

VANTAGEPOINT

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

*Innovative
membership success
strategies
for the New Year.*



Leadership



Innovation

LOOKING FOR NEW MEMBER ACQUISITION SOLUTIONS?

The Badger Group Can Help...

DIRECT MAIL

DESIGN



Create a design and layout that highlights the benefits of membership.

PRINT



Once you approve the design, we will print it.

MAIL



Send us your address list or let us help you find one; then we will handle the mailing.

LEAD GENERATION

ENGAGE PROSPECTS



Create Personalized URLs for each of your prospects.

GATHER INFORMATION



Use the PURL microsite to ask questions and collect contact information.

MARKET RESEARCH



Through your survey and offer, gain insight into what membership benefits interest your leads.

BOOST YOUR DIRECT MAIL CAMPAIGN

EMAIL CAMPAIGN



Reinforce your Direct Mail offer with emails that explain the benefits of membership.

ONLINE ADS



Remind your website visitors about membership with ads on the Google Display Network.

FACEBOOK



Reach potential members through ads on Facebook.



PRINT, MARKETING, & MAIL SOLUTIONS

CONTACT THE BADGER GROUP

Sally O'Brien | 920-563-1135

sallyo@badgergroup.com | www.BadgerGroup.com

100 East Blackhawk Drive, Fort Atkinson, WI 53538

CHAIR'S MESSAGE

2 Let's Focus on Leadership

LEADERSHIP

4 Pennies in a Pocket

MEMBERSHIP

7 Association Celebrates Anniversary by Looking Back... and Forward

LEGAL

8 Influencing Policy and Legislation as a Tax-Exempt 501(c)(3)

ADVOCACY

10 Persuading Decision Makers Is Key Component of Advocacy

EVENT PLANNING

13 Mock Board Meeting Is Interactive Alternative to Traditional Speaker

EXECUTIVE PROFILE

14 George Brown, Emeritus Executive Director, State Bar of Wisconsin

BOOK REVIEW

16 Approach the New Year with Childlike Courage and Curiosity

INDUSTRY TRENDS

18 Association 4.0: Prepare for Tomorrow's Association, Today

TECHNOLOGY TOOLS

20 Tech Corner

PLANNING

21 Goal-Getting Success™: Achieving Goals That Matter Most

WSAE SUMMIT

24 WSAE Awards Honor Excellence in Association Management

26 Events

28 Professional Development

29 ASAE

30 Member News

31 Welcome New Members

PRESIDENT/CEO'S MESSAGE

32 Our Industry Partners: An Integral Part of WSAE

About VantagePoint

VantagePoint is published quarterly in January, April, July, and October. The deadline for submission of copy and advertising is the first of the month preceding publication. For information about advertising rates, contact the WSAE office. Copyright © WSAE 2018.

Call for Authors

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



Wisconsin Society of Association Executives



@WSAerweets



WSAE Wisconsin Society of Association Executives



Wisconsin Society of Association Executives



@WSAEYPS



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

WSAE Board of Directors

Chair

Mike Theo, CAE
Wisconsin Realtors Association
mtheo@wra.org

Chair-Elect

Kristina Mattson-Grimm, CAE
Credit Union Executives Society
kristina@cues.org

Secretary/Treasurer

Kathy Raab, CAE
NARI of Madison
kathy@narimadison.org

Past Chair

William Sepic, CCE, IOM
Wisconsin Automobile and Truck Dealers Association
wsepic@watda.org

Director (2016-2019)

Jerry Deschane, IOM, CAE
League of Wisconsin Municipalities
jdeschane@lwm-info.org

Director (2017-2020)

Mike DiFrisco, CAE
Experimental Aircraft Association
mdifrisco@eaa.org

Director (2015-2018)

Megan Hille, CMP, CAE
Executive Director, Inc
mhille@execinc.com

Industry Partner Director (2015-2018)

Tifani Jones
Wisconsin Dells Visitor and Convention Bureau
tifani@wisdells.com

Director (2016-2019)

Denise Rockhill, MBA, CAE
National Fluid Power Association
drockhill@nfpa.com

Director (2015-18)

Patrick M. Snyder, IOM
USASBE
psnyder@usasbe.org

Young Professional Director (2018-19)

Kelly Veit, IOM
ACEC WI
kelly@acecwi.org

Director (2016-19)

Michelle Vetterkind, CAE
Wisconsin Broadcasters Association
mvetterkind@wi-broadcasters.org

VantagePoint Editorial Council

Michelle Czosek, CAE, mczosek@wsae.org
Wisconsin Society of Association Executives

Jerry Deschane, IOM, CAE, jdeschane@lwm-info.org
League of Wisconsin Municipalities

