

# VANTAGEPOINT

Published by WSAE - Where the association community thrives and grows ■ Volume 1, 2022



Wisconsin Society of Association Executives  
1818 Parmenter St. Ste 300, Middleton, WI 53562

## 2022 Road Show

- Stop #1: March 9 | Milwaukee
- Stop #2: March 10 | Madison



# 2022 WSAE Annual Sponsors

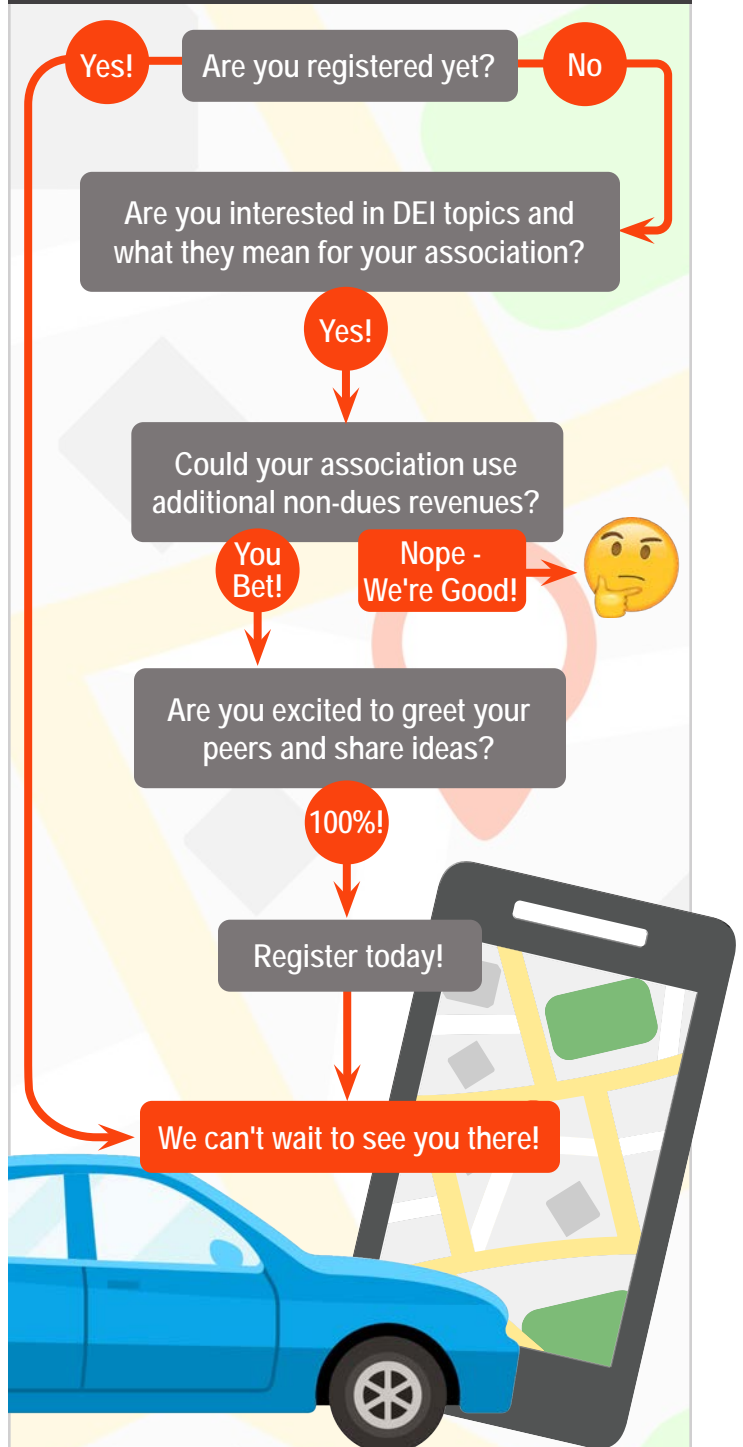


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# Road Map to the 2022 Road Show

March 9-10



[wsae.org](http://wsae.org) > Events > 2022 Road Show  
#WSAERoadShow



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*VantagePoint* is published in February, June 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. Copyright © WSAE 2022.

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# COVID and Crossroads

by Jerry Deschane, CAE



Before diving into a very important conversation about the future of your WSAE, I want to thank you for entrusting me with the Chairmanship of this organization. I also want to congratulate outgoing Chair, and my very good friend, Michelle Vetterkind. Michelle has led the organization and board through a complicated and challenging year, and she did it with brilliance. Thanks, Michelle, for allowing me to be your wing man.

In association leadership, as in many professions, we sometimes find ourselves at a crossroads. A financial crisis, a sudden turn in the market or a key personnel change forces you to decide between two very different roads. 2021 was the year that WSAE had to face its crossroad. Your board has chosen the upward path. You're going to like what you see in 2022.

**I AM PROUD TO SAY THAT THE BOARD HAS CHOSEN GROWTH AND RENEWAL. WE'VE USED THIS TIME OF QUESTIONING TO SHAKE THE DUST OFF THE ORGANIZATION. WE HAVE DEVELOPED A SOLID PLAN FOR FISCAL SUSTAINABILITY. IN OTHER WORDS, WE'VE UPPED OUR GAME FOR 2022.**

one thing we could not control was COVID. Your organization is heavily dependent upon event revenue. Without in-person events (stop me if you've heard this before in your own office), WSAE could not balance its budget. There was simply no place to cut. We ended 2021 with a deficit, as we had ended 2020.

For a well-run organization, one bad year is not the end of the world. In fact, WSAE has a reasonable fund balance that can weather two years of deficits. But we cannot keep running deficits. We will not keep running deficits. But it's about more than money. The board and AMPED both realized we needed to take a fresh look at everything. And that's when we found ourselves at the crossroads.

The board had two choices. We could reduce the scope of the organization, eliminating the position of President and CEO in favor of a more limited caretaker role. We could hope that members would step up to do the work

*Chair's message continues on page 6.*



## Calendar of Events

See the calendar at [www.wsaе.org](http://www.wsaе.org) for more information.



**2022 Road Show**  
March 9-10  
Milwaukee - Madison



**2022 Spring Forward**  
June 8-9  
Green Bay



## Webinar Series

**U-Turn - From Outstanding to Standing Out in a Crowded Marketplace**  
March 1

**Enable Meaningful Human Connections with Networking Events of the Future**  
March 8

**The Science of Story**  
March 30

**The Power of Diversity On Your Leadership Team**  
April 6


**Unlocking Potential Through Organization Design**  
April 13

**Purpose or Perish: Cultivating the Future of Employee Experience**  
April 27

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**KIM PRESTON**

Senior Vice President - Treasury Management  
Milwaukee Market Team Leader

# New and Innovative Trends in Association Non-dues Revenue

by Teri Carden

Is your association looking for new and innovative sources of non-dues revenue? Duh! Aren't all associations looking for new sources of non-dues revenue?

While average associations get the biggest chunk of annual revenues from membership dues, reliance on dues-driven revenue is waning. Over the past 65 years, the percentage of association revenue from dues has plummeted. According to the ASAE Foundation's Association Operating Ratio Report (2016), they've dropped from 95.7% in 1953 to 45.4% for trade associations and 30% for professional societies.

For many associations, raising dues is an unwelcome idea, a difficult process, or both. To continue effectively funding operations while holding dues increases in check, many organizations are increasing focus on driving non-dues revenue.

## Categories of non-dues revenue

**Royalty and affinity programs.** These programs are typically products or services that members need in their business or personal lives. They include discounts on office supplies, car rentals and an array of insurance products like professional liability, health and automobile. The association usually receives royalties on the money their members spend on these programs. These royalties are given in exchange for promoting the program and licensing their brand assets to the affinity partner.

**Advertising and sponsorships.** Whether for events, printing, website banner advertising or selling naming rights to an association's conference rooms, many organizations rely on advertising and sponsorships for non-dues revenue. This line of business has grown. Associations can now outsource advertising and sponsorship sales to businesses specializing in association sponsorship sales.

**Education and events.** Most associations rely on profits from events and education to help drive their budgets. Years ago, it was more common for association events to just cover their costs. Nowadays, most associations expect their conferences and educational programs to turn a profit and contribute positively to the bottom line.

**Products and services.** Some associations sell physical goods such as books, manuals, logo-wear and other swag.

Others offer services to members and prospects such as consulting and other professional services.

## Two markets for non-dues revenue

**Members and prospects.** These are people who qualify for membership in the association, and who need products or services that the association provides. Members may gain exclusive access to those products or services, or may pay a lower fee than non-members. They pay attention to products, services, events and education that helps them do their jobs better, earn more and make their lives easier. When your association provides solutions that address these needs, you'll enhance your ability to increase non-dues revenue.

**Sponsors and advertisers.** These are companies that want to sell things to your members and prospects. They understand that your association is the advocate and representative body for the industry or profession. By supporting your organization, they earn awareness and respect in the market. Sponsors and advertisers are always looking for new ways to stand out from the competition. When associations offer unexpected and unique ways to help companies drive sales, the capacity to earn more non-dues revenue increases.

## New and innovative non-dues revenue programs

Innovative non-dues revenue programs empower you to provide new value to the markets in your profession or industry.

**Sponsored content.** Some associations allow advertisers to author content and place it in their newsletters, blogs and social media posts. A best practice is to clearly mark such articles as *Sponsored Content*. We've also seen associations sell advertisers presentation rights on webinars, or the privilege of speaking in conference breakout sessions. Associations can set up their sponsors to put their best foot forward as thought leaders.

