in the future is an *Opportunity*; bad in the present is a *Fault* and bad in the future is a *Threat*. SOFT was subsequently adapted by others to SWOT – *Strengths, Weaknesses, Opportunities, and Threats*.

SWOT for associations in 2021

Consider each of the key trends and questions presented below as your organization makes plans for 2021 and beyond, and where each of them lines up in the SWOT framework. Does it represent a *Strength* of your organization? *Weakness*? *Opportunity*? *Threat*? When analyzing *Threats*, consider both likelihood of occurrence (from unlikely to certain) and potential impact (low, medium, or high). This will help as you consider the allocation of available resources and assess how seriously you should prepare to respond in each area.

Remote work, your employees, and the labor market

Remote work technologies have made it possible to work virtually anywhere for the past several years. This trend

accelerated over the past 18 months to the point of ubiquity, with simultaneous rises in both demands driven by the pandemic as well as rapid roll-out and improvement of new software offerings such as Microsoft Teams. A whole new world of potential employees is now available to your organization, unrestricted by geography if you are willing and able to capitalize on it. Unfortunately, this also means potential competition for talent with other employers outside your geographic area, too.

Jobs that can be done remotely are not escaping the attention of cities across the country interested in attracting new residents and the economic opportunities that come along with them. The *Go Topeka* initiative recently offered up to \$15,000 for qualified individuals to relocate there. In 2021, the website www.MakeMyMove.com launched with offers from 40 cities and municipalities around the country of cash incentives for those willing and able to work remotely to relocate away from larger cities and traditional business centers.

What is your organization doing to preserve its culture and cohesion in the remote work environment? What makes people stay? Why might they leave? Are there skillsets and talent that have been outside your reach in the past, that may be available now? Ask these tough questions as part of your planning process and strive to take advantage of the opportunities this post-pandemic shift in how work gets done presents for your organization.

Volunteers and remote engagement

Although the basic human drive to serve others remains steady, opportunities for individuals to reach and support associations and other not-for-profits have changed significantly. As with remote workers, it is now possible to engage volunteers beyond an in-person experience – to remotely serve on boards and committees, act as mentors, and deliver presentations to your membership. Are you providing meaningful remote opportunities for volunteer engagement with your organization? Are you acknowledging them in new and different ways? Recognition in electronic member communications, physical thank-yous delivered to volunteers' homes, and taking time to collect feedback from them will each go a long way toward improving the post-pandemic volunteer experience.

Changing demands on non-profit leaders

Along with the rise in remote work, we are experiencing an increase in virtual and hybrid events, reliance on technologies such as cloud computing, online marketing, virtual

meeting platforms, and a sharp increase in the number and severity of cyber-security threats.

All of this may be quite challenging for volunteer leaders, particularly those lacking knowledge in any of these areas. Make this an *Opportunity* for your organization by conducting a frank assessment and board-level discussion about continuing education as part of your strategic planning effort if it is not already. Develop a plan to incorporate ongoing learning accountabilities for senior leaders into your organization's DNA. Responding effectively to the next pandemic-level event will require leaders who are competent, confident, and well-prepared to lead in times of crisis.

Delivering value in education

Although online education was already experiencing tremendous growth pre-pandemic, many adults have taken their first steps into the world of online professional education over the past 18 months. If your organization simply suspended all member education activities during the pandemic because it was not prepared or not willing to make the shift to online delivery, it's not too late.

Are your members turning to other sources for continuing education and networking? What is their comfort level with online learning? If education is a core part of your organization's mission and ongoing value proposition, gaining a better understanding of how you can attain or maintain a leadership role in this area should be a high priority of your planning efforts this year.

The industry has witnessed explosive growth in the number and quality of new entrants into the virtual event and



online learning markets. Competition among industry rivals will drive better features and lower prices, so remaining open to evaluating options for technology platforms, as well as presenters who may have been previously unavailable will be smart moves for 2021 and beyond.

The changing face of advocacy

The pandemic essentially shut down in-person member meetings for associations and professional societies for many months. However, for some associations, virtual opportunities for engagement with policymakers resulted in higher numbers of members getting involved during the same period. Travel to Washington or the state capitol can be expensive and taxing on members.

Virtual meetings, coordinated with government representatives, may be a way to achieve greater grassroots involvement from your membership. Consider the opportunity to create video presentations that can be replayed in place of, or as a complement to traditional meetings with policymakers. Hopefully, "We are canceling the fly-in," can be replaced by "We are increasing opportunities for members to meet directly with policymakers."

Conclusion

These are just a few of the trends that have recently emerged. There are, of course, many more, including some unique to your organization and its members, without a doubt. We must never forget the lessons of the pandemic. Experts tell us it is not a question of *if* but *when* a similar event occurs again.

The good news is that the right planning framework works just as well in times of crisis and uncertainty as it does when the world seems more stable and predictable. We can be confident that many, many lessons have been learned and that the world will be better prepared to adapt and respond quickly next time. Will your organization? ■



Michael Ulmer, MBA, CAE, is the founder of Eagle Creek Partners (www.eaglecreekpartners.co), an Indiana-based consulting practice focused on helping non-profit organizations and individuals set and achieve meaningful objectives for growth and prosperity. He can be reached at 317-563-0414 or mulmer@eaglecreekpartners.co

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The Tools of the Board

Systems, controls and processes to ensure successful organizational outcomes

by Bob Harris, CAE

Volunteers join a board, learning their responsibilities during an orientation and from experienced leaders. To help them perform, give them access to the organizational “tools.”

Tools are the systems, controls, and processes to ensure successful organizational outcomes.

The mission statement

If you serve on a board, you should be able communicate the organization’s statement of purpose or mission. It will frame nearly every discussion and decision. Be certain it is visible and the driving force at board and committee meetings. The mission may be supplemented with vision and values statements.

The strategic plan

It is the roadmap for several years; the G.P.S. – Goals, Priorities and Strategies. The plan keeps the board and committees working as a team in the same direction. When new ideas and motions are proposed, consider how they fit within the plan.