Lynelle Korte, CAE, lynkorte@gmail.com
American Society for Quality

Aaron Manogue, amanogue@manageassociations.com
AMPED Association Management

Kristin McGuine, kmcguine@wsae.org
Wisconsin Society of Association Executives

Mike Ruzicka, CAE, RCE, mike@gmar.ws
Greater Milwaukee Association of Realtors

Kim Schardin, MBA, CAE, kschardin@execinc.com
Executive Director, Inc

Katrina Schwarz, kschwarz@nfpa.com
National Fluid Power Association

Beth Yoke, CAE, byoke@ala.org
Young Adult Library Services Association

WSAE Staff

President/CEO

Michelle Czosek, CAE, mczosek@wsae.org

Membership and Advertising Coordinator

Trisha Larson, tlarson@wsae.org

Meetings Manager

Amanda Safa, asafa@wsae.org

Graphic Design, Communications, VantagePoint editor

Kristin McGuine, kmcguine@wsae.org

Membership Services and Communications Coordinator

Kara Miller, kmiller@wsae.org

Let's Focus on Leadership

by Michael Theo, CAE



Transitioning from one year to the next is always a good time to pause, reflect on the past, regroup for today and plan for tomorrow. Having recently spent a day with the Disney Institute, I've been using this time to think about the topic of leadership. As association executives and specialists, it's a good idea to take inventory of our own leadership qualities from time to time, and consider ways we can improve our organizations by improving our leadership skills.

The folks at Disney have a lot to say about leaders and leadership, but two quotes stand out. They define leaders as follows: "Leaders establish, operationalize and sustain their values and vision by which their organizations thrive." They define leadership this way: "Leadership is a result of the actions one takes rather than the position one holds." While there's a multitude of definitions for leaders and leadership, these are pretty darn good.

As association staff, leadership is a tricky thing. We must share leadership with our members. That's not easy. Defining the separate yet interrelated roles and responsibilities between staff and member leaders is challenging, yet necessary. Leading while being led is complicated. To effectively lead our organizations, however, we must resolve to constantly invest in both our own personal professional growth, as well as that of our staff colleagues.

This is where WSAE comes in. As your 2018 WSAE Chairman, I strongly encourage all members to use the occasion of the New Year to make a commitment to becoming a better leader in 2018. Avail yourself to the multitude of resources through WSAE and ASAE, as well as other sources, to improve your leadership skills. Take advantage of the numerous webinars and seminars sponsored by WSAE to improve your competencies and abilities as an association staff professional. And next time you're at a WSAE event, look around the room. Our organization is filled with many talented experts and specialists, all willing to share their expertise and experiences, and contribute to your professional growth. The mentors you may be seeking could be hiding in plain sight.

As we begin a new year, I encourage you to engage with WSAE to maximize the opportunities we offer to learn, network and share. As with all things, the more you invest in WSAE, the more you'll get back. I also encourage you to invite a friend or colleague to join WSAE, as well. Expanding our membership will expand our opportunities to learn how we can all become better leaders.

Becoming a better leader should be a personal goal and a goal for your organization in 2018 because the benefits will accrue to both you and your association. I look forward to working with each of you to make this vision for 2018 a reality. ■

Leadership



Innovation

Calendar of Events

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

Madison CEO Roundtable

February 22
NARI of Madison Inc.
Fitchburg

Membership Roadshow

Networking Evolution:
Building Stronger Relationships
February 28
The Westin Milwaukee
Milwaukee

Membership Roadshow

Membership Myth Busters
March 1
Best Western PLUS InnTowner Madison
Madison

Spring Outing

Registration opens soon!
May 21 - 22
The Ridge and Geneva National
Lake Geneva

Concerts on the Square Social

July 25
Capitol lawn
Madison

Webinar
SERIES

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

{Madison, WI}

MEET IN THE FOREGROUND of Madison's professional playground.

Looking to add anticipation and excitement to your next event?
Meet in the heart of the capital city in Wisconsin's most iconic
setting, steps away from fine dining and entertainment.

Only at Monona Terrace.

Visit MononaTerrace.com.



MONONA TERRACE®

Where business and inspiration meet.



©2018 Monona Terrace

Pennies in a Pocket

A leader's simple response

by Steve King

Leadership development has become a business in and of itself. It's become quite a big business, in fact. Classes, seminars, webinars, mentors, coaches, affinity groups, 360° feedback, online communities, best-selling books—and a lot of these resources are quite good.

Businesses all over the world have certainly bought in. Leadership development in one form or another seems to be at the top of talent agendas everywhere.

I guess it's not surprising that I find a growing sense among some leaders that they are overwhelmed with the prescriptions to better leadership. Recently, a senior leader of a large organization showed me her leadership “development plan,” that involved an external coach and was endorsed by her CEO. It had four different areas of development focus and multiple actions steps for each of those areas, some of which were quite sophisticated.

PROGRESS IS MADE NOT THROUGH
MASSIVE, ALL-ENCOMPASSING CHANGE,
BUT RATHER THROUGH THE STRATEGIC
ADOPTION OF A FEW SMALL, YET
POWERFUL, CHANGES.

She told me it reminded her of when she started playing golf, which she took up at the age of 35. Her husband, eager to help her learn, had 25 tips the first day. It did not go well. There were just too many things to keep track of, and she lost interest quickly. Her husband wisely stepped aside and let the club pro take over. After assessing her game, the pro's recommendation was to focus on two things, and two things only. Her game improved. Then came the third thing to focus on, and her game continued to develop further.