**Retargeting for sale.** You know when you look at an item on Amazon and suddenly you start seeing ads for that item everywhere on the web? Kind of like it's stalking you? That's called retargeting. We're aware of some associations that sell retargeting to their advertisers. So after you visit the association's website, you'll start to see ads for the association's advertisers stalking you. This tactic is especially



effective for associations whose members are averse to advertising. This is because the advertising doesn't appear on the association's websites. Rather, the ads appear on popular sites such as LinkedIn, Weather Channel and CNN.

**Discount apps.** In the past year we've learned about apps that allow members to score discounts on hotel rooms. These are similar to HotelTonight or Priceline, but at a deeper discount. We've also seen apps that enable members to buy gift cards at 10-20% off at major retailers and restaurants. Such apps effectively provide discounts on everyday purchases. They even offer cash back after a certain dollar amount has been spent on gift cards. These operate as affinity programs. ShoppingBoss and Booking Community are two examples of discount apps for association members.

**Curated newsletters.** These aren't all that new, but we're seeing more and more players entering the market. Basically, your association hires a company that will curate content for a highly targeted newsletter from your organization. The company also sells advertising around the content. These are typically royalty/revenue-sharing agreements. Your association receives a percentage of whatever advertising gets sold. SmartBrief and InLoop are two examples of companies that offer curated newsletter services.

**Job boards.** Not exactly new, but deserving mention, are job boards. We're aware of some associations that earn over \$1M annually on proprietary job boards. There are several platforms that allow an association to create its own job board. These include platforms such as Web Scribble, Boxwood and JobTarget. Some job board providers even employ outbound sales teams to sell job ads on your site, accelerating your ability to earn non-dues revenue.

**Online review sites.** Okay, shameless plug here... Online review sites, such as those powered by 100Reviews, are potential gold mines of non-dues revenue. Members don't trust advertising as much as they trust reviews from their peers. Some 100Reviews customers are earning \$50-100K+ annually on their sites. They include sole proprietors who don't have the benefit of membership lists, and existing advertisers and sponsors. Learn why associations are perfectly positioned to provide online review resources for members' workplace buying decisions.

**Micro-learning.** In today's attention-starved society, the ability to acquire solutions to problems, or gain new skills quickly and effortlessly, is an opportunity for most associations. Can your organization help members resolve specific issues they face at work with 10-30 minute educational segments for a modest fee? We all yearn for quick, uncomplicated, straight-

ACCORDING TO THE ASAE FOUNDATION'S ASSOCIATION OPERATING RATIO REPORT (2016), [PERCENTAGE OF REVENUES FROM MEMBERSHIP DUES HAS] DROPPED FROM 95.7% IN 1953 TO 45.4% FOR TRADE ASSOCIATIONS AND 30% FOR PROFESSIONAL SOCIETIES.

forward answers to the problems we face at work. Hence short, fee-based, educational modules are a potential opportunity for associations seeking non-dues revenue.

*Note that non-dues revenue programs may trigger Unrelated Business Income Tax (UBIT) for your association. Consult a tax lawyer for a professional opinion on whether or not your non-dues revenue programs may subject your association to UBIT. ■*



**Teri Carden** is founder of ReviewMyAMS.com, a trusted site for executives to provide end-user reviews of their association management systems (AMS). She is a 2022 WSAE Road Show presenter.

Do you want to learn more about building non-dues revenue? Join us at the 2022 Road Show!

**WEDNESDAY, MARCH 9**

Hyatt Regency, Downtown Milwaukee

**"Embedding Diversity, Equity and Inclusion in Your Organization"**

with presenters:

- **Jen Brydges, CAE**, VP of Resource Development and DEI, AMPED Association Management
- **Lisa Koenecke, CDP**, Owner, Inclusion Ally
- **Lydia Riesch, PMP**, Project Director, Association of Equipment Manufacturers (AEM)

**THURSDAY, MARCH 10**

Hilton Garden Inn, Sun Prairie

**"Eight New Ideas: Not Your Grandma's Non-Dues Revenue"**

with **Teri Carden**, founder of ReviewMyAMS.com and panelists:

- **Michael DiFrisco, CAE**, Chief Marketing Officer, American Academy of Cosmetic Dentistry
- **Melissa Kabadian, MA, CMP**, Global Project Manager, Conference Direct



*Chair's message, continued from page 2.*

that the AMPED staff had been doing. We could stick to the same old events and hope that they would bounce back from the pandemic. In other words, we could make changes that would result in WSAE being less of a resource to you, in hopes that was enough to get by. Or we could choose a path of growth and renewal.

We could shake up our event schedule, supplementing what's old with new and more vital programming. We could develop an entire training track for the new generation of association professionals. We could recognize and celebrate the role that women play in our society through their association management leadership. And we could adjust a dues structure that didn't reflect the value of the organization to its members.

I am proud to say that the board has chosen growth and renewal. We've used this time of questioning to shake the dust off the organization. We have developed a solid plan for fiscal sustainability. In other words, we've upped our game for 2022.

Your WSAE membership will be invaluable to you this year. Please keep an eye out for event announcements; you won't want to miss them. We'll be adding new events that will foster your growth as an association leader. The old will still be here, too, but will be better. Events like the Roadshow will have a new feel, with an increased focus on peer expertise.

2021 was a crossroads year for WSAE. 2022 will be a milestone year. ■



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For more Originals stories visit [FoxCities.org/originals](https://FoxCities.org/originals), or contact Amy Rivera at [arivera@foxcities.org](mailto:arivera@foxcities.org) to plan your original event. 

## WSAE Move Mountains Giving Campaign

**THANK YOU** to everyone who has given in support of members struggling due to COVID-related factors.

Because of YOU, several of your colleagues are able to continue their WSAE membership to further their participation, contributions and development. This benefits us all as peers and colleagues, as an association and as an industry!

*It's not too late to participate!*

**WSAE.org > Membership > Move Mountains** for more information!

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**DIRECTOR (2020-22)**

**Kim DiMaggio**  
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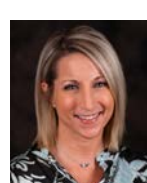
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# WSAE Leaders Weigh In on Industry Trends



We asked some of the 2021-2022 officers and directors:

*What challenges and/or opportunities do you foresee for associations in 2022?* Read the responses below.

**Deschane:** I'm getting tired of saying it, but it's the pandemic. Will it cut into associations' in-person events? How far should we go in expanding virtual offerings? Is virtual here to stay? Will our sponsors and exhibitors be there in 2022 or will they have to hold off supporting our events? On the personnel side, how do I accommodate a workforce divided over the topic of remote work? Some need the day-to-day vibrancy of an office, some want to phone their work in from a mountain top. Can we design a workplace that allows us to do both?

**Husenica:** As outside forces (both globally and here at home) continue to disrupt our day-to-day life, in 2022 I believe that associations will need to adapt to stay relevant in the minds of our members. Our challenge as association executives is to reinforce current programs and services while finding new opportunities for our members to stay engaged. We've learned over the past two years that business can happen whether we work in the office or remote. We've also learned that pivoting to virtual meetings has given us the ability to provide the much sought-after networking opportunities to our members. I do see hybrid events being our new norm - technology will catch up with our needs. The financial impact of Covid continues to keep us up at night, but it also challenges us to redesign our associations into leaner and more agile organizations. Strategically, association board and staff must get even better at monitoring and re-evaluating what is important to our members to better align ourselves to support new initiatives.

**Vetterkind:** The post-pandemic rebuilding we started in 2021 will continue and accelerate in 2022. Rebuilding is an opportunity to be better, and for associations, that means serving our members like never before! In order to do that, we need to continue to rely on each other and build the relationships that make you and your organizations strong, effective, and member focused.

**DiFrisco:** The challenge for 2022 is the continuing employment environment, with staffers having the opportunity to work elsewhere if their compensation, benefits, and the corporate culture are not all they are looking for. Associations will need to think ahead to ensure they are being competitive not just with wages, but with flexibility, which is now a core expectation.

The real opportunity for associations in the coming recovery year is to re-focus on what really matters to members. To paraphrase Simon Sinek, you need to find your "why". Why is all about your purpose. Why does your organization exist? Why do you get out of bed in the morning? And why should anyone care? Why is the reason members buy.

**DiMaggio:** Keeping and attracting new members is going to be our focus. Although we have a high retention rate, being in the trades association world, our members are swamped and business is good, so making sure to keep our association dues and the marketing we offer them a high priority so that they can easily renew and engage will be a top priority.

**Eggert:** It is the million-dollar question - What challenges and/or opportunities do you foresee for associations in 2022? - I believe a realignment of my crystal ball would be a wonderful opportunity for 2022 but for some reason I just can't get it to work properly anymore. I think one of the greatest challenges moving forward will be the every changing perception on health safety as variants arrive. Opportunities to focus on individual physical and emotional health and respecting an individuals comfort level for in-person meetings will go a long way in arming associations for success in 2022 and beyond.

**Fisher:** I think there will be some unique challenges and opportunities for our associations in 2022 as we continue to recuperate from the pandemic, react to variants, and read-

just programming and member benefits to meet new expectations and environments. We continue to see challenges in members feeling comfortable with traveling and employers willing to let their workforce attend in-person conferences, yet our small associations not having the budgets to support a full-hybrid conference. In addition, with the tightening of budgets, we have to be very pointed in reviewing, developing and perhaps sunsetting benefits and programming. That being said, we are also seeing many opportunities! Our boards are discovering the immense value in gathering and evaluating member feedback - and doing something about it. In addition, they continue to utilize the huge benefit of having speakers that they normally couldn't afford present virtually (at a discounted price) and participants who normally couldn't attend take part online for our virtual offerings, developing some great engagement. We also hope to continue offering micro-opportunities to network and learn so that members are engaged more frequently year round, rather than just at the historically-typical annual conference.