MICHELLE WINN LARSON, CAE, CMP, ASSOCIATE EXECUTIVE DIRECTOR AT THE FLORIDA OSTEOPATHIC MEDICAL ASSOCIATION (FOMA) SAYS, “PROVIDING THE TOOLS TO THE FOMA BOARD OF DIRECTORS ENSURES THAT THEY ARE INFORMED AND CONFIDENT OF THEIR RESPONSIBILITIES.”

The bylaws

The relationship between the board and membership is described in the bylaws. It will prescribe practices such as financial audits, surety bonding, and rules of order. Directors

will not be able to fulfill their duties without familiarity with the bylaws.



The policies

Prior boards have adopted policies to guide actions by the current and future boards. Examples include maintaining confidentiality, disclosing conflicts of interest, avoiding risks, and investment strategies. When making decisions, determine if a policy exists.

The budget

Be conversant with the budget, it is the board-approved tool to monitor income and costs. Be alert to the ratio of dues and non-dues income. Compare the size of the budget to the amount of savings, recognizing the board protects and makes best use of assets.

The meeting agenda

The agenda is a listing of topics that need to be discussed. When it is received, take time to study the topics, read reports, and ask questions. At meetings, stick to the agenda, avoiding what seems like squirrel chases up a tree and into a rabbit hole. If a consent agenda is used, directors must read the reports provided in advance of the meeting.

The committees

Most organizations have a cadre of committees and task forces. They get their authority from the bylaws and their

assignments from the board. Use committees to supplement board and staff work.

The staff

The staff works in unison with leaders to achieve results. They have the institutional knowledge and resources to help the board. Maintain professional relationships with staff and rely on the executive director or CEO to manage the association. An organization chart depicts preferred channels of communication and authority.

Michelle Winn Larson, CAE, CMP, Associate Executive Director at the Florida Osteopathic Medical Association says, “Providing the tools to the FOMA board of directors ensures that they are informed and confident of their responsibilities.”

Package the tools as a leadership manual or provide access to the governing documents on a password protected site. ■



Bob Harris, CAE, provides free governance tips and templates at www.nonprofitcenter.com.

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How to Generate More Revenue from Training Programs During a Pandemic

by Tracy Grzybowski

One of the many negative consequences of the current pandemic for associations and other organizations has been the decrease in revenue due to the cancellation or scaling-back of events, and industry layoffs affecting membership renewals and decreased fundraising.

More than ever, organizations are focusing their efforts on how they can generate revenue from existing programs by attracting new participants and increasing sponsorship opportunities to offset some of this shortfall. Here are just a few of the strategies that are proving to be successful.

Increased focus on optimizing training program content for greater search engine visibility

An online survey by The Pew Research Center indicates that, based on their research behaviors in the classroom, young professionals in the workforce will continue to turn to search engines like Google more than any other source when they are looking for answers, guidance and resources. When they do, it's important that they find your organization's educational content – including available training and educational programs.

Many associations are currently being overshadowed in search results by other industry organizations, which means that potential new participants and prospective members may never become aware of the opportunities and resources you provide.

In response, associations are spending more time optimizing existing online training program content so that it's served up in search results – including gated content reserved for members or paid participants.

Search engine optimization (SEO) is so important for associations, including:

- Optimizing the metadata on webpages where your educational content resides
- Adding the right metadata to your Word documents, PDFs and PowerPoint presentations
- Creating keyword-rich content and descriptions that live *in front of the gate*
- Ensuring the technical performance of your website meet's Google's standards

Providing more sample training content to persuade sign-ups

Today's internet shopper is accustomed to having access to a significant amount of data before deciding to make a purchase – from sample chapters of a book, to more realistic, user-generated product photos and customer reviews.

Taking a cue from these online retailers, some associations are spending more time creating sample content for existing training programs, designed to make a more com-



elling case to invest by allowing prospective participants to see the value of your course first-hand.

Some of the more commonly used tactics include:

- Offering free access to a full or partial chapter of your training manual or course book
- Posting an online practice exam that provides immediate performance feedback and points to areas of improvement that align with your course topics
- Publishing reviews of the course from past participants

Generate revenue by leveraging the power of cross-promotion

Current course participants are perhaps the most valuable, and sometimes the most under-leveraged, audience you have. They have already recognized the value of your program and made the necessary investment. Many associations wait until a learner completes a course to promote other content and programs. But this may be too late. Instead, leverage the power of cross-promotion earlier in the process when they are most engaged.

Some examples include:

- Wrap the training manual or course book with a bellyband featuring a promotional discount code for a follow-up course, conference, workshop or publication
- Include QR codes in your printed training materials that link to other resources on a related topic, or to your conference sign-up page
- Bundle a promotional flyer or postcard with your printed learning materials that are delivered to in-person or virtual learners
- Just as you would feature a sponsor ad in your conference program book, include an ad for related, relevant resources in your course book or workbook

Allow sponsors to provide follow-up learning opportunities

One of the easiest ways to create additional value for your sponsors, and generate revenue for your association, is to provide more opportunities to get sponsored content in front of your members or participants.

Depending upon your industry or the nature of your course, it may not be appropriate to connect course content with a particular sponsor. Then advertising, promotional flyers or other sponsor messaging within course materials may not be possible. However, there could be opportunities to work with your sponsors to create follow-up content such as webinars or post-course discussion groups that focus on how to put the learning into practice. ■



Tracy Grzybowski is Director of Marketing at Omnipress. Omnipress is an organizational member of WSAE. Visit their website: omnipress.com



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Member Communication Program Survey Results Released



For the past 10 years, Naylor Association Solutions has partnered with more than a dozen of the state-allied societies of association executives to conduct one of the most comprehensive annual studies that focuses exclusively on the communication strategies and best practices of membership organizations. Nearly 3,000 senior leaders of North American trade associations, professional societies and association management companies, representing a mix of small, midsize and large organizations across more than 100 industries, have participated. Here are some of the results from the Association Communications Benchmarking Survey through April 30, 2021 (the survey remains open year-round).