As with many aspects of our lives, progress is made not through massive, all-encompassing change, but rather through the strategic adoption of a few small, yet powerful, changes. For example, in golf, a simple change in how a golf club is held, called the grip, can make the difference between the ball going straight and the ball curving unintentionally into the woods. I know this from personal experience.

The premise of adopting simple, yet powerful, changes to achieve desired professional outcomes applies to leaders and their development, as well.

Here's another example. One senior leader I knew struggled to motivate those who worked for him earlier in his career. He led a large organization and came in daily contact with dozens of employees, and hundreds every month. He received feedback during conversations with trusted colleagues and a leadership 360° evaluation process that employees found him to be unapproachable and distant.

At first, he didn't give this feedback much thought, figuring that everyone's goals were clear, and he was providing adequate resources to get the job done. Things were going well, and results were good. Why did it matter if he was perceived as unapproachable?

But after some more thought, he began to worry that being unapproachable might mean good ideas were not coming his way. Or perhaps issues that needed his attention were not successfully finding their way to him. That's not what he wanted.



So was he a candidate for a major personality change, from distant to warm and fuzzy? Maybe. But that's really asking a lot of someone whose introverted nature or shy disposition might be making them seem unapproachable to others.

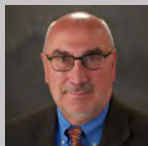
This leader decided to start his developmental journey by making one small adjustment to his management style, one he hoped would warm up interactions with others and create an environment more conducive to sharing issues and ideas. Every morning, he placed five pennies in his left pocket. These were there to remind him that he needed to engage with people more warmly and encouraged conversation. Each time he gave someone positive feedback or thanked them for something they did, he would take one penny and move it from his left pocket to his right pocket. His goal every day? Move all five pennies from his left pocket to his right pocket.

By the time I met him, I had found a leader who was a bit formal and a bit hard-edged. But I quickly noticed that my coworkers loved working with him. In fact, I conducted a 360° leadership assessment for him as part of a succession planning exercise, and it was clear from the feedback that others felt positively motivated by his leadership.

He credits it to the pennies in the pocket. Personally, I doubt that moving pennies from one pocket to another explains his whole transformation, but I believe it helped, and I think it provides us all with a valuable lesson about leadership development.

We tend to see the development of leaders as a large, complicated set of endeavors, because human beings are complex and what makes us who we are is a result of our life's journey. So, unlearning bad habits and learning better ones is going to be hard.

But just like our expert friends skilled in Six Sigma and Lean remind us, the Pareto principle, also known as the 80/20 rule, applies in leadership development, too; we can get 80 percent bang out of 20 percent effort if we just pick the right 20 percent. Like pennies in a pocket. ■



Steve King is the retired Executive Director of the Wisconsin School of Business Center for Professional and Executive Development at the University of Wisconsin-Madison. He can be contacted at sdking4848@gmail.com.

10 Signs You Will Survive the Future as an Executive

by Abe Eshkenazi, CSCP, CPA, CAE

- 1 You recognize what lifecycle stage your organization is in.
- 2 You are more concerned about your organization's success than your own.
- 3 You understand that if you never fail, you can never succeed.
- 4 You do not shy away from taking calculated risks.
- 5 You can write a business plan.
- 6 You actively seek collaboration and can determine the most productive form it can take.
- 7 You are comfortable going where others have not yet been.
- 8 You travel to where the opportunity lies.
- 9 You have hired your replacement.
- 10 You understand that your primary responsibility is to help people develop.



This sidebar is excerpted from a presentation made by Abe Eshkenazi, CSCP, CPA, CAE, APICS Chief Executive Officer at the WSAE Executive Exchange, held in September.

Meeting in Wisconsin?

APPLETON

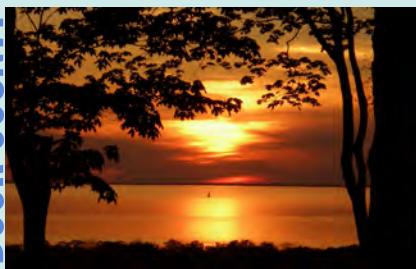


Radisson Paper Valley Hotel

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

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

DOOR COUNTY



Landmark Resort

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

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

EAU CLAIRE



Metropolis Resort & Conference Center

Located just off interstate 94. Groups up to 300 and 9,500 sq ft meeting space. We create Fun and memorable events with our unique recreation offerings, new trampoline park & convenient meeting spaces!

Meeting Rooms: 10 **Sleeping Rooms:** 107 **F&B:** Yes
Contact: Rebecca Staats -
Rebecca@metropolisresort.com
5150 Fairview Drive, Eau Claire, WI
715/852-6000 | conferences.metropolisresort.com

SHEBOYGAN



Blue Harbor Resort, Spa & Conference Center

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

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

WAUKESHA



Country Springs Hotel, Water Park & Conference Center

Conveniently located in Waukesha County with easy I-94 access from Milwaukee or Madison, the Country Springs Hotel features 187 guest rooms, 40,000 sq. ft. of versatile meeting space, free WiFi and free parking.