**Neuschaefer:** Associations are going to continue to see an incredible push from their members and stakeholders to innovate and do so quickly. It will be a challenge to meet that

need and to do so in a responsible manner. While this is a challenge, the innovation is also going to be our biggest opportunities as well... as long as we approach the innovation with a critical eye.

**Schade:** Associations have the opportunity to enhance the conference experience for its member base as places open up and people are more comfortable gathering together. Conferences of course provide education, networking and engagement for its members. However, as we navigate the new COVID normal, associations will need to think outside the box on ways to encourage attendance, make members feel comfortable and provide dynamic content. Rethinking the conference experience will be crucial for associations in 2022 and beyond.

**Schlicht:** I anticipate associations in 2022 will be presented with the challenging opportunity for continued and increased clarity and frequency of communications as many associations return to in-person programming and events, with members and other key stakeholders still holding personal or corporate trepidation on safety or other factors. ■

## A New Year Brings New Reasons to Gather



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# Accounting for Leases in Financial Statements

## 2022 Association Accounting and Tax Updates

by Drew Barman, CPA

### Part 1: Accounting update

The biggest accounting change for associations in 2022 will be lease accounting, as 2022 is the year of required implementation of accounting standard ASC 842. In February 2016, the Financial Accounting Standards Board (FASB) issued new standards on leases – Accounting Standards Update (ASU) 2016-02. After several delays, the new standard is effective for associations for fiscal years beginning after December 15, 2021, which means it is effective beginning January 1, 2022, for associations with fiscal years that correlate to the calendar year. Recently the FASB indicated that the standard will not be delayed any further. While both lessors and lessees will be impacted, this article will focus on lessees since that is where most associations fall.

### What is changing?

The most significant change is that most leases will now be recognized on the Statement of Financial Position as a result of the new standard. Under previous accounting guid-

ance, operating leases, such as leases of office space, were expensed as the asset was utilized with no related asset or liability recorded. Capital leases (financing leases under the new standards) were included on the Statement of Financial Position. Under the new guidance, a right-of-use asset and accompanying lease liability will be recorded on the Statement of Financial Position for both operating leases and financing leases.

**IF AN ASSOCIATION UTILIZES A THIRD PARTY FOR DATA STORAGE AND THE CONTRACT GRANTS EXCLUSIVE USE OF A SPECIFIC SERVER, THIS WILL LIKELY QUALIFY AS A LEASE.**

### Does this apply to all leases?

While the standard does apply to all leases, associations with leases containing lease terms of 12 months or less can elect an accounting policy to exclude a lease asset and lease liability from the Statement of Financial Position. The lease term is considered to be the lease commencement date through the noncancelable date. If a renewal option is available and the lessee is reasonably certain to exercise that option, the renewal period should also be included in the lease term.

### What is considered a lease?

Under the new accounting guidance, a lease is considered to be a physical asset which the lessee has the right to control use of for a period of time. This includes traditional leases for office space, vehicles or office equipment, but may also include nontraditional leases included in service agreements or other contracts. For example, if an association utilizes a third party for data storage and the contract grants exclusive use of a specific server, this will likely qualify as a lease. It is recommended that associations review all contracts to determine if any leasing arrangements may be included.

### Financing lease vs. operating lease

Financing leases are defined as a lease where any of the following criteria are included in the contract:

- Lessee obtains ownership of the asset at the end of the lease term.





- An option exists for the lessee to purchase the asset and it is reasonably certain the lessee will do so.
- The lease term covers a major part of the asset's useful life.
- The sum of the present value of lease payments is greater than or equal to the asset's fair value.
- The asset is specialized to a point that it has no alternative use to the lessor at the end of the lease term.

Any lease that does not qualify as a financing lease is considered an operating lease.

### How do I record the lease activity?

The initial entry to be recorded on the Statement of Financial Position is calculated as the present value of all lease payments over the lease term. If a discount rate is readily determinable in the lease agreement, that rate should be used to discount the payments to present value. If a rate is not determinable in the lease, associations should utilize the incremental borrowing rate the association would pay if financing the leased asset. Once the balance is recorded on the Statement of Financial Position, subsequent entries depend on the lease type. Lease expense for operating leases is recorded on a straight-line basis over the life of the lease. For

financing leases, interest expense and amortization expense are both recognized by the lessee.

### Other notes

Implementation of the new lease standard is complicated, and it is recommended that associations work with their accounting professionals to discuss the impacts of the standard, discuss materiality and ensure proper treatment. In addition to the Statement of Financial Position impacts noted above, several additional disclosures will be required in the financial statement footnotes.

### Part 2: Tax update

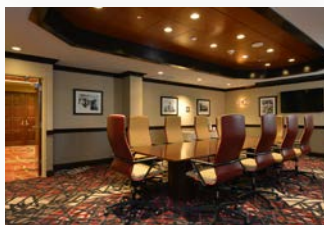
The only significant tax change for associations is that the 990-T (Exempt Organization Business Income Tax Return) is now required to be electronically filed. There are limited exceptions to this requirement. ■



**Drew Barman, CPA**, is a Manager at Wegner CPAs, a WSAE member. You can reach him direct at (212) 551-1724 or via email at [drew.barman@wegnercpas.com](mailto:drew.barman@wegnercpas.com).

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# GDPR – Compliance Shouldn't Be a Headache

by Harriet Jones

The General Data Protection Regulation (GDPR) caused concern in some parts of the world when it was introduced in 2018. Some businesses thought the only way to be compliant with GDPR was to delete all personal data from their systems. However, although you might need to make a few changes regarding how you treat personal data, the principles of GDPR are largely common sense and compliance should not be a huge headache or expense for businesses.

The purpose behind the regulation is to ensure that those holding and using personal data do so in a safe and responsible way, and that data subjects have control over their personal data. So, when thinking about your business' use of EU personal data, keep it simple:

- Make sure you have legitimate grounds for holding and using personal data.
- Keep it secure.
- Understand the rights individuals have in relation to personal data.
- Keep the data up to date.
- When you no longer need it, delete it.

## What is a *legitimate ground* for holding and using personal data?

GDPR is not all about consent. Most of the time you will collect personal data in order to fulfill a contractual obligation. For example, if you are sending goods to someone in Europe, you would need their name and address in order to send it to them. In this scenario, you don't need their consent to have and use their data – you require it in order to fulfill the contract, and after fulfilling the contract, it is perfectly permissible for you to hold that data on file for standard record-keeping purposes. And remember, personal data is like any other asset held by your business: you wouldn't leave business equipment in an unlocked office, so don't leave data unsecure either.

## Does GDPR apply to business data?

Many businesses incorrectly assume that because they only sell to other businesses, and not directly to consumers, they don't hold any personal data. But a person's name is personal data, whether they provide their name to a business in the course of their employment or in their personal life.

## Communication is key

You need to tell data subjects about the legitimate grounds you are relying on when using their personal data. In the above example, in addition to your own use of the personal data to fulfil the contract, if you use a courier to deliver the goods, you will need to pass their name and address to the courier. So make sure you have told them that you will be transferring their data to a courier. A written privacy policy, which you make easy for people to find and read, should set out the detail of what you do with personal data. Having a link to your privacy policy on your website, and drawing the customer's attention to that policy





when ordering with you, is the easiest way to explain what you do with personal data.

### Consent and when is it required?

Consent for holding and using personal data may be necessary if you process special category data such as genetic data or medical data. Many more stringent rules apply if you process special category data or data concerning children. However, the most common reason for a business to rely on consent as the legitimate ground for processing data is where the business wants to send marketing emails. This is because this use of data is unlikely to be the reason that the individual gave their personal data in the first place.

Consent needs to be explicit – it cannot be a pre-checked box or an implied term. And it needs to be as easy for the individual to withdraw consent as it was to give consent. For a lot of businesses, this means the individual needs to actively click in the box to agree to marketing emails, and unsubscribe buttons should be included on all marketing communications.

If a business relies on consent as its legitimate ground for processing personal data, failure to obtain consent can result in a fine and unwanted press coverage. On September 15, 2021, the Information Commissioner's Office in London (ICO) issued a fine approximately equivalent to \$265,746 to UK company We Buy Any Car Limited for sending over 191 million emails and 3.6 million nuisance texts to customers who had not opted in to receiving emails and texts for marketing purposes.

Another recent case involved American Express Services Europe Limited (AMEX) which was issued with a hefty penalty for non-compliance with data protection regulations. AMEX reportedly sent over 4 million marketing emails to customers who had not provided their consent to receive them. The ICO launched an investigation when AMEX customers complained they were receiving marketing emails despite opting out of them. During the investigation, the ICO found that AMEX had sent over 50 million of what they claimed to be service emails to their customers. These were in fact marketing emails, which were designed to encourage customers to make certain purchases using their cards which would benefit AMEX financially. It was described as a deliberate action for financial gain by the ICO, thus not a valid legal basis for using customer data.

### Appointing a representative

Businesses outside the EU may need to appoint a data protection representative in the EU, and potentially another

**GDPR IS NOT ALL ABOUT CONSENT. HOWEVER, THE MOST COMMON REASON FOR A BUSINESS TO RELY ON CONSENT AS THE LEGITIMATE GROUND FOR PROCESSING DATA IS WHERE THE BUSINESS WANTS TO SEND MARKETING EMAILS – THIS IS BECAUSE THIS USE OF DATA IS UNLIKELY TO BE THE REASON THAT THE INDIVIDUAL GAVE THEIR PERSONAL DATA IN THE FIRST PLACE.**

in the UK, following the UK's departure from the EU. This representative can then deal with any issues that arise in the EU in relation to that business' use of personal data. Not all businesses need to have a representative. If the processing is occasional, for example, a representative may not be required.