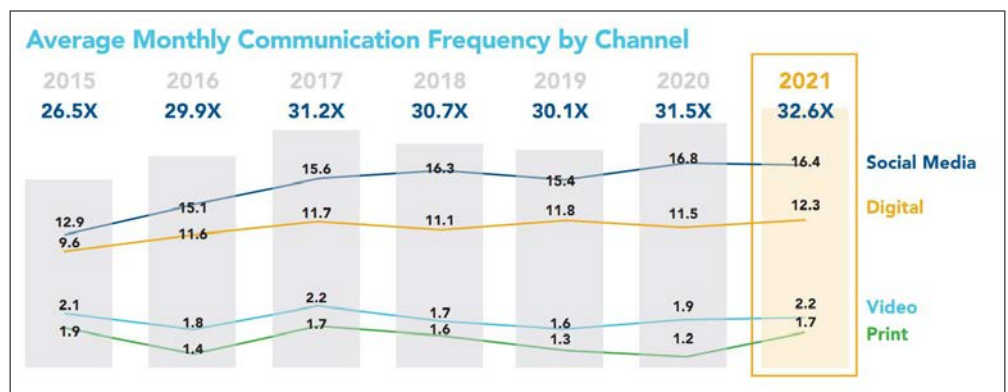
Communication frequency

Associations' communication frequency reached a record level in 2021. However, communication efficiency still left plenty of room for improvement. On average, associations communicate with members nearly 33 times per month (via print, digital, social media and video) – the highest level recorded in the 10-year history of our survey. However, the frequency with which associations use various channels has changed. Social media usage stabilized at 16.4 times per month for the typical respondent and digital usage rose slightly to 12.3 times per month, on average.

Communications Challenges

Associations continue to struggle to be efficient and effective communicators. While respondents made good progress in 2021 when it came to producing video consistently and facilitating member-to-member communication, there was no improvement for 9 of the other 11 big-picture communication challenges asked about each year.

You can access the full report at bit.ly/2XIeyvX. ■



% respondents agreeing	2011 (first year)	2020	2021	Year-Over-Year Change
Combating information overload/cutting through the clutter	54%	69%	72%	Worse
Communicating member benefits effectively	32%	68%	68%	Neutral
Customizing for member segments	23%	55%	59%	Worse
Engaging young professionals	n/a	49%	51%	Worse
Overcoming technical barriers (e.g., spam filters)	n/a	44%	48%	Worse

% respondents agreeing	2011 (first year)	2020	2021	Year-Over-Year Change
Producing video consistently	n/a	47%	45%	Better
Maintaining position as industry's No. 1 info source	28%	36%	41%	Worse
Helping members find desired info quickly	n/a	37%	39%	Worse
Facilitating member-to-member communication	n/a	47%	36%	Better
Keeping members informed about new events and continuing education	14%	20%	28%	Worse
Communicating legislative, regulatory and technical updates	13%	24%	26%	Worse

Four Ways to Reuse Virtual Event Content

by Kristen Metcalf

Many of us hosted virtual conferences this past year, and might be planning more in 2021. A lot of time and effort goes into those conferences despite the lack of in-person coordination. Don't let that hard work go to waste by only utilizing the content at the conference itself. There are several opportunities to recycle content into new material for members.

Re-air your conference

For those that did not make it the first time, promote the re-airing of the conference. Invite members and non-members that did not originally attend. This will give you a chance to reach a larger audience and highlight your sponsors again with pretty minimal effort. Schedule out some social media posts and email blasts, set up the viewing, and you are all set!

Create social media content out of presentations

You can utilize sound bites, videos or quotes from the conference to keep followers engaged throughout the year. This is a great way to remind members that attended of what they enjoyed so they keep it in mind for next year. This also shows members that did not attend what they missed out on.

Write up some blog posts

You know your members were looking for the content presented at the virtual conference. Take some of those points and write blog posts around those topics. Putting this on your website with the right SEO will help draw prospective members in as well.

Review the data

Check out what sessions were the most attended at your virtual conference. Provide members with some spinoff webinars on these topics and keep the conversation going.

YOU KNOW YOUR MEMBERS WERE LOOKING FOR THE CONTENT PRESENTED AT THE VIRTUAL CONFERENCE. TAKE SOME OF THOSE POINTS AND WRITE BLOG POSTS AROUND THOSE TOPICS. PUTTING THIS ON YOUR WEBSITE WITH THE RIGHT SEO WILL HELP DRAW PROSPECTIVE MEMBERS IN AS WELL.

At the end of the day, you, your volunteers and the presenters worked hard to put together the conference. The rewards from this effort should not stop the moment the conference ends. With virtual conferences, it is common for people to slip in and out depending on

what the session topic is or what their workday looks like. Keeping this content in the rotation will help you reach new audiences throughout the year. ■



Kristen Metcalf is a Marketing Communications and Senior Association Manager at Impact Association Management, a WSAE member.



The Journey to the Governor's Desk

Keys to legislative success

by Lori Conaway, CAE

Earlier this year, Act 23 was signed into law in the Wisconsin legislature. This was a momentous day for physicians assistants (PAs) in the state of Wisconsin. It was the culmination of years of work put in by countless leaders from the Wisconsin Academy of Physicians Assistants (WAPA), along with a diverse and talented team, who worked together over the years to bring the bill across the finish line.

Having joined the effort in the role of Executive Director in late 2017, I had the good fortune to participate in bringing this important update to become Wisconsin law. If you would like to read more about Act 23, please visit the WAPA website <https://www.wapa.org/page/Act23>.

Through this experience, I learned some valuable lessons about the legislative process. Here are a few tips and take-aways to keep in mind if your organization is embarking on a legislative endeavor in 2021.

Assemble your team and assign clear roles.

Assembling an effective team for legislative advocacy involves many parties, but in the Association Management Company (AMC) world, the primary groups typically consist of volunteer leaders, a lobbyist partner and staff members. It is important that all parties are empowered to act within their respective capacities to ensure the most impactful presence on the legislative floor.