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

search these properties
and many more at

WisconsinLodging.org

Association Celebrates Anniversary by Looking Back... and Forward

Wisconsin Banking Association celebrates 125 years

by Amber Seitz

The history of the Wisconsin Bankers Association (WBA) goes back to March 24, 1892. That's when Milwaukee banker James K. Ilsley recorded in his ledger the names of a handful of banks that paid \$5 each to join the new organization. Over the next 125 years, the association and the industry would grow and evolve together, overcoming obstacles and meeting challenges, all with the goal of meeting the financial needs of Wisconsin consumers. Today, over 98 percent of Wisconsin retail banks are WBA members.

Throughout 2017, WBA commemorated its 125th anniversary in a variety of ways, encouraging its members and staff to celebrate together. The best example of this shared festivity is the handful of baseball tailgates the association hosted in June and July. Bankers and WBA staff gathered in Appleton, Eau Claire, La Crosse, Madison and Wausau to cheer on the local minor-league teams while enjoying food and beverages together. The weather didn't always cooperate, but that didn't stop the nearly 400 bankers and their families from enjoying the outings! The games attracted a mix of bankers from institutions of all sizes, and also served as an excellent way to introduce younger bankers to the association.

In addition to the baseball games, WBA celebrated its 125th anniversary at all of its big member events by incorporating three large banners that outlined significant events from the association's history, and a traveling display of mementos and artifacts from the industry. The display included items ranging from century-old convention booklets to antique change counters to commemorative pins from the 1960s. Members said they enjoyed seeing those pieces of industry history up close and in person, and they were great conversation-starters at networking events!

In print, WBA celebrated its anniversary with "throwback" articles in each issue of the monthly publication *Wisconsin Banker*, including a timeline of significant historical banking events, one decade at a time. WBA staff had a great time dusting off old publications in the office library in their quest for interesting throwbacks. Some gems included excerpts from the Association President's address at the 1902 Convention—in which Mr. George L. Field of First National Bank, Ripon, lamented the large number of bank regulations,

a topic that still resonates with the industry today—and an article from 1990 warning banks about the latest in high-tech fraud: forging checks using desktop computers.

In tandem with these fond glances back at the storied history of banking in Wisconsin, WBA also commemorated its anniversary by inviting members to look forward. In presentations, speeches and articles throughout the year, the association emphasized the importance of the partnership between WBA and its members. The partnership is essential for guiding the state's banking industry through challenges presented by technological advances, escalating regulatory burden, higher consumer expectations and inventive criminals, and for forging a bright future together. ■



As part of celebrating its 125 year anniversary, WBA showed appreciation for its members by hosting summer outings to minor league baseball games in various communities around the state.



Amber Seitz is Operations Manager and Senior Writer at Wisconsin Bankers Association (WBA).

Influencing Policy and Legislation as a Tax-Exempt 501(c)(3)

by Joseph D. Brydges, Esq.