Failure to appoint a representative when required can leave

a business subject to enforcement proceedings. The Dutch Data Protection Authority (DPA) imposed a fine approximately equivalent to \$592,746 on Locatefamily.com, a Canada-based data controller and international website, for failing to appoint an EU representative. The website offers individuals a platform to search for the contact details of family and friends they may have lost contact with. The website (without user consent) frequently publishes personal data of individuals, namely addresses and phone numbers for thousands to see and have easy access to – including individuals who aren't even registered with the website. Individuals in the EU wanted personal details to be removed from the website, but this wasn't particularly easy because Locatefamily.com did not have a data protection EU representative. This was considered a major breach of GDPR and meant those located within the EU were unable to turn to anyone for information on how to exercise their privacy rights. Several complaints were raised and the DPA, along with nine other European privacy supervisory authorities and the Office of the Privacy Commissioner of Canada, were required to act efficiently to address the company's non-compliance with GDPR rules.

### Take the right advice

Non-compliance with the rules can lead to an investigation, a fine or both – but don't simply delete your data. Instead, review your data policies and take some practical, commercial advice on what you can do to incorporate the GDPR common sense principles into your business. ■



**Harriet Jones** is a partner at IBB Law in England, specializing in commercial matters including data protection. For more information, visit IBB Law on the web at [www.ibblaw.co.uk](http://www.ibblaw.co.uk).

# Get to Know Paul Flemming and Steve Suhm

## These two VPs work collaboratively for the benefit of Association of Equipment Manufacturers (AEM)



Paul Flemming

### How did you end up working in associations?

**Flemming:** I had been searching for a new sales opportunity and was approached about an opportunity at AEM. I knew nothing about tradeshows or associations. I met with a few people at AEM and during those meetings, I could see and hear the passion in each of their voices as they described the tradeshows they worked on and the industries that AEM served. I had not been around people that had that much passion for their work. After a few more meetings, I was offered a position to lead the sales team for tradeshows. Through my career at AEM, I have taken on different positions within the sales team



Steve Suhm

and then shifted over to membership. AEM has continued to offer new opportunities to allow me to grow and learn more about the ins and outs of associations and tradeshows.

**Suhm:** I had spent the first six years of my career working in marketing for a manufacturer. After a brief stop with a training company, I landed a marketing gig with AEM. Of most interest to me initially was AEM's commitment to investing in marketing and their desire to help lead students into a rewarding career in manufacturing or construction. Both continue to this day!

### Talk a little bit about your/your team's role, specifically, at AEM.

**Flemming:** In 2020, we worked to merge our sales and membership departments into the Member & Exhibitor Success Team. Within that team, we also created a Customer Success Team that provides top-notch customer service to our members, exhibitors and attendees. Within the Member & Exhibitor Success Team, we created smaller territories for our Account Advisors so that members and exhibitors now have one point of contact to work with. This allows those advisors to build stronger relationships, and to look for opportunities to present

to those companies, helping them become more engaged within AEM or look at different marketing opportunities within our tradeshows. The goal of our team is to increase engagement within our membership, grow our membership and continue to sell exhibit space and sponsorships for our tradeshows.

**Suhm:** My team (Association and Services Marketing, or ASM) is responsible for the development and execution of strategic and tactical marketing plans to increase sales revenue and member engagement along with membership recruitment, retention and onboarding. Our plans include best-in-class tactics in email, direct mail, telemarketing, digital remarketing/advertising, peer referral/word-of-mouth, search engine optimization, search engine marketing and event presence as we market more than four trade shows to 3,000+ exhibitors and prospects, as well as seven AEM core services, 12 AEM events and AEM's event presence targeted to 1,000+ member companies and prospective members.

### What are some ways that you and your team collaborate with the other's to raise membership benefits awareness, increase engagement and streamline onboarding, in an innovative manner? Please elaborate.

**Flemming:** My team and Steve's team have worked to heighten awareness around our member benefits. Many of our members have mentioned they were not aware of different services that are available to them. The Member & Exhibitor Success team continues to build relationships with our members to help them understand more about AEM offerings as well as to help our advisors learn more about them and the industries they are in.

Through an awareness calendar, the team focuses on a service area to reach out to our members to make sure they are aware of those services in a given month. There are emails and phone calls made to those members that are not engaged in those services.

**Suhm:** I agree 100% with Paul. And to add a bit, ASM is kind of the behind-the-scenes team that provides the materials, tools and support to Paul's team to maximize their effectiveness. Also, we promote directly to the industry to generate leads and help warm up organizations prior to Paul's team directly engaging with them.



**Is there anything else you would like to mention with regards to the relationship between these two departments and how they work together?**

**Suhm:** Paul and I have worked together in a variety of roles at AEM for nearly 15 years now, and that has allowed us to audible quickly when the game changes. This close connection helped us, and continues to help us, navigate our teams through COVID.

**What do you enjoy most about your job and the work you do?**

**Flemming:** I enjoy the industries we help serve. Construction and agriculture are two industries that are ever-changing, and are also vital to everyone. Each day there are new innovations to help those industries grow. I enjoy that each day brings a new challenge.

**Suhm:** Working with Paul of course! Well, that and all AEM staff. AEM has built a tremendous culture of positivity and can-do attitudes that makes it a fun, challenging and rewarding place to work.

THROUGH AN AWARENESS CALENDAR, THE TEAM FOCUSES ON A SERVICE AREA TO REACH OUT TO OUR MEMBERS TO MAKE SURE THEY ARE AWARE OF THOSE SERVICES IN A GIVEN MONTH. THERE ARE EMAILS AND PHONE CALLS MADE TO THOSE MEMBERS THAT ARE NOT ENGAGED IN THOSE SERVICES.

**What advice would you give to a young professional just starting out today?**

**Flemming:** Find something that you are passionate about. Something that you can help make a difference in. I was able to change career paths a few times, but able to do them all within AEM. Associations offer a unique opportunity to really help each industry

they serve, finding your passion will allow you to continue to grow within your career.

**Suhm:** Find a company like AEM! A company with a track record of caring for their employees means you'll have an opportunity to advance, change career paths and wear many hats resulting in a long-term career with the organization. Or a marketable wide-ranging, in-demand skill set. ■

*Paul Flemming is Vice President, Membership & Sales and Steve Suhm is Senior Director, Association & Services Marketing at Association of Equipment Manufacturers (AEM). Both are WSAE members, and both serve on the Membership Committee.*

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# Unifying Your Staff in Polarized Times

## Political divides are starker than ever

by Mark Athitakis

It's election season in an odd-numbered year, which means election season is a little less stressful for most people. My ballot this year involves no elected seats, just relatively pro forma and uncontested bond measures. No campaign signs crowd busy intersections near my home, which means there are no campaign signs around to be defaced.

This won't last, though—midterm elections are coming next year. And the tensions around that should be a concern for anybody leading an association, even if your association doesn't do advocacy. Americans are very contentious these days around hot-button topics like race, religion and politics, more so than most other nations. A Pew Research study released recently found that Americans are more conflicted around social issues than other developed nations. Ninety percent said that there are strong or very strong conflict between people supporting different political parties; nearly 60 percent say people disagree on basic facts underlying social issues.

THE WORKPLACE IS ONE OF THE FEW REMAINING SOCIAL SPACES FOR REPEATED GROUP INTERACTION AND COOPERATION.

... EACH DAY, WE ENGAGE WITH COLLEAGUES WHO DON'T NECESSARILY SHARE OUR SOCIAL AND POLITICAL VIEWS IN ORDER TO COMPLETE A COMMON MISSION.

As a group of consultants and nonprofit leaders wrote in Harvard Business Review (HBR), this split matters at the office because “the workplace is one of the few remaining social spaces for repeated group interaction and cooperation. ... Each day, we engage with colleagues who don't necessarily

share our social and political views in order to complete a common mission.” That's good news. But preserving that dynamic requires attention.

This can be tricky. Social-justice protests last year prompted a lot of organizations to think about how to handle conversations in-house, thinking about how to develop transparency around race without making the workplace further divided. Associations aren't always obligated to take a stand on issues, but, as a 2020 Associations Now feature article pointed out, they ought to develop processes for identifying what matters to members and staff, and how and when to speak out.

Some of the lessons of 2020 still apply, according to the authors of *How Business Leaders Can Reduce Polarization*. Leaders need to demonstrate an openness to talking about social issues in the first place. There's evidence that employees move on if they feel unheard, a factor that's become more meaningful during the Great Resignation. It can also create an environment where employees can speak up on hot topics while providing guidance on how employees can keep conversations respectful.

An online forum, though, however well-moderated, won't settle a contentious environment alone. This is a classic case where the tone from the top matters. The HBR article authors suggest leaders should build volunteer groups around common interests outside of politics as a “powerful lever to create meaningful interactions.” But leaders can also demonstrate their interest in creating





a cooperative and open environment by speaking out not just to employees, but to the organization's entire ecosystem, communicating the ideas and conduct it supports and engaging in "richer interactions with a company's immediate stakeholders." For an association leader, that means leading by example for its individual members or companies. It's an opportunity to show how collaboration is done.

Of course, the 2022 election cycle will still be a noisy one, full of disputed facts, strong words and clumsy memes. But if it's true that work is where people of different persuasions are most likely to have to get along, there's a great opportunity for association leaders to have an impact on that noise. And now is as good a time to start as any. ■

*This article originally appeared on AssociationsNow.com. Reprinted with permission. Copyright ASAE: The Center for Association Leadership (October 2021) Washington, DC.*



**Mark Athitakis**, a contributing editor for Associations Now, has written on nonprofits, the arts, and leadership for a variety of publications.