Volunteer leaders include individuals serving in roles on the board, the advocacy or legislative affairs committee and others. The primary role of individuals in this group is to engage in grassroots efforts among their peers, colleagues and other interested parties to raise awareness about the issue, and also to assemble a group of people who are prepared to testify in support of the bill. It is important to have a very large and diverse pool of these individuals from which to draw, as there is typically very little advance notice when hearings are scheduled. Your volunteers are the *boots on the*

EMBRACE YOUR ORGANIZATION'S POTENTIAL TO BE THE THOUGHT LEADER BY EDUCATING MEMBERS AND NON-MEMBERS ALIKE ON HOW THE LAW WILL LOOK ONCE IN PRACTICE. NOT ONLY IS THIS AN EFFECTIVE MEMBERSHIP-RETENTION STRATEGY BY SHOWING YOUR MEMBERS HOW YOU ARE WORKING FOR THEM, IT IS ALSO A PRIME OPPORTUNITY FOR RECRUITMENT.

ground in this respect, since they have the greatest potential for influence as thought leaders among their peers.

The lobbyist is the primary liaison between the legislators and all other parties. The lobbyist provides regular reports to volunteer leaders and helps to shape outreach strategy. For example, the lobbyist can suggest

that members from specific districts be targeted for outreach to legislators, if those legislators are on the fence or uninformed about the issue. These efforts can make a dramatic difference in the final hours before a vote on the House or Senate floor.

Organizational staff implements the vision of the committee or board, serves as the liaison between leaders, members and other constituents, and is responsible for organizing efforts of all parties involved. Staff serves as the primary liaison among all of the teams, and also serves as the repository of resources and information, both to support the function and process of the legislative effort, but also to maintain organizational posterity.

Identify a spokesperson.

It is important to identify who among the group will be the spokesperson for the issue. Inquiring minds, including from media and other organizations (both in support of you, and also those opposed), will want to know more about what you are trying to do and why. For many organizations, the president is the spokesperson or main point of contact for all organizational issues. Since legislative issues are often intricate and undergo numerous iterations, it is worth considering whether officially designating the chair of your legislative committee as the main point of contact for all legislative issues would be a better strategy. That individual is typically the subject matter expert, usually has the closest connection to the lobbyist, and can also provide guidance when making public statements about the issue.



Be proactive about opposition.

Anticipate opposition to your bill and proactively strategize how to address it. Identify the organizations, parties or groups that may be opposed to your bill and watch their social media sites, websites and other forums. It is important to understand arguments against your bill so that you are prepared to address them. It is essential that all members of the team are on the same page when it comes to external messaging, which again underscores the need for a designated spokesperson or point of contact.

Make your call to action clear and easy for constituents.

There are many ways to make it easy for people to contact their legislator through the use of form letters, mass emails and text messages, dedicated websites and others. The key is to ensure that the action you want the person to complete is clear and easy to accomplish. WAPA partnered with the American Academy of Physician Assistants (AAPA), the national PA organization, to set up a separate website strictly dedicated to information on the bill and identifying ways for website visitors to become involved. For example, people could click a button and a form letter would be sent to the proper legislators' inboxes.

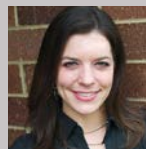
Proactively review organizational policies for decision-making.

Time is often of the essence with all advocacy-related issues, so it is crucial that there is a clear process for making decisions at the drop of a hat. The board of directors is the ultimate decision-making body for all organizations. However, for legislative issues, the voting board members may not be the most well-informed about the issue at hand. During my journey with WAPA, decisions with an unbudgeable 24-hour turnaround

timeframe were required several times. Understanding the importance of the decisions that were being made, decisions impacting more than 3,500 practicing PAs in the state, WAPA leadership refined its legislative policies for decision-making, including more details, such as who specifically was required to respond. What the method of communication would be and the expected response time. These clear guidelines allowed WAPA leaders to be well-informed, decisive and transparent.

Position your organization as the thought leader when success is achieved.

If your organization achieves a legislative success, celebrate it and own it. Embrace your organization's potential to be the thought leader by educating members and non-members alike on how the law will look once in practice. Not only is this an effective membership-retention strategy by showing your members how you are working for them, it is also a prime opportunity for recruitment. The message to non-members is *Look what your professional state organization is doing for you – join us, learn more about us, and become involved!* ■



Lori Conaway, CAE, is an Executive Director at Association Acumen. Lori is a WSAE member.



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Chair's message, continued from page 2.

is oh, so good at that) or golf (which always provides for great networking).

In Debbie Vyskocil's session *Increase Your Performance Through Self-Compassion*, everyone shared one idea they had for showing themselves self-compassion. Debbie demonstrated how taking time to be kind to yourself can add to your productivity. We enjoyed a few moments of quiet meditation to bring the point home. It's also important to remember that you're human and mistakes are to be expected. A little self-compassion goes a long way after the pandemic.

Last, but certainly not least, a few of our own WSAE members led a discussion about how we can use current trends to think about our future. Sherry Budziak, Jennie Socha, CAE and Bill Elliott, CAE gave a presentation *The World is Changing – How do 2021 Trends Impact Us and How Do We Keep Up*, in which we talked about the state of the digital revolution, the changing workforce,

new business models and changes we're seeing in hospitality. It's hard to know where to focus our efforts with so much change happening at the same time, but sharing ideas and concerns with our association peers provided excellent insight along with the comfort of knowing that we're all in this together.

It was an enjoyable and inspiring couple of days – and on behalf of all attendees, I'd like to extend an extra-special thank you to our sponsors (you know we couldn't do it without you), our Education Committee and, of course, to Michelle Czosek and Chris Caple for everything they did to ensure the event went off without a hitch.

I look forward to seeing you at the next WSAE event, be it something smaller like a CEO Café, or something like the crème de la crème – The Summit!