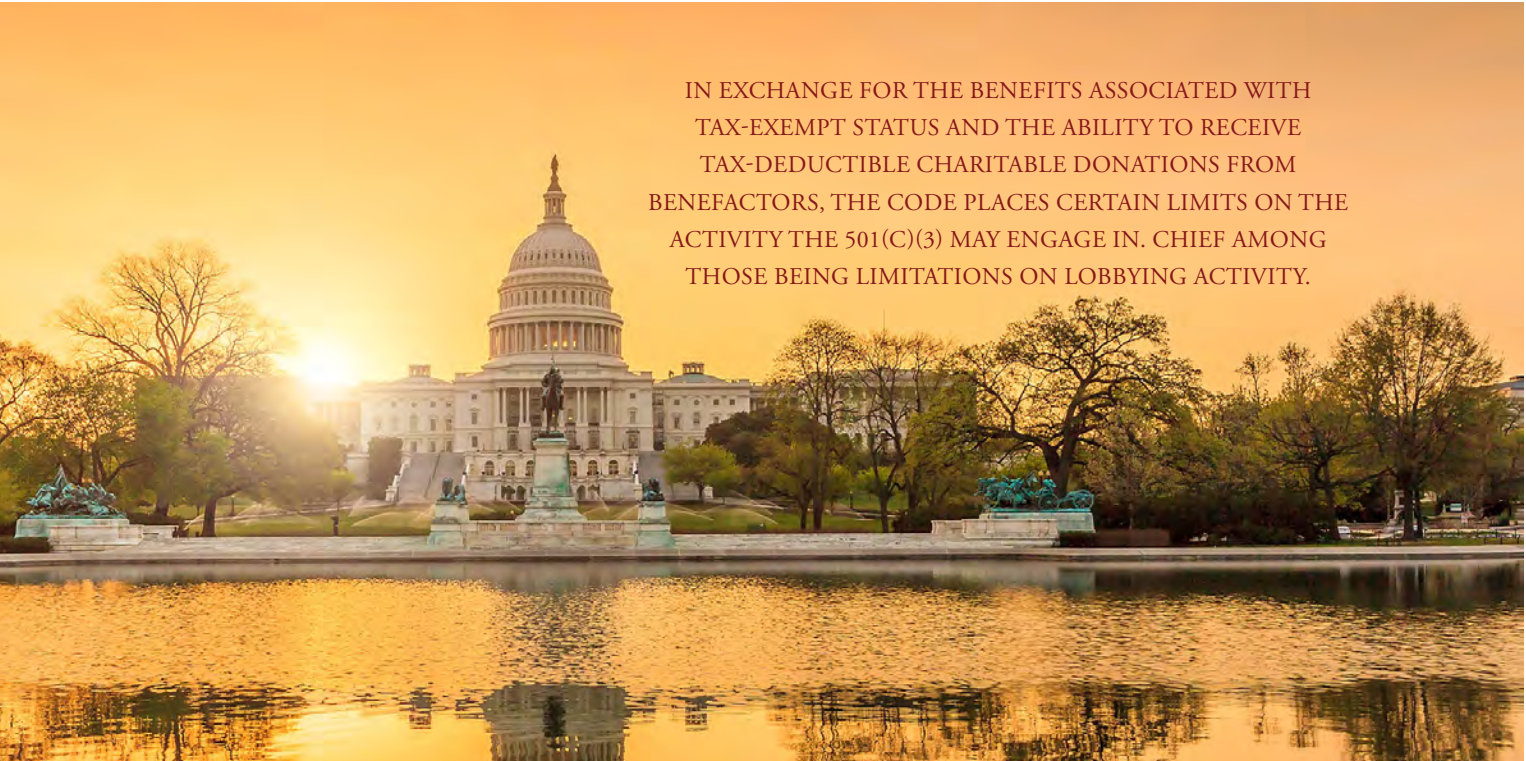
The United States Internal Revenue Code (the “Code”) allows for federal tax exemption of certain nonprofit organizations, specifically public charities, private foundations and organizations formed and operating in furtherance of social welfare purposes. In exchange for the benefits associated with tax-exempt status and the ability to receive tax-deductible charitable donations from benefactors, the Code places certain limits on the activity the 501(c)(3) may engage in. Chief among those being limitations on lobbying activity. These limitations, however, are just limitations – they are not prohibitions. Indeed, most organizations are surprised to learn how much they can do to influence public policy and legislation as a 501(c)(3) without losing tax-exempt status.

This article provides a 30,000-foot view of permissible lobbying and issue advocacy activity in which your 501(c)(3) may safely engage.

What is lobbying, and how much lobbying can our organization engage in?

The Code broadly defines lobbying as any attempt to influence or persuade members of a legislative body (from your local school board up to the United States Congress) to propose, support, amend or repeal legislation. Legislation is likewise broadly defined to include anything that requires a vote of a legislative body or approval from the electorate, including statutes, resolutions, ordinances, nominations, referendums, and the list goes on. In layman’s terms, if your organization encourages an elected official to propose, support or oppose a specific piece of legislation, the organization is “lobbying” with regard to that legislation; the same is true if your organization seeks to influence public opinion on a ballot initiative.

A 501(c)(3) can engage in lobbying, provided that such activity does not constitute a “substantial” portion of the or-



IN EXCHANGE FOR THE BENEFITS ASSOCIATED WITH TAX-EXEMPT STATUS AND THE ABILITY TO RECEIVE TAX-DEDUCTIBLE CHARITABLE DONATIONS FROM BENEFACTORS, THE CODE PLACES CERTAIN LIMITS ON THE ACTIVITY THE 501(C)(3) MAY ENGAGE IN. CHIEF AMONG THOSE BEING LIMITATIONS ON LOBBYING ACTIVITY.

organization's activities. While there is very little formal guidance regarding what is considered "substantial" under the Code, most attorneys and the limited IRS guidance suggest that anything under about 15% of the organization's activities (as measured through monetary expenditures, hours invested, or both) is "insubstantial."

In practice, most 501(c)(3)s do not approach this level of lobbying activity and may comfortably take a position on legislation related to the organization's mission and social welfare purpose. It is vital, however, that any tax-exempt organization that is engaged in lobbying activity has a mechanism to track time and expenses related to lobbying and is prepared to accurately disclose that information as part of its annual tax filing. Reliable tracking policies also allow the organization to evaluate its lobbying activity on an ongoing basis and evaluate the need for further compliance or consultation with counsel if the organization begins approaching the "substantial" threshold, as discussed above.

In summary, your organization's tax-exempt status does not prevent it from actively engaging in the legislative process, especially where legislation has a direct impact on your organization or membership. As discussed next, there are additional methods your organization can use to influence policy and steer public opinion.

What is issue advocacy, and how much issue advocacy can our organization engage in?

"Issue advocacy" is advocacy focusing on broad political or social issues, rather than specific pieces of legislation or the election of candidates for public office, in an effort to influence public opinion. A charitable organization may engage in an unlimited amount of issue advocacy activities without losing its tax-exempt status, and such activities need not be reported to the IRS at all under the Code.

Because a 501(c)(3) may engage in unlimited issue advocacy without fear of losing its tax-exempt status, issue advocacy is a common and pervasive form of advocacy. More importantly, it can be a highly effective method for disseminating an organization's message and influencing public policy on micro and macro levels.