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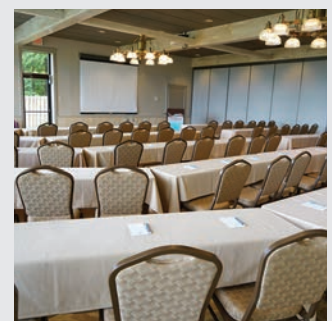
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# Congratulations to the WSAE 2021 Award Recipients

## YOUNG PROFESSIONAL AWARD

### Ashtin Neuschaefter, CAE Executive Director, Inc



We honor a young professional this year who's making a difference with her contributions to WSAE and the association community, Ashtin Neuschaefter of Executive Director Inc.

Ashtin joined Executive Director, Inc. (EDI) in 2013 when she joined the staff of the Scoliosis Research Society. Early on, it was clear that Ashtin's dedication to the client's mission and attention to detail would be incredible assets to the organization she serves and put her on the path to becoming a Client Executive.

Ashtin is goal-oriented and having set her sights on the CAE credential, exhibited an impressive dedication to professional development that would lead her not only to successfully achieve her goal, but put her in a position to continue to develop her skills and knowledge base. Her nominator, Megan Hille, said she was truly inspired by the enthusiasm with which Ashtin approached pursuit of her CAE and found herself energized discussing what they'd learned at the ASAE Annual Meeting and other educational events.

Ashtin is a wholehearted advocate for the association management industry. While pursuing her own career goals, she has also actively promoted career opportunities at EDI to individuals in her circle whom she knows to possess the skills and talents best suited to serve EDI's clients. Her ability and willingness to thoughtfully connect people has shone a light on the association management industry to those who may not have otherwise been aware of or considered it as a career path.

Ashtin is an active member of WSAE, a contributor on both the Education and Membership Committees and a recent addition to the Board of Directors.

## VISIONARY AWARD

### Mike Theo, CAE Wisconsin REALTORS® Association

Our Visionary Award nominee demonstrates outstanding commitment to their association, profession or the association community's innovation and leadership as evidenced by one or more of the Core Competencies of WSAE.

Mike Theo proves his commitment to his association and the association profession in a variety of ways. He has served the Wisconsin REALTORS® Association since he joined the staff in 1985 and was named the President and CEO in 2011. He was the chair of the 2017 Association Executives Committee of the National Association of REALTORS®.



Mike's commitment to WSAE is clear as he is a long-time member, has served on numerous committees and on the Board of Directors, including as WSAE Chair in 2018. Mike holds the CAE designation and is a friendly and familiar face at our educational events because of his belief in the value of professional development and continuous learning. Mike is a forward-thinking and big-picture person who others often seek advice from. And he is committed to helping others in the association

management profession by lending his time and expertise whenever he's asked.

Mike recently served as the President of the Board of the Madison Club during the challenge of COVID. His strong leadership and vision during this time led the board to ask him to stay on for another term – further proof of the respect he has earned in our industry.



ASSOCIATION LEADERSHIP AWARD

## Bill Elliott, CAE

### Wisconsin Hotel and Lodging Association

Our Association Leadership Award is given to an individual or organization that demonstrates leadership through one or more of the Values of WSAE – inclusion, integrity, shaping the future and a positive attitude and passion for association management.

Our Association Leadership Award recipient, Bill Elliott, has been working with associations for almost 15 years. Bill's first association job was with the Wisconsin Innkeepers Association (now the Wisconsin Hotel and Lodging Association). Since that first position, he has led several association clients and acted as the vice president of operations at Association Acumen. And in mid-2020 during the pandemic, he returned to the Wisconsin Hotel and Lodging Association to serve as president and CEO, working with an industry we all know was heavily impacted by COVID.



Bill is an active member of WSAE who is currently serving on the Education Committee. And he has been a participant in numerous WSAE events and activities over the years. He has conducted surveys with our association CEOs to report on Wisconsin meetings activity as we made our way through the pandemic, and he co-presented a session on navigating the new world of live events at the 2020 Executive Exchange.

Among the accolades he has received are the President's Award from the Automotive Fleet and Leasing Association, an association he served for almost eight years while working at Association Acumen, as well as the West Milwaukee Young Professional of the Year and the Evolving Eagle, a peer-selected award that acknowledges professional growth and significant contributions to the associations that Association Acumen serves.

HALL OF FAME AWARD

## Eric Lanke, CAE

### National Fluid Power Association

The Hall of Fame Award nominee demonstrates involvement and commitment to the association management field on a continuous basis, and Eric Lanke has certainly done this with thirty years of experience managing not-for-profit trade and professional organizations.

Eric's WSAE participation and achievements are numerous and include being named the 2010 Member of the Year, the 2013 Association Leadership Award recipient, serving as the WSAE Chair of the Board in 2014, as well as being instrumental in creating WSAE's Innovation Summit. He is always available when called upon.

Eric has been National Fluid Power Association (NFPA)'s President & CEO for 15 years. He works tirelessly with the NFPA Board of Directors and staff to develop and implement a forward-thinking strategic plan that unites all stakeholders in the fluid power industry. Prior to NFPA, Eric worked with EDI as the Deputy Executive Director for American Academy of Allergy, Asthma, and Immunology (AAAAI). He holds a bachelor's degree in English and is a Certified Association Executive.

Eric is also a recent recipient of an award for fluid power industry leadership from the Milwaukee School of Engineering Fluid Power Institute. ■



**Terri Bain, CMP**, Lake Lawn Resort  
**Bill Bull**, White Lodging Services  
**Connor Contornoo**, Junior Volleyball Association  
**Mikayla Dhein, CPCE, CWP**, Bucks  
**Dani Ferraro**, Four Points by Sheraton Milwaukee North Shore  
**Alex Gomez**, Four Points by Sheraton Milwaukee North Shore  
**Janet Gray**, Total Awards and Promotions  
**Mandy Gruchow**, Junior Volleyball Association  
**Jennifer Hahn**, Junior Volleyball Association  
**Rick Hud**, Monterey County Convention & Visitors Bureau  
**Cheryl James**, Hilton  
**Jon Jennings**, Four Points by Sheraton Milwaukee North Shore  
**Mark Kessenich**, Associated General Contractors of Greater Milwaukee  
**Bree Kolocheski**, Wisconsin Association for Perinatal Care  
**Jackie Kuzminski**, Drury Hotels Company, LLC  
**Victor Ravago**, Four Points by Sheraton Milwaukee North Shore  
**Erin Russell**, Non-Ferrous Founders' Society  
**Briana Schunzel**, Junior Volleyball Association  
**Amanda Soelle**, AJS Consulting LLC  
**Claudia Surtees**, Embassy Suites by Hilton Milwaukee Brookfield  
**Lisa Wielebnicki**, Junior Volleyball Association  
**Eileen Zeiger**, Wisconsin Association for Perinatal Care

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**Morgan Derby**, Executive Director, Inc  
**Tom Derenne**, Executive Director, Inc  
**Jerry Deschane, IOM, CAE**, League of Wisconsin Municipalities  
**Sarah Diedrick-Kasdorf**, Wisconsin Counties Association  
**Laurie Dies**, The WIDGET Source, Inc  
**Mike DiFrisco, CAE**, American Academy of Cosmetic Dentistry  
**Kim DiMaggio**, NARI of Madison, Inc  
**Allie Dingee**, Associated General Contractors of Wisconsin  
**Megan Dix**, Credit Union Executives Society  
**Chris Dix**, Snow and Ice Management Association, Inc  
**Justin Dodge, MA, CAE**, Executive Director, Inc  
**Michael Doers**, Town Bank  
**Sofia Dorsano, CAE**, Executive Director, Inc  
**Carrie Douglas**, Wisconsin Restaurant Association  
**Dana Doyle**, Executive Director, Inc  
**Tracy Drinkwater**, AIA Wisconsin  
**Terry Driscoll**, AMPED Association Management  
**Douglas Dvorak**, Visit Fort Worth CVB  
**Sara Dyer**, Credit Union Executives Society



**Christopher Dyer**, MDS Association Management  
**Heather Dyer, CAE**, MDS Association Management  
**Hillary Eggebrecht**, NEWH, Inc  
**Michelle Eggert, CMP**, ConferenceDirect  
**Bill Elliott, CAE**, Wisconsin Hotel & Lodging Association  
**Natalie Ennis**, Kalahari Resorts & Conventions  
**William Esbeck**, Wisconsin State Telecommunications Association  
**Dawn Faris, CEM**, Wisconsin Restaurant Association  
**Julie Farmer**, Wisconsin Automobile & Truck Dealers Association  
**Diane Federwitz**, NEWH, Inc  
**Suzanne Fedie**, Association Acumen, LLC  
**Connie Fedor**, Wisconsin Restaurant Association  
**Melissa Fellows, CTP**, First Business Bank  
**Jody Felski**, Executive Director, Inc  
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**Michael Fiez**, AMPED Association Management  
**Kate Filipiak, CAE**, Executive Director, Inc  
**Sarah Fisher**, CliftonLarsonAllen  
**Jodi Fisher, CAE**, Impact Association Management  
**Lisa Fitch, CAE**, American Academy of Cosmetic Dentistry  
**Paul Flemming**, Association of Equipment Manufacturers  
**Nathan Florek**, AMPED Association Management  
**Steven Folstein, MFA, MEd**, Executive Director, Inc  
**Joseph Forward**, State Bar of Wisconsin  
**Jackie Fowler**, AMPED Association Management  
**Jenny Frey**, AMPED Association Management  
**Julie Frinzi**, Association Acumen, LLC  
**Barb Gamez**, American Society of Gene & Cell Therapy (ASGCT)  
**Judy Gaus**, Association of Equipment Manufacturers  
**Kyle Geissler**, Wisconsin Broadcasters Association  
**Laura Gibbs**, Credit Union Executives Society  
**JJ Giese**, Thyssen  
**Sandy Giese**, Wisconsin Bankers Association  
**Sabine Gifford, CAE**, Executive Director, Inc  
**Deana Gillespie**, National Funeral Directors Association  
**Katelyn Gladem**, Madison Area Builders Association  
**Monica Goeke**, Wisconsin Hotel & Lodging Association  
**Tom Graybill**, Tri-Marq Communications, Inc  
**Eliz Greene**, National Speakers Association of Wisconsin  
**Joey Greene**, Kalahari Resorts and Conventions  
**Maggie Gruennert**, Badger Bay Management Company  
**Kelly Gwiazda**, Concourse Hotel and Governor's Club  
**Sallie Ha**, Wisconsin Grocers Association  
**Jordan Haag**, AMPED Association Management  
**Ruth Hackney**, REALTORS® Association of South Central Wisconsin  
**Tina Hafeman**, Wisconsin Association  
of School Business Officials  
**Michelle Haider, CMP**, Association Acumen, LLC  
**KC Hallgren**, Snow and Ice Management Association, Inc  
**Erica Halmstad**, Executive Director, Inc  
**Brandon Hamilton**, Executive Director, Inc  
**Madeleine Hanan, MSM**, Executive Director, Inc  
**Ann Hanneman**, von Briesen & Roper, s.c.  
**Carmella Hansen**, National Funeral Directors Association  
**Alex Harjung, CMP, CTIS**, AMPED Association Management  
**Denise Harris**, Association Executives Group  
**Kristin Hauser**, Wisconsin Association of School Business Officials