Meanwhile, as Debbie Vyskocil taught us in her session, don't forget to stop, take a deep breath and simply enjoy the moment from time to time. ■

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The Power of Inclusion to Manage Now and Beyond

by Gus Martinez

Raise your hand if you have heard any of these phrases: *Diversity is good for business; It's the right thing to do; Or diverse teams are more profitable than non-diverse ones.* These are all excellent sentiments on why investing in diversity is so key with valid business cases to back them up, but they miss the biggest reason of all – it is a massive liability if they don't. When companies choose to not properly and intentionally focus on diversity, equity and inclusion (DEI), they set themselves up for future failure.

New talent is looking different every day, yet board rooms and leadership overall remains the same. This is short-sightedness at its best. This problem becomes magnified when we consider that economists point to 2045 as being a tipping point for this country. The U.S. population is estimated to be 24.6% Hispanic, 13.1% black, 7.9% Asian and 3.8% mixed race. The percentage of white Americans is expected to fall under 52%, according to Brookings Institution fellow William Frey's analysis, and a younger generation of minorities and mixed-race people

will make up the difference. In younger age groups, minorities are expected to outnumber white Americans by the end of this decade.¹

Porter Braswell, the cofounder and CEO of diversity hiring startup Jopwell says organizations are openly discussing this problem now more than ever. Braswell states, "The diversity challenge is something that's going to exist forever." He continued, "My belief is that by 2040, because people know a diverse workforce is good for business, and they understand if they want to sell products to this new demographic, they better have people in [positions] of power that understand that demographic." And if they can't keep up? Talent will find its way elsewhere, he says.

It is important that executives understand cultural relevance because being able to anticipate diversity will be vital for survival. So, being proactive not reactive is critical to a business's survival. It's why Noah built the ark before the rain came. "If there's an unwillingness to revamp the culture to meet the needs and desires of this changing workforce, then those companies are going to be left behind," Braswell says. "Talent is going to shift over to a lot of these smaller, more disruptive, more nimble companies."

Tools like attracting and retaining talent is inevitably key to sustainable success. But I urge leaders and key influencers to inspire those under and around you. Great leaders give others something to believe in – not something to do. Here are GSM Consulting's tips for tackling problematic diversity and inclusion concerns in the workplace.

Lead with inclusion, every day.

I often tell my clients one of the most effective ways to improve the work culture is for leaders to practice inclusion. The reality is there is no diversity without inclusion. If minorities of color are brought into a work environment and their opinions are being overlooked or excluded, then

1. *Fast company*



companies are only perpetuating the problem. Management that establishes respect, values all employees and makes equitable decisions will undoubtedly prosper. It's building a *we before I* type of culture that will foster trust with the staff. Think plural rather than singular. Equally, people who lead with compassion and curiosity form stronger and more genuine bonds with their team. Remember this thought – employees do not leave their job, they leave their managers.

Understanding your unawareness.

Managers often tend to hire people who remind them of themselves. This tendency harms diversity and inhibits team performance. When we hire people just like us, it reduces innovation, limits growth and perspectives, and increases the probability of conflict with team members with opposite profiles. The only way to think about talent inclusively is to embrace people and team members who are different from you. Realize that keeping the status quo will never move the needle.

Whether in meetings or other work settings, take the opportunity to share the stage with your colleague(s) who are of different races and backgrounds. To create impactful and meaningful change, we must accept people, not just tolerate them. It is about celebrating people and acknowledging their talents.

Become better at looking around the corner.

Each year during their annual review, junior and mid-level managers are told to participate in professional development. However, my question for executive leadership is how are *they* developing and improving year after year? Learning and practicing DEI is a great solution because it enables you to become more people-centric. The ability to see talent before others see it, while unlocking human potential, is crucial to running a high-performance team. Challenge yourself to recognize potential because the best managers are great talent agents.

We often look for talent by going to the same well, using the same approach – searching for the best candidate that will be the best fit. This strategy unfortunately undermines efforts to boost diversity and hinders creativity. It eliminates celebrating the adversity in diversity.

THE REALITY IS THERE IS NO DIVERSITY WITHOUT INCLUSION. IF MINORITIES OF COLOR ARE BROUGHT INTO A WORK ENVIRONMENT AND THEIR OPINIONS ARE BEING OVERLOOKED OR EXCLUDED, THEN COMPANIES ARE ONLY PERPETUATING THE PROBLEM.

One of the biggest mistakes that managers make when they evaluate talent is overrating the importance of their resume, hard skills and expertise. The World Economic Forum predicts that 65% of today's jobs will no longer exist in 15 years.² This means that leaders should not put as big of an emphasis on the current educational curriculum, which is primarily designed to prepare people for present, rather than future, jobs. Companies may not be able to predict what those jobs will be, but workers will be better prepared to do them if they have soft skills like emotional intelligence, drive and adaptability. These are too often overlooked in the hiring process.

Remain diligent in your efforts.

Lastly, I will share with you one final piece of advice – stay consistent. A recent report from the Society for Human Resource Management noted that 41% of managers feel too busy to implement diversity initiatives. We cannot avoid these uncomfortable conversations. If people and companies are as committed to DEI as they say they are, understand your barriers and reduce them. The reason diversity is such a journey is because we must unlearn things that we have been taught our entire lives.

Non-diverse leadership often lack confidence, ability or life experience to work in this space. It's no knock on their good intentions, but it is difficult to design policy with no frame of reference. As Mark Wiseman, Senior Director for BlackRock, points out, an issue facing diversity is “most CEOs get that execution is a bigger challenge.”³

Being able to bring purpose to life sometimes means working with a consultant or outside agency to help with your organization's blind spots. Issues first need to be faced before they can be fixed. I am encouraged to see the level of engagement from leaders regarding their desire for such change. When we are united and committed to adapting, becoming an ally and a change agent, we can overcome these hurdles. ■



Gus Martinez is a diversity and inclusion consultant and speaker. Gus is a WSAE member. Visit his website for more information: www.gsmdiversity.com.

2. *Business Harvard Review*
3. *business2community*

How to Move From Crazy to Crazy Good!

by Cheri Neal

I think we can all agree, this last year and a half have been crazy. But if we are honest with ourselves, crazy didn't start with the pandemic. Life has always been crazy.