For example, an organization may take a public position on policy issues important to the organization and communicate that position to its members, elected officials or the general public without fear of losing tax-exempt status. The organization can also disseminate non-partisan analysis, study, research and education materials expressing a specific view on policy and legislation, provided that the materials are truly

non-partisan and do not contain a "call to action" directed at the recipient. Part and parcel to these educational communications, the organization may provide written or oral testimony in response to legislative requests for commentary on legislation or administrative regulations – and may even express a specific position on the proposed legislation, rule or regulation – without running afoul of the Code or engaging in any lobbying activity.

In summary, your 501(c)(3) is already set up to do much more in the way of issue advocacy than you may realize.

Can our organization engage in political campaign activity?

No. There is complete prohibition on a 501(c)(3) participating in any political campaign or taking a position for or against the election of any candidate for any public office. The IRS takes this prohibition very seriously and it is strictly enforced. If you believe your organization is engaged in political campaign activity, you should consult counsel immediately.

While the basic parameters of permissible lobbying and issue advocacy for your organization may seem simple to articulate, they are much more complicated in practice. And the consequences associated with failure to abide by the Code's limitations can be severe and may include the loss of your tax-exempt status, loss of deductible donations and assessment of a special excise tax on excessive lobbying activity.

All of this said, there is no reason your tax exempt 501(c)(3) organization cannot engage in limited lobbying activity and issue advocacy in furtherance of its social welfare purpose and organizational goals. Indeed, many 501(c)(3)s consider such activities an essential component of their mission, while maintaining the proper balance required by the IRS and the Code. If your organization is considering wading into the waters of lobbying and issue advocacy, you should consult an attorney and work to institute compliance and tracking policies before getting started. Up-front planning and consultation will save your organization time, money and headaches in the future. ■



Joseph D. Brydges, Esq., is Associate Attorney at Michael Best & Friedrich LLP.

Persuading Decision Makers Is Key Component of Advocacy

by Sandra Gines and Hayley Young

The Wisconsin Breast Cancer Coalition's mission is to reduce the burden of breast cancer faced by the people of Wisconsin through legislation, education and collaboration. A key component of our programming is based on integrating advocacy into every aspect of our work. Advocacy is the process that individuals and organizations use to persuade others about the best course of action for a given constituency.

For us, being involved in advocacy is the difference between "Now what?" and "What are we going to do about it?" When evaluating a current policy or proposal, we decide if the status quo is good enough or if we need to take action to change it.

Doing advocacy work at the organizational level involves leveraging the power of individuals, but it also means holding society-wide goals over individual concerns. Not every single person who works with us is always going to agree on every nuanced issue, but the Wisconsin Breast Cancer Coalition (WBCC) is an alliance of people who hold values that bind us together on issues like healthcare access, proactive education efforts and cutting-edge research.

There is a lot of great work done by organizations that focus on breast cancer that isn't advocacy work. But the WBCC is involved in advocacy because system change can't happen without it. Advocacy work has completely changed the landscape of what breast cancer patients and survivors face today, compared to 30 years ago. The response to a breast cancer diagnosis has changed radically over the last century. In the past, women were not in the driver's seat, and treatment decisions were made with little input from patients. Famous activists and social movements increased awareness and screening among women. A new area of activism and policy was born, and there has been a decrease in breast cancer mortality because of it.

As mentioned earlier, advocacy is about persuading decision makers. One of the most powerful tools at our disposal

is the power of the individual story. If we take the attempt to repeal of the Affordable Care Act as a case study, we might say that organizations all over the country come out against taking away affordable healthcare. But what we saw over and over again, including in our own organization, was the power of each individual's calls, stories and activism. Those individual actions collectively have had a profound impact and provide

a wonderful example of how advocacy connects to system change. As a smaller organization, we have the ability to be nimble and to work on major national policies, and also do deeper dives into Wisconsin-specific policy issues.

Our work is focused on evidence-based practices and a community-focused approach. Good policy outcomes come from good data and collaboration. WBCC's work on education is fundamental to our work on advocacy. Our presentation about the links of childhood obesity to breast cancer is as important for legislators as it is for parents of young girls. Every year, the WBCC goes to the Capitol to speak with legislators and staff about the issues that are important to us and our members. Serving as an educational resource and engaging with change-makers are such critically important pieces of our work, that our annual visits to the Capitol are an excellent example of advocacy in action. ■

WBCC'S WORK ON EDUCATION IS
FUNDAMENTAL TO OUR WORK ON ADVOCACY.
OUR PRESENTATION ABOUT THE LINKS OF
CHILDHOOD OBESITY TO BREAST CANCER IS
AS IMPORTANT FOR LEGISLATORS AS IT IS FOR
PARENTS OF YOUNG GIRLS.



Sandra Gines is Executive Director at the Wisconsin Breast Cancer Coalition (WBCC).



Hayley Young is Capitol Advocate at the Wisconsin Breast Cancer Coalition (WBCC).

Contact them at wbcc@wibreastcancer.org.