**Matthew Hauser, CAE, IOM**, Wisconsin Petroleum Marketers  
and Convenience Store Association  
**Kate Hausner**, Executive Director, Inc  
**Andrew Heidtke, ACEC WI**  
**Tim Heinrich**, Municipal Electric Utilities of Wisconsin, Inc.  
**Sheila Heitzig, JD, MNM, CAE**, Executive Director, Inc  
**David Helgeson, CMP**, Best Western Premier Waterfront Hotel  
& Convention Center  
**Sarah Helgren**, Executive Director, Inc  
**Miranda Helt**, Wisconsin Bankers Association  
**Rachelle Henry**, Executive Director, Inc  
**Toni Herkert**, League of Wisconsin Municipalities  
**Rebekkah Herrera**, Plumbing Mechanical Sheet Metal  
Contractors' Alliance  
**Lauren Hess**, Town Bank  
**Ann Marie Hess, CMP**, Visit Brookfield  
**Megan Hille, CAE, CMP**, Executive Director, Inc  
**Kristine Hillmer, MBA, CAE**, Wisconsin Restaurant Association  
**Tammy Hofstede**, Wisconsin Institute of Certified Public Accountants  
**Tony Hofstede**, Wisconsin Institute of Certified Public Accountants  
**Suzanna Hogendorn**, AMPED Association Management  
**Grant Holley**, American Society of Gene & Cell Therapy (ASGCT)  
**Lori Holly**, Executive Director, Inc  
**Paula Houlihan**, National Speakers Association of Wisconsin  
**Meghan Hruska**, Wisconsin Automobile & Truck Dealers Association  
**Denise Humphrey**, Discover Green Bay  
**Susan Huntington**, NEWH, Inc  
**Barbara Hurula**, Federation of Environmental Technologists, Inc  
**Denise Husenica, MBA, CAE**, National Fluid Power Association  
**Peter Intile**, Executive Director, Inc  
**Stephanie Jensen**, Executive Director, Inc  
**Carrie Jensen, CMP**, League of Wisconsin Municipalities  
**Eric Johnson**, World Allergy Organization Executive Director, Inc  
**Lori Johnson**, Janesville Area CVB  
**Leslie Johnson**, VISIT Milwaukee  
**Kerri Joseph**, Snow and Ice Management Association, Inc  
**Melissa Kabadian, MA, CMP**, Conference Direct  
**Barb Kachelski, CAE**, American Academy of Cosmetic Dentistry  
**Lori Kalscheuer**, Wisconsin Bankers Association  
**Brett Kell**, Executive Director, Inc  
**Judy Keller**, Wisconsin Cheese Makers Association  
**Lisa Kennedy, FAIA**, AIA Wisconsin  
**Tracy Kern**, League of Wisconsin Municipalities  
**Angela Kilbert**, Executive Director, Inc  
**Jennifer Kilpatrick, CAE**, Association Resource Center  
**Brent Kindred**, Wisconsin Automobile & Truck Dealers Association  
**Patricia King**, National Funeral Directors Association  
**Cora Kinney**, AMPED Association Management  
**Courtney Kissinger**, Executive Director, Inc  
**Chris Klein**, ACEC WI  
**Kristi Klemens**, National Funeral Directors Association  
**Melanie Klongland**, Glacier Canyon Lodge at The Wilderness  
**Kim Klotz, FLMI, ACS**, National Funeral Directors Association  
**Dale Knapp**, Wisconsin Counties Association  
**Emily Knippel**, Executive Director, Inc  
**Sandra Koehler, CAE**, Association Acumen, LLC  
**Lisa Koenecke**, National Speakers Association of Wisconsin  
**Angela Koran**, The Osthoff Resort

**Brittany Korth**, VISIT Milwaukee  
**Terry Kotsakis**, First Business Bank  
**Jennifer Kowalski**, Executive Director, Inc  
**Jonathan Kowalski**, Plumbing Mechanical Sheet Metal Contractors' Alliance  
**Karie Krantz**, AMPED Association Management  
**Lisa Kratz**, Madison Area Builders Association  
**Cassandra Krause**, Wisconsin Bankers Association  
**Anne Krolikowski, CAE**, Executive Director, Inc  
**William Lancaster**, AMPED Association Management  
**Kelly Lang**, Association of Equipment Manufacturers  
**Eric Lanke, CAE**, National Fluid Power Association  
**Stephanie Larson, CPA**, Wisconsin REALTORS® Association  
**Thomas Larson, CAE**, Wisconsin REALTORS® Association  
**Susan Lathrop**, Executive Director, Inc  
**Matt Lavold**, Wisconsin Automobile & Truck Dealers Association  
**Chad Lawler**, Madison Area Builders Association  
**Patrick Laws**, Wisconsin Association of Mutual Insurance Companies  
**Claire Leischer**, Executive Director, Inc  
**Cynthia Lemek, CAE**, Executive Director, Inc  
**Denise Lemke**, Executive Director, Inc  
**Becca Liebers**, Badger Bay Management Company  
**Hannah Lipton**, Executive Director, Inc  
**Shelia Lohmiller**, NEWH, Inc  
**Marissa Lopez, CAE**, Executive Director, Inc  
**Amanda Luebben**, Executive Director, Inc  
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**Jim Lynch**, Association of Wisconsin School Administrators  
**Cheryl Lytle**, Wisconsin Grocers Association  
**Heather MacKinnon**, Wisconsin Bankers Association  
**Lexie Mallary**, Wisconsin Hotel & Lodging Association  
**Megan Markanich**, Wisconsin Automobile & Truck Dealers Association  
**Gail Marquardt**, National Funeral Directors Association  
**Brittany Marsala Olson**, AMPED Association Management  
**Larry Martin**, State Bar of Wisconsin  
**Sara Mattson**, Executive Director, Inc  
**Kristina Mattson-Grimm, CAE**  
**Rachel McCormick**, Executive Director, Inc  
**Christina McCoy, CAE**, AMPED Association Management  
**Deirdre McDowell**, Executive Director, Inc  
**Kristin McGuire**, AMPED Association Management  
**Kristen McGuire, CMP**, Executive Director, Inc  
**Meg McKenna**, VISIT Milwaukee  
**Matt McLean**, Marshfield Convention & Visitors Bureau  
**Marin Medema, CMP**, The Osthoff Resort  
**Jim Melberg**, Executive Director, Inc  
**Peggy Meskan**, Madison Area Builders Association  
**Jamie Michael**, Badger Bay Management Company  
**Kristi Mikalsen**, Wisconsin REALTORS® Association  
**Leah Miller**, Executive Director, Inc  
**Susan Miller, CAE**, Wisconsin Automobile & Truck Dealers Association  
**Brian Mondragon Jones, CAE**, Executive Director, Inc  
**Michelle Morrison, CAE**, American Society of Laser Medicine & Surgery  
**Ann Marie Moss**, Executive Director, Inc  
**Amy Motyka, CMP**, AMPED Association Management  
**Olivia Mueiting**, AMPED Association Management