You may not realize this, but we have been brainwashed to believe we can't really create a life we love. Want proof? Each year, after being sung Happy Birthday, what are we told? *Make a wish and blow out the candles, but don't – what? Don't tell anyone, or it won't come true.* Stop. What? Think about that for a minute. If you want something, you have a much better chance of getting it if you are willing to speak up, to tell someone, to ask for help!

WHAT'S AMAZING ABOUT LEARNING STEPS BACKWARD IS THAT THEY OPEN YOU UP FOR QUANTUM LEAPS. YOU NEVER KNOW WHEN YOU WILL HAVE ONE, LIKE MEETING SOMEONE AT THE BIRTHDAY PARTY WHO HAS THE SAME GOAL WHO HAS FOUND CREATIVE WAYS TO MAKE THE JOURNEY TOWARDS HEALTH FUN.

Years ago, we celebrated an intern's birthday in the office. I asked her to share what she wished for. It was difficult for her to say it out loud for fear of jinxing herself, but finally she said she wanted to get her drivers license. I asked why she didn't have it. She didn't have an opportunity to get enough driving time in with her mom working late. I asked if she would be comfortable with me asking the Meals on Wheels volunteers if any of them would be willing to let her drive them while delivering meals. She said yes. Two months later, she had her license. Had she not been willing to share her wish, we couldn't have known how to help her!

Then there are New Year's Resolutions. I find it crazy that, according to *Forbes Magazine*, three out of 100 people actually achieve their resolutions for the year. We are talking about the one thing here; the one thing that can improve your life substantially but we can't seem to do it! How ironic is it that we are really good at telling other people how they should live their lives and get frustrated when they don't listen to us, when we don't even listen to ourselves!

As a society, we have banked centuries of survival training, focusing on potential problems. Like a whack-a-mole, we spend our lives watching and waiting for the next problem to show up to beat it down so it can't hurt us. The problem with that is as we focus on our problems, they make us anxious. As the anxiety rises, it causes us to react. We think we are reacting to the problem but we rarely are. What we are reacting to is the anxiety it causes. We want to *feel* better. The problem is that the problem never goes away. As many couples can attest by having the same fight over and over again because they never address the actual problem. They only address the anxiety they don't want to feel. But what if there was another way?

There is. Instead of focusing on the problem – what you don't want – try focusing on the outcome, what you do want! Here's how this works. By focusing on what you



want, it stirs up a passion in you. As you feel *that* feeling, it encourages you to take baby steps towards whatever it is you want.

Which triggers the next problem. We think that when we take baby steps towards what we want, we are always supposed to be successful but often, we aren't. As we all know, sometimes it blows up in our face!

Take dieting, for example. Let's say you set a New Year's Resolution to be healthy and drop 20 pounds. But then – yep – you are sabotaged because you have to attend that birthday party! And what's at those parties? Yep, you guessed it – birthday cake and ice cream! It would be rude not to eat it. It's so good, so you have a second piece. Going home, you chuck your resolution, deciding that there is no way you can be successful.

But what if you were to turn that step backward, into a *learning* step backward? Recognizing there will always be birthday parties, what can you do to set yourself up for success next time? You could leave before they cut the cake. You could tell the host you have an allergy to sugar and swell up, which isn't a lie! You could bring a bowl of mixed berries to enjoy and tell the host that you are dedicated to living a healthy lifestyle while enjoying your favorite people too!

What's amazing about learning steps backward is that they open you up for quantum leaps. You never know when you will have one, like meeting someone at the birthday party who has the same goal who has found creative ways to make the journey towards health fun. Or the call from a friend you haven't heard from in years that just so happens to have the answer to your dilemma. Quantum leaps happen often, but only when we stay focused on what we want.

As we step into this post-pandemic new normal, here is an acronym to help you make you create a crazy good life by making your wishes come true – WISH:

W. Write it down. According to a study by Dr. Gail Matthews at the Dominican University, when you write something down, you have over a 60% chance of actually doing it!

I. Imagine it. Don't just think it, feel it. If you woke up tomorrow and had it, how would your life be different? How would *you* be different? That passionate feeling truly shifts your energy into what's called anabolic or growth energy.

S. Share it. Just like the birthday wish. Tell someone. Granted, you want to use discernment when sharing as some people, even those closest to you, might try to sabotage your efforts. But find someone to share it with. Speaking it out loud actually begins to bring it to life.

H. Ask for help! Dr. Matthews also found that where there is accountability, the rate of success goes from 62% to at least 76%! That is why coaching is so powerful. Having

someone to hold you accountable that does not have an agenda for your life is priceless.

Here's the deal, Crazy says, *I can't because; I want to, but; If only I could; I tried that but it didn't work; someday I want to; I wish I could; I'll never...* Crazy Good says, *I can and I will!; I am excited thinking about doing; I have a plan to...*

As we move into a new normal, take time to consider what a crazy good life could look like. Get your family involved in the discussion. Don't just dream about it, create it. You can do that by:

Asking your self, *What do I want?*

Making a WISH – Write it down, Imagine it, Share it and ask for help!

Determine your baby steps and take them!

And in doing that, you will create a crazy good life. ■



Cheri Neal is Owner, Candid Coaching and Conversations. She is a certified life coach and Positive Intelligence Mental Fitness Trainer, an author, speaker and president of the National Speakers Association - Wisconsin Chapter (WSAE group member). Visit her website for more information: CheriNeal.com.



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Wisconsin's Newest CAEs!

Congratulations to the Summer 2021 class of CAEs successfully completed the CAE examination administered nationwide May 1-14, 2021. All three new Wisconsin CAEs are WSAE members!

They were honored, along with the Winter class of CAEs, during the 2021 ASAE Annual Meeting & Exposition in August.

We caught up with them about their motivations for pursuing the CAE, as well as any advice they have for others interested in doing so:



Jennifer Brydges, CAE

Account Executive, AMPED
Association Management

What does achieving your CAE mean to you?