The Fox Cities offer convenience, versatility and venues for every type of meeting. An array of exceptional dining options, 3,200+ hotel rooms and group activities, along with our walkable downtown areas will complete your experience.

NEW in 2018 — Fox Cities Exhibition Center (38,000 sq. ft. facility)

Plus Wisconsin's Best Shopping!

Contact Amy Karas at akaras@foxcities.org or 800.236.6338



\$99 Group Rates and Special Incentives!

Experience one of Wisconsin's premier meeting destinations, now through May 2018, and December 2018–April 2019, and receive rates starting at \$99, with no resort fees!

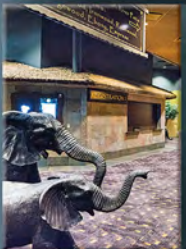
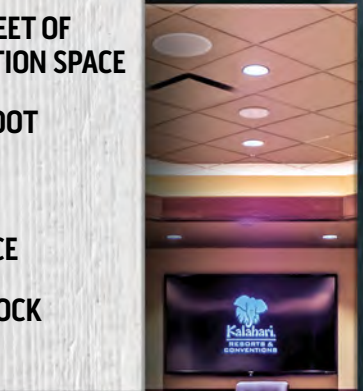
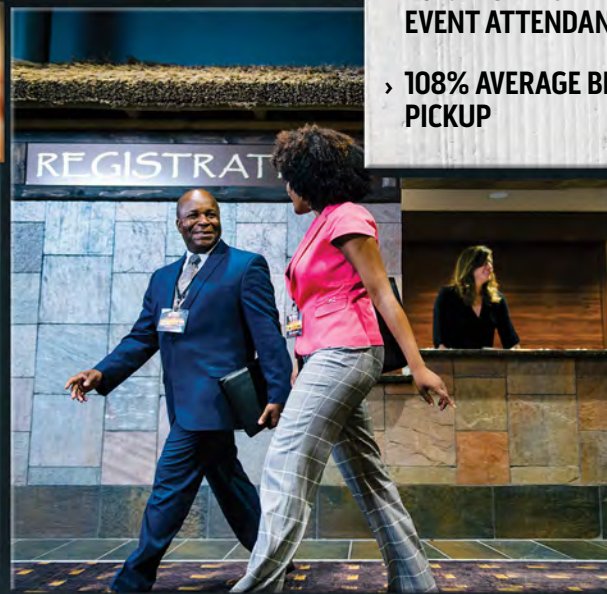
For available dates, call our Group Sales Office at 877.346.0449, or for more information on our resort, visit osthoffmeetings.com.



Elkhart Lake, WI



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



OUR NUMBERS MAKE SURE YOU CAN REACH YOURS

In September 2019, Kalahari Resorts & Conventions is expanding the venue that consistently delivers attendance-increasing events of all sizes. More space, more amenities and more first-class service means that your convention will be even more incredible.



Kalahari
RESORTS & CONVENTIONS

WISCONSIN DELLS, WI



KalahariMeetings.com

Call 855-411-4605
to learn more

Mock Board Meeting Is Interactive Alternative to Traditional Speaker

by Patrick Laws

I'm new to the role of association executive. I spent 18 years working in the property and casualty insurance industry in many distinct roles. So, when I accepted this position, I knew I had to identify resources that would provide the education, support and networking that would ensure my success. WSAE was one of the first resources I found. Soon after I joined, I decided to attend the 2016 Summit in Milwaukee.

It was truly a fantastic experience for me. I learned so much, met so many fantastic people and came away with some great ideas for my association. I was particularly impressed with the Summit's mock board meeting. I decided right there I was going to adapt this unique experience for my members.

I had to make some modifications of the mock board meeting to work for our convention. I trimmed the number of directors to seven to more closely align with the experience of my members. I created profiles for each member of the mock board that reflected my own experience in the industry. I invited an employment law attorney and a human resources manager to facilitate the discussion following the mock board meeting. The facilitators helped me to create a mock agenda that would lend itself well to a discussion about boards and employment law. I also seated my mock board facing the audience on a riser so that the attendees were able to get the best view the meeting.

The meeting was a resounding success. My mock directors and manager made the roles their own. They came up with unique ideas for their own personal character and improvised a lot. I must admit, I was getting a bit nervous the morning of the convention. Some of them approached me (separately) to let me know they had come up with some great ideas. I remember thinking, "Oh my gosh, what have I done?"

My fears were put to rest, as their ideas were entertaining, and provided a lot of fodder for discussion. The mock directors really did a fantastic job. The audience laughed, gasped and chattered at the interactions between the directors. The interactions ranged from downright comical to contentious.

ONE MEMBER TOLD ME THEY CHANGED THEIR BOARD PROCEDURES BECAUSE OF THE BOARD MEETING SESSION. MONTHS LATER, DIRECTORS AND MANAGERS ARE STILL TALKING ABOUT IT. ONE OF MY DIRECTORS STATED THAT THE SESSION WAS SO MUCH BETTER THAN LISTENING TO A PRESENTATION RIGHT AFTER LUNCH.