**Clare Mulcahy**, Lake Geneva Cruise Line  
**Dana Murn, CAE**, American Academy of Cosmetic Dentistry  
**Sunita Murthy**, Credit Union Executives Society  
**Caley Mutrie, CAE, IOM**, Association Acumen, LLC  
**Morgan Narowetz**, AMPED Association Management  
**Daniel Nemece, MBA, CAE**, Executive Director, Inc  
**Ashtin Neuschaefer, CAE**, Executive Director, Inc  
**Allie Oakley**, Executive Director, Inc  
**Mark O'Connell**, Wisconsin Counties Association  
**Marie Odden**, Association Resource Center  
**Kathy Olejnik**, Executive Director, Inc  
**Kristin Olson**, Cooperative Network  
**Mary Orella**, AIA Wisconsin  
**Eric Ostermann**, Badger Bay Management Company  
**Rose Oswald Poels**, Wisconsin Bankers Association  
**Shelby Ott**, Executive Director, Inc  
**Laura Otten**, The Osthoff Resort  
**Laura Otto**, American Society of Gene & Cell Therapy (ASGCT)  
**Mark Paget**, Wisconsin Dental Association  
**Maddie Parise**, National Fluid Power Association  
**Francis Parker**, MDS Association Management  
**Lynda Patterson, FASAE, CAE**, AMPED Association Management  
**Colleen Pedersen**, Executive Director, Inc  
**Christine Pepper, MBA, CAE**, National Funeral Directors Association  
**Emily Petersen**, AMPED Association Management  
**Diana Peterson**, AMPED Association Management  
**Laura Pizur**, Executive Director, Inc  
**Corinn Ploessl**, AMPED Association Management  
**Kyra Popp**, Kalahari Resorts & Conventions  
**Robin Powers**, League of Wisconsin Municipalities  
**Kathryn Pratscher, FAMIC**, National Funeral Directors Association  
**Kim Preston**, First Business Bank  
**Ellen Price**, Executive Director, Inc  
**Megan Purtell**, Purtell Marketing and Planning  
**Susan Quam, CAE, IOM**, Wisconsin Restaurant Association  
**Kathy Raab, CAE, CNAP**, Metropolitan Builders Association  
**Marcie Rainbolt**, Wisconsin Counties Association  
**Mary Randall**, Executive Director, Inc  
**Laurie Rappa, HOPA**, Executive Director, Inc  
**John Rasche**, Wisconsin Institute of Certified Public Accountants  
**Kirsten Reader**, Impact Association Management  
**Hannah Rice**, Executive Director, Inc  
**Jessica Rieflin**, Wisconsin Dells Visitor & Convention Bureau  
**Mary Riordan**, Executive Director, Inc  
**Amy Rivera**, Fox Cities Convention & Visitors Bureau  
**Jeff Roach**, Associated General Contractors of Wisconsin  
**Celeste Rom**, Executive Director, Inc  
**Casey Romano**, meetingpages.com  
**Jody Roos**, Wisconsin Bankers Association  
**Erin Roosa**, AMPED Association Management  
**Brenna Root**, Badger Bay Management Company  
**Kate Rudolph**, Executive Director, Inc  
**Paul Rushizky**, Executive Director, Inc  
**Jennifer Rzepka, CAE**, Association Resource Center  
**Amanda Safa, CMP**, AMPED Association Management  
**Nura Said**, Executive Director, Inc  
**Laura Sauser**, Wisconsin Library Association



**David Schade**, First Business Bank  
**Kim Schardin, MBA, CAE**, Executive Director, Inc  
**Leigha Schatzman**, Association of High Technology Distribution (AHTD)  
**Elizabeth Schlicht, CAE**, Association Acumen, LLC  
**Amanda Schmidt**, Discover Green Bay  
**Andrew Schmidt**, Executive Director, Inc  
**Laurie Schmidt**, National Funeral Directors Association  
**Karen Schneider**, Badger Bay Management Company  
**Brandon Scholz**, Wisconsin Grocers Association  
**Annette Schott**, Executive Director, Inc  
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**Miles Schuller**, Executive Director, Inc  
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**Katrina Schwarz**, National Fluid Power Association  
**Brian Seebacher**, Association of Equipment Manufacturers  
**Jena Seibel**, NEWH, Inc  
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**Jody Simon**, Wisconsin Association of Mutual Insurance Companies  
**Nicole Slein**, Kalahari Resorts & Conventions  
**Jacob Slonim**, AMPED Association Management  
**Betsy Smith, CPA, MST**, Association Acumen, LLC  
**Daniel Smith**, Cooperative Network  
**Janine Smith**, REALTORS® Association of South Central Wisconsin  
**Todd Snell**, Association of Equipment Manufacturers  
**Patrick Snyder, IOM**, BizStarts  
**Alec Snyder**, Wisconsin Automobile & Truck Dealers Association  
**Christopher Snyder**, Wisconsin Automobile & Truck Dealers Association  
**Jennie Socha, CAE**, Executive Director, Inc  
**Angie Squiers**, Executive Director, Inc  
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**Gina Staskal, CNAP**, AMPED Association Management  
**Jacqueline Staszak**, Credit Union Executives Society  
**Brenda Steinbach**, Professional Insurance Agents of Wisconsin, Inc  
**Daniel Steininger**, Steininger & Associates, LLC  
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**Christopher Stevenson, CAE**, Credit Union Executives Society  
**Amanda Stimart**, AMPED Association Management  
**Alisa Streets**, Executive Director, Inc  
**Kim Striebel**, AMPED Association Management  
**Sara Stromski**, Association of Equipment Manufacturers  
**Steve Suhm**, Association of Equipment Manufacturers  
**Jill Sukow**, Wisconsin Automobile & Truck Dealers Association  
**Gail Sumi**, League of Wisconsin Municipalities  
**Lauri Sweetman**, Executive Director, Inc  
**Amy Swenson**, Executive Director, Inc  
**Michael Theo, CAE**, Wisconsin REALTORS® Association  
**Michelle Thompson**, Wisconsin Counties Association  
**Susan Thomson**, ActionCOACH Business  
 & Executive Coaching of Wisconsin  
**Martin Tirado, CAE**, Snow and Ice Management Association, Inc  
**Brad Toll**, Discover Green Bay  
**Michele Tourne**, Executive Director, Inc  
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**Jessica Trippler**, Badger Bay Management Company  
**Tammy Tritz**, Waukesha Pewaukee Convention and Visitor Bureau  
**Sara Truesdale Mooney, CAE**, Association of Equipment Manufacturers  
**Sarah Tulley**, Executive Director, Inc  
**Megan Uhlenhake**, Executive Director, Inc  
**Beth Ulatowski**, Discover Green Bay  
**Michael Ulmer, CAE**, Eagle Creek Partners  
**Catherine Usher**, Specialty Tools and Fasteners Distributors Association  
**Renee Vandlik**, Executive Director, Inc  
**Adam VanOuwkerk**, Wisconsin Hotel & Lodging Association  
**Kelly Veit, IOM**, ACEC WI  
**Tony Veroeven, CAE**, AMPED Association Management  
**Michelle Vetterkind, CAE**, Wisconsin Broadcasters Association  
**Alexandra Videmsky**, Executive Director, Inc  
**Emily Viles-Monari, CAE**, AMPED Association Management  
**James Villa, CAE**, NAIOP Wisconsin  
**Heather Vitale**, Executive Director, Inc  
**Dan Vlach**, Wisconsin Institute of Certified Public Accountants  
**Tamara Wagester**, Executive Director, Inc  
**Melinda Waite**, Association Acumen, LLC  
**Samantha Walker, CAE**, Executive Director, Inc  
**Eileen (Lisa) Weber**, American Academy of Cosmetic Dentistry  
**Jeanne Weiss**, AMPED Association Management  
**Peter Welch**, The Welch Group  
**Diane Welhouse, CKBR**, NARI Milwaukee, Inc  
**Alex Wendland**, American Society of Gene & Cell Therapy (ASGCT)  
**Drew Whalen**, Executive Director, Inc  
**Kay Whalen, MBA, CAE**, Executive Director, Inc  
**Jennifer Wickman**, Cooperative Network  
**Katie Wilcox**, State Bar of Wisconsin  
**Taylor Williams**, Milford Hills  
**Peggy Williams-Smith**, VISIT Milwaukee  
**Allison Winkler**, Executive Director, Inc  
**Tara Withington, CAE**, Executive Director, Inc  
**Rachel Witte**, Association Acumen, LLC  
**Curt Witynski**, League of Wisconsin Municipalities  
**Roger Wolkoff**, National Speakers Association of Wisconsin  
**Julie Wood, MS**, National Speakers Association of Wisconsin  
**Natalie Worchester**, Executive Director, Inc  
**Elizabeth Yanke**, League of Wisconsin Municipalities  
**Missy Zagroba, CAE**, Executive Director, Inc  
**Marina Ziolkowski**, Executive Director, Inc  
**Joe Zwier**, National Fluid Power Association

## Stremmel named new executive director of Bowling Centers Association of Wisconsin



The **Bowling Centers Association of Wisconsin (BCAW)** is excited to announce the hire of **Neil Stremmel** as their next executive director. Stremmel will be replacing long-time association executive Yvonne Bennett, CAE, who earlier this summer announced her resignation. Stremmel is a long-time bowling executive who will be returning to Wisconsin after

relocating with the United States Bowling Congress (USBC) when they left the Milwaukee suburb of Greendale to form the International Bowling Campus in Arlington, TX with industry partner BPAA (Bowling Proprietors' Association of America). Bennett will continue to be employed by BCAW, serving the sport of bowling as she eases towards her announced retirement date of May 2024.

## Vetterkind named to Competitive Wisconsin Board of Directors



**Wisconsin Broadcasters Association (WBA)** President and CEO Michelle Vetterkind has been named to the **Competitive Wisconsin, Inc. (CWI)** Board of Directors.

Competitive Wisconsin is a non-partisan coalition that engages business, education, agriculture and labor in strategic collaborations dedicated to strengthening

and growing the Wisconsin economy.

CWI was founded in 1981 and for more than 30 years has engaged in powerful strategic analysis of Wisconsin's economic challenges and opportunities. It's dedicated to identifying and advocating for policies and activities that will support the retention and creation of family-supporting jobs, sustain prosperity and protect and enhance Wisconsin's quality of life.

## Brag a little bit!

Send your news to Kristin at [kmcguine@wsae.org](mailto:kmcguine@wsae.org), and we will include it in future issues of *VantagePoint*. Note that this is included as a benefit of your WSAE membership, and is available to you at no additional cost.