Receiving the CAE credential is a huge milestone in both my personal

and professional growth. As a life-long learner, the credential will hold me to a higher standard to continue seeking out information and remaining on top of best practices. The CAE truly solidifies my commitment to the association industry and is an indicator to my clients that I will work diligently to further their successes and growth. ■



Emily Viles-Monari, CAE

Meetings Technology, AMPED
Association Management

Why did you decide to pursue your CAE?

I wanted to elevate my skill set for the associations I serve and saw the CAE

as a developmental opportunity that could help me grow further in my career. ■



Samantha Walker, CAE

Director of Administration,
Executive Directors, Inc

What advice do you have for a colleague considering studying for their CAE?

For anyone out there who is considering studying for the CAE, my advice would be to look into the prep courses offered to WSAE members from MSAE. The courses are time consuming, but probably some of the best prep I encountered while studying. ■



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Discover Green Bay unveils a new name and new brand

Green Bay is community proud. At Discover Green Bay, you'll find the energy contagious! Revel in spreading joy and building memories, working together to deliver unforgettable experiences that keep you coming back. They are driven to pursue opportunities that inspire change and growth in the community and industry – to make every Green Bay discovery beyond legendary. You are invited to Discover Green Bay!

Association Resource Center, Inc. reaccredited by the AMC Institute

Association Resource Center, Inc. (ARC) announced that it has recently been awarded reaccreditation by AMC Institute, the global trade association representing the Association Management industry. Administered by AMC Institute, AMC Institute Accreditation is recognized and supported by ASAE & The Center for Association Leadership and is based on the ANSI Standard of Good Practices for the AMC Industry. Among 500-plus Association Management Companies (AMC) worldwide, only 81 have achieved AMC Institute Accreditation, demonstrating the commitment and the ability to deliver the highest level of professional management services to association and not-for-profit clients. AMCs must earn re-accreditation every four years, demonstrating to an independent outside auditor that they continue to meet the standard. ARC was initially awarded accreditation by AMC Institute in 2013.

Eagle Creek Partners launches new research services

New WSAE member Eagle Creek Partners has launched a unique online survey offering, including a member needs assessment tool and a post-event survey product. Unlike traditional online surveys, this unique approach uses a conversational style for asking questions that yields up to 40% higher response rates. Visit them on the web at www.eaglecreekpartners.co or contact Mike Ulmer at mulmer@eaglecreekpartners.co (317-563-0414) to get your member needs assessment survey scheduled in advance of your annual planning, or to discuss any other survey needs.

WRA recognized by ASAE for their 2021 Gold Circle Awards

Congratulations to the Wisconsin Restaurant Association (WRA). They won an ASAE 2021 Gold Circle Award for their Ready to Serve Safely Campaign in the Media/Public Relations area.

The Gold Circle Awards, which denote excellence, innovation and achievement in association/nonprofit marketing, membership and communications programs. And 2021 saw a record-breaking number of submissions.

VISIT Milwaukee officially launches Sports Milwaukee Division

VISIT Milwaukee has launched Sports Milwaukee, marketing Milwaukee as the ideal destination for sports events, thereby driving more economic impact to the region.

Sports Milwaukee's vision is to be Milwaukee County's premier sports organization for events and an advocate for health and wellness in the community. The new division is led by Director of Sports Development Marissa Werner, STS, a former Division I athlete, and a committee of area sports industry leaders.

"Milwaukee has established itself as an amazing host destination for a wide variety of sports events and we believe there are ample opportunities to expand this market," Werner says. In March and April alone this year, youth volleyball and basketball tournaments brought roughly 35,000 attendees to Milwaukee and a badly needed economic boost to the Wisconsin Center, along with the center's surrounding hotels, restaurants, and attractions.

EDI staff earn Diversity, Equity and Inclusion in the Workplace certificate

Congratulations to Executive Director, Inc. team members Anniekay Erby, Vanessa Goodman, Rachelle Henry, Susan Lathrop, Laura Pizur, Kim Schardin and Shawn Storey for earning a Diversity, Equity and Inclusion in the Workplace Certificate from the University of South Florida Muma College of Business. The course made for an information-packed seven weeks, with quizzes following each two-hour lecture, which included guest speakers and a lot of great content.

AMPED Association Management: Expansion, personnel updates



AMPED Association Management is proud to announce that Lynda J. Patterson, FASAE, CAE, President and Owner of AMPED, will serve as Secretary-Treasurer on the Board of Directors of the American Society of Association Executives (ASAE) beginning Sept. 1, 2021.

"As ASAE inspires change through DEI, CEO engagement and leadership development in our community, I am honored to bring the AMC perspective to the ASAE officer ranks for only the third time in its 100-year history."



AMPED Association Management has been selected by Association for the Advancement of Wound Care (AAWC) to manage their operations. Christina McCoy, CAE, serves as the AAWC's new Executive Director.



AMPED Association Management is pleased to announce that Laura Ransone, MBA, has taken on a new role as Executive Director of the Women In Trucking Foundation. The Women In Trucking Foundation provides scholarships to ensure that women in the trucking industry have the support they need to grow their skills and themselves.



The Events Industry Council has announced that Amanda Safa, a meeting planner with AMPED Association Management, has earned the Certified Meeting Professionals (CMP) designation. Safa has 11 years' experience in association and nonprofit meeting planning and has a passion for perfecting meeting

and event logistics while strategically identifying areas to bring in new technology and innovation.

Impact Association Management announces new partnerships

Impact Association Management (Impact) announces new partnership with the Tennessee Captive Insurance Association, Inc. (TCIA). This partnership will assist TCIA in its mission to provide a community of captive industry experts with advocacy, engaged communication and education, and a commitment to a strong captive insurance industry in Tennessee.

Impact has also announced a new partnership with the Wisconsin Chapter of the American Society of Landscape Architects (WI ASLA). Impact looks forward to assisting WI ASLA in its mission to advance education and skill in the art and science of landscape architecture and promote the profession of landscape architecture as an instrument of service in the public welfare.

In addition, Impact has announced a new partnership with the National Association of Interpreters in Education (NAIE), and is excited to assist NAIE in its mission to empower educational interpreters to promote best practices and to enhance the education of deaf, hard of hearing and deafblind students.

Association Acumen's Marcie Liebert receives Evolving Eagle Award



Marcie Liebert, Meetings and Membership Manager at Association Acumen, has received the Evolving Eagle award from Association Acumen. The annual award is presented to the individual who has grown the most professionally and has consistently demonstrated excellence in his/her position by making the most improvements to a specific client and to Association

Acumen. "I am beyond grateful to be the 2021 recipient of the Evolving Eagle award, and to have been nominated by my peers is even more rewarding," Liebert said.

WELCOME NEW MEMBERS

As of July 31, 2021

Dan Bahr, Wisconsin Counties Association
Kathy Barke, Association of Equipment Manufacturers
Caroline Bowers, Impact Association Management
Lyn Bradstreet, Wisconsin Counties Association
Kortnee Carroll, Kalahari Resorts and Conventions
Kyle Christianson, Wisconsin Counties Association
Alyssa Czerwinski, Executive Director, Inc
Grace Czosek, AMPED Association Management
Julia DeBrosse, AMPED Association Management
Sarah Diedrick-Kasdorf, Wisconsin Counties Association
Laurie Dies, The WIDGET Source, Inc
Carrie Douglas, Wisconsin Restaurant Association
Natalie Ennis, Kalahari Resorts and Conventions
Chelsea Fibert, Wisconsin Counties Association
Nathan Florek, AMPED Association Management
Eliz Greene, National Speakers Association of Wisconsin
Bri Hageman, The Rees Group, Inc
Erica Halmstad, Executive Director, Inc
Alex Harjung, AMPED Association Management
Cherie Hime, CH Association Management LLC
Lori Holly, Executive Director, Inc
Mary Johns, The Rees Group, Inc
Judy Keller, Wisconsin Cheese Makers Association
Dale Knapp, Wisconsin Counties Association
Kristopher Knox, Halmyre

Karie Krantz, AMPED Association Management
Tricia Mallett, CEM, PCA, Badger Bay Management Company
Deirdre McDowell, Executive Director, Inc
Tanya Mishigian, Lake Geneva Cruise Line
Brigid Moran, ASA - CSSA - SSSA
Morgan Narowetz, AMPED Association Management
Lisa Carlsen Nelson, American Academy of Cosmetic Dentistry
Mark O'Connell, Wisconsin Counties Association
Shelby Ott, Executive Director, Inc
Britny Pasquale, The Abbey Resort
Maria Peot, CMP, MDS Association Management
Bill Prusow, Pros 4 Technology
Marcie Rainbolt, Wisconsin Counties Association
Brenna Root, Badger Bay Management Company
Amanda Schmidt, Discover Green Bay
Nicole Slein, Kalahari Resorts and Conventions
Jacob Slonim, AMPED Association Management
Bill Stoeffler, The Rees Group, Inc
Michelle Thompson, Wisconsin Counties Association
Michele Tourne, Executive Director, Inc
Kenzie Trezise, The Rees Group, Inc
Megan Uhlenhake, Executive Director, Inc
Michael Ulmer, CAE, Eagle Creek Partners
Dan Vlach, Wisconsin Institute of Certified Public Accountants



Enjoying In-person Events Again

Looking ahead to The Summit in October!

by Michelle Czosek, CAE



Before I start each column, I remind myself what was going on the last time it was due. It's hard to believe that in the last issue we were just about to hold our 2021 Spring Outing. It feels great to have not only one, but two live events and a couple of in-person CEO Cafés

under our belt. So much has happened since the last issue of *VantagePoint!*

Even though we were unable to hold the golf portion of the Spring Outing, we were able to hold a successful educational event with plenty of attendee interaction and enthusiasm for being together again. Michelle Vetterkind's column in this issue provides a nice overview of what took place at this event.

At the Spring Outing, we launched our Move Mountains Giving Campaign which was designed to *pay it forward* to help our destination and hospitality partners as well as association members that have been hit hard during the pandemic. The money collected will support those that need

WE LAUNCHED OUR MOVE MOUNTAINS GIVING CAMPAIGN WHICH WAS DESIGNED TO PAY IT FORWARD TO HELP OUR DESTINATION AND HOSPITALITY PARTNERS AS WELL AS ASSOCIATION MEMBERS THAT HAVE BEEN HIT HARD DURING THE PANDEMIC... EVERY CONTRIBUTION COUNTS AND YOU CAN DONATE AT WWW.WSAE.ORG.

a little extra help in the area of WSAE dues, event registration and other resources that may be a little out of reach this year due to pandemic-related factors. Every contribution counts and you can donate at www.wsae.org. Together, we can *Move Mountains*, and we are certainly *Stronger by Association!*

The Green Bay Convention and Visitors Bureau and Hotel Northland hosted our 2021 Executive Exchange on July 19-20. This event, designed especially for association CEOs is a wonderful opportunity for executives to attend interactive educational sessions designed specifically for

them and to network with their peers. The event concludes with confidential time for soliciting advice and sharing challenges and successes. Our presenters, Eliz Green and Jack Altschuler, were perfect fits for our small group environment. They participated in each other's sessions, and even joined us for dinner. It's so nice to have presenters that are engaged

and interested in the success of the entire event. Thank you to our speakers, attendees, hosts and our sponsor, First Business Bank, for all the support!

So, what's coming up next? The Education Committee and WSAE staff team are hard at work on plans for The Summit! We're thrilled to have Darcy Luoma, *Madison's favorite executive coach*, as our kickoff keynote presenter. Darcy will teach us how to face any challenge – no matter how difficult – using a model she herself has tested under extreme pressure. The Summit will provide 8 hours of education (CAE approved, of course), and will also include our industry partner showcase, the annual Awards Lunch and plenty of networking and fun!

Mark your calendars for October 26-27 at the beautiful Brookfield Conference Center. We are thrilled to be back in-person this year and can't wait to see you there! ■



WSAE 2021 Spring Fore-ward – We sure did enjoy re-connecting with each other, in addition to the great education sessions! Photo by Karl Ahlrichs.

Michelle



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