## Growth and changes at AMPED Association Management

**AMPED Association Management (AMPED)**, an accredited full-service association management company with offices in Madison, Wisconsin and Metro Washington, DC, has been selected to manage the **Neuro-Developmental Treatment Association (NDTA)**. **Christina McCoy, CAE**, will serve as Executive Director of NDTA.

AMPED has also been selected by **American Wire Producers Association (AWPA)** to manage their operations. **Emily Bardach, CAE**, who served as AWPA's Director of Meetings and Membership from 1998-2011, will serve as AWPA Executive Director. "I am thrilled to once again be working with the AWPA after so many years," says Bardach. "I am excited to reengage in a new role as the Executive Director. There are still so many familiar faces!"

**Bardach** has also taken on a new role as Executive Director of the **National Air Filtration Association (NAFA)**. "I'm excited to take on this new opportunity," said Bardach. "NAFA has seen an increase in interest in air filtration since the beginning of the pandemic and we'll continue to capitalize on that interest especially in the area of membership and certification."

AMPED is pleased to announce that **Kris Ackley** has taken on new roles as Executive Director of both the **Fantasy Sports and Gaming Association (FSGA)** and **Women in Trucking Foundation (WITF)**. "There are immense growth opportunities for both of these organizations," she continues. "I look forward to working with their Boards to accomplish the goals set forth in their strategic plans and lead the staff teams to achieve them."

**Jen Brydges, CAE**, has taken on a new role as Executive Director of **Women in Government Relations (WGR)**. "Having spent six years working in the Wisconsin State Senate, I know how important government relations are, and how important it is to provide women an opportunity to network, share their unique experiences and further their personal and professional development," said Brydges.

**Emily Viles-Monari, CAE**, is taking on a new role as AMPED's Senior Education Manager. In this position, Viles-Monari will work with AMPED employees and the Executive Team to develop internal education and training resources while assisting AMPED clients in areas of program strategy, development and management.



## Impact Association Management selected to manage new clients

**TravCon**, the largest annual conference in the travel healthcare industry, has named **Impact Association Management (Impact)** as its dedicated association management company. This new partnership aims to serve the needs of travel healthcare professionals through community, knowledge and inspiration. TravCon brings over 1,500 healthcare travelers together in Las Vegas, Nevada to learn, earn continuing education credits, be celebrated and connect. Since its founding in 2008, TravCon has become the epicenter of the healthcare travel industry.

Impact has also announced a new partnership with the **Wisconsin State Telecommunications Association (WSTA)**. This partnership will assist WSTA in its mission to enhance Wisconsin's quality of life and economic opportunities through improved infrastructure and services. "WSTA is excited to partner with the professionals at Impact Association Management," said Bill Esbeck, Executive Director of WSTA. "We are confident Jodi Fisher and her team are a great fit for our current and future needs."

## Wisconsin Bankers Association launches redesigned website

With member experience at the forefront, the **Wisconsin Bankers Association (WBA)** has launched a redesigned website, [www.wisbank.com](http://www.wisbank.com). The layout makes it easy for bankers to connect with WBA and their peers, whether it be to register for an event; read the latest news on banking, compliance and government relations; get in touch with an Associate Member; or join a peer group. The new website is centered around helping members access the resources and support they need, so that they can bring their best to their profession and to their communities.

## Drury Hotels offer a Big Cheer for the New Year!

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Contact Jackie Kuzminski at (414) 615-9781 or [Jackie.Kuzminski@DruryHotels.com](mailto:Jackie.Kuzminski@DruryHotels.com).

## Fond du Lac's historic downtown experiences rebirth

The rebirth of **Fond du Lac's** historical properties in the vibrant Downtown District continues apace. Opened in 1923, Hotel Retlaw underwent a recent \$30 million renovation adding modern amenities, technology, conference space, and dining venues. The Hotel is steps away from the stunning Thelma Sadoff Center for the Arts, which is equal-parts reimagined Masonic Temple and modern art venue. 18 hands – said to be the oldest building in town, once a livery stable – is now a German-inspired tavern and outdoor Biergarten. And most recently the opening of a magnificently repurposed 100-year-old church to a fun and trendy dining hot-spot. Contact Darcie Holte at [atdholte@fdl.com](mailto:atdholte@fdl.com) for additional information.

## Wisconsin Center breaks ground on 2024 expansion

The long-awaited convention center expansion reached a major milestone today with the **Wisconsin Center District (WCD)** breaking ground in Milwaukee. The expanded convention center will increase size to 445,000 total sq. ft. including a larger exhibit hall and rooftop ballroom with outdoor terrace overlooking downtown Milwaukee. In addition to WCD leaders and staff, several local leaders, government officials, and additional guests attended the groundbreaking ceremony.

## New succession management online tool from ActionCoach

**ActionCoach** has introduced a new online tool for anyone who wishes to assess their business's readiness for succession or transition. Try their easy Succession Readiness Scorecard to get a clear picture of what's on track and what needs to happen next: [makemoreworkless.actioncoach.com/succession-scorecard/](http://makemoreworkless.actioncoach.com/succession-scorecard/)

Contact Susan Thomson at [susanthomson@actioncoach.com](mailto:susanthomson@actioncoach.com).

# Return to Building Connections Live and In-person

by Michelle Czosek, CAE



The mission of the Wisconsin Society of Association Executives (WSAE) is creating meaningful connections and enhancing competencies of association professionals. Throughout the years, we've done this by meeting and learning together in-person. Sure, we have opportunities to learn remotely through a variety of webinars that are offered through or in partnership with the Association Societies Alliance, and those opportunities are valuable. But what drives this organization is those times when we network, learn and experience things together.

WSAE is happy to be returning (fingers-crossed) to a full slate of in-person events in 2022. First up is our **Road Show** on March 9 in Milwaukee and March 10 in Madison. This year, the Road Show will tackle two different, yet both crucial, topics, with *Diversity, Equity and Inclusion* (DEI) in the headlights for our Milwaukee offering and *Non-Dues Revenue* in Madison. Lisa Koenecke, CDP (our popular Summit presenter) of Inclusion Ally will be teaming up with Jen Brydges, CAE, from AMPED Association Management, and Lydia Riesch, PMP, Project Director of Association of Equipment Manufacturers (AEM), for a deeper dive into DEI with the presentation, *Embedding Diversity, Equity and Inclusion in Your Organization*. And we're bringing in Teri Carden, founder of ReviewmyAMS.com, to join us for her presentation *Eight New Ideas: Not Your Grandma's Non-Dues Revenue*, followed by a panel discussion with WSAE members who have implemented ideas for generating more revenue.

The mission of the Wisconsin Society of Association Executives (WSAE) is creating meaningful connections and enhancing competencies of association professionals. Throughout the years, we've done this by meeting and learning together in-person. Sure, we

OUR EVENTS ALLOW DEDICATED TIME TO HEAR FROM INDUSTRY EXPERTS, EXPLORE NEW IDEAS, ENJOY NEW EXPERIENCES AND LEARN FROM YOUR PEERS. WE'RE ALL BUSIER THAN EVER, BUT TAKING TIME TO INTERACT WITH EACH OTHER ALWAYS ALLOWS FOR A FRESH PERSPECTIVE AND A BREAK FROM THE BUSYNESS THAT CONSUMES US. I PROMISE IF YOU ATTEND A WSAE EVENT, YOU'LL COME AWAY FEELING RENEWED AND READY TO FACE ANY CHALLENGE.

In addition to the March Road Show, here are some of the other events that we are offering this year:

- Spring Educational Event on June 8-9 in Green Bay
- Executive Exchange and CEO Cafes for Association CEOs
- The Summit on November 30-December 1 in Madison
- NEW – Women's Event

We have also formed a new task force that will be exploring the addition of a young professionals program, possibly to include a new event. Please reach out if you have suggestions or a desire to get involved in this initiative.

I encourage everyone to take advantage of the investment that your association has made in your professional development with your WSAE membership - take a step toward increased involvement in WSAE. In addition to attending events, you can write articles for *Vantage-*

*Point*, post a blog, start a conversation in the Connected Community, join a committee or task force and much more. Please reach out if you want to get involved but aren't sure where begin – we'd love to help you participate!

WSAE offers a variety of opportunities to put faces to the names, and our events allow dedicated time to hear from industry experts, explore new ideas, enjoy new experiences and learn from your peers. We're all busier than ever, but taking time to interact with each other always allows for a fresh perspective and a break from the busyness that consumes us. I promise if you attend a WSAE event, you'll come away feeling renewed and ready to face any challenge.

I look forward to seeing everyone in 2022!

*Michelle*





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Create your own website in minutes and sell online in no time. Just pick a template, choose a domain, and publish.



#### **Customizable Email Templates**

Quickly create beautiful, branded, and mobile-responsive emails that will wow on any device.



#### **Social Media Tools**

Get connected to new audiences and attract new customers with Instagram and Facebook ads.



#### **List Building Tools**

Drive more traffic to your site with Google Ads, or grow your list with website sign-up forms, lead generation landing pages, text-to-join, Facebook lead ads and more.



#### **Advanced Features & Integrations**

Drive engagement and results with subject line testing, automated email series, and behavioral segmentation to deliver personalized content. Take it to the next level with our robust library of ready-made integrations.



#### **Real-time Reporting**

Review email results, website performance and traffic results quickly to see what is working and improve your marketing strategy.



#### **Support at every step.**

Our team is with you every step of the way and help you get started fast.



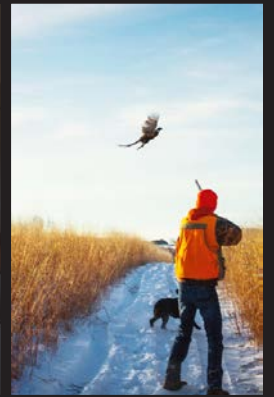
Wisconsin Society  
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