The facilitators told me at the break that there were so many employment law issues they had identified during the mock meeting that they didn't think we'd have time to address them all. They did a fantastic job of taking examples from this meeting to illustrate what directors should and should not do during board meetings.

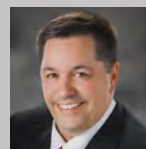
There were a lot of questions, and the discussions continued beyond the session and well into the evening.

The results were exceptional. The convention surveys rated the mock board meeting as one of the convention's highlights. One member told me they changed their board procedures because of the board meeting session. Months later, directors and managers are still talking about it. One of my directors stated that the session was so much better than listening to a presentation right after lunch.

A manager once told me that if I bring back just one good idea from a seminar, the seminar was worth attending. I brought back several good ideas from the WSAE Summit, as well as many new connections. One incredible concept in particular contributed to the success of my convention this year. My mock board meeting was a resounding success, and I have WSAE to thank for it! ■



The mock board meeting in action at WSAE's 2016 Summit.



Patrick Laws is President of Wisconsin Association of Mutual Insurance Companies.

George Brown

Emeritus Executive Director, State Bar of Wisconsin



George Brown
Emeritus Executive Director
State Bar of Wisconsin

AS THE MOST VISIBLE LEADER OF THE ASSOCIATION, THEY NEED TO KNOW YOU HAVE THEIR BACK, THAT YOU ARE LOOKING OUT FOR THEM AND THAT YOU CAN HELP THEM.

George Brown, Executive Director of the State Bar of Wisconsin, retired during the summer of 2017 after a 30-year career with the organization. He spent 17 of those years as Executive Director. He agreed to share some of his key insights about association management with WSAE.

It is always their organization.

This is the number one rule in professional association leadership. You are hired by the board of directors, who represent the owners; you report to the owners' representatives, but you are not an owner. If you start thinking of the association as yours, you will soon begin to believe you are entitled to certain rewards, whether it be time, control, money or recognition. This attitude can quickly lead to a re-direction in your career. Losing control of the budget provides the same opportunity for re-direction. If you can't justify it to the members, you can't justify it.

Even if you come from the profession or trade that the association represents, or hold the same license as the members, you will always be seen as staff first and a member second. That is often the hardest lesson for a new employee who holds a license or comes from the profession or trade of the association. You need to educate new employees of this reality or they will become frustrated or will be seen by members as thinking they are "better" than they are.

None of this means that you should be subservient, but you need to recognize the inherent power structure of the organization. More than twenty years ago, a president told me that being the executive director of a bar association is like being the head butler in an English country home (this was before *Downton Abbey*). You need to lead the owners toward the right decisions and you need to direct the staff who work

for you. Even if you lead a very staff-driven organization, you need always to be conscious of the power structure.

Understand and appreciate what your members do.

You do not have to come from the profession or trade your association represents, but the members need to know that you know what they do, what challenges they face and where the profession or trade is heading. As the most visible leader of the association, they need to know you have their back, that you are looking out for them and that you can help them. You do this in two very distinct ways. First, you get out of your office and meet with them. Meet them in their work place, meet them at events, meet them wherever they gather. Talk with them about what's new, how a law is impacting what they do, how business is and what challenges they are facing for which they aren't receiving any help.

Second, you read and you participate in conferences. Read everything, not just industry journals and the *Wall Street Journal*. Figure out which few of the thousands of blogs out there are really, really good. Read them and tell others to do the same. Participating in conferences means more than just attending, but presenting at them. When you have to teach someone about something, you learn even more.

Use this to think broadly about the future of the trade or profession your association represents and then tell your members. For example, the driverless car probably will have a big impact on many businesses. Driverless cars will have fewer or no accidents. This means fewer accident-related lawsuits. Fewer accidents may mean insurance rates decrease, which is less income for insurance companies, but also lower

loss and loss adjustment expense. It probably means fewer body shops are needed, and fewer cars and trucks will be purchased after vehicle loss that result from accidents. It may mean people will drink more when they are out, because they won't have to worry about drinking and driving, meaning more income for bars and restaurants. It may mean fewer taxi rides are needed. And it may mean fewer speeding tickets and fewer drunk driving arrests, resulting in less money in fines and forfeitures for municipalities, half of which go to the state's common school fund; this means fewer of those dollars may be available to help fund libraries and other community services.

Educate your leaders.

Elected association leaders often believe that the association runs the same way they run their business. Getting your leaders to understand where this is, and is not, true is critical for the continuous improvement of the association. If you change course every year to match the elected leader's expectation that the association runs like their business, you will end up getting nowhere.

Many board members have little to no board experience and even if they do, they probably have not had that experience in your association. And board officers often have little or no experience as officers. You need to train both on what to expect and what their responsibilities are. For example, I have had board members, with many years of experience in the organization, not understand that they, as board members, hold ultimate financial responsibility for the organization. Not the staff, and not the finance or audit committee.

Part of that education is to establish a practice of open communication. There should never be surprises with your leaders, or they with you, and none between you and your staff, as well. The latter is especially important because you want to be in the position to tell your leaders and your board if there is an issue or a problem. You don't want to be in the position of them telling you that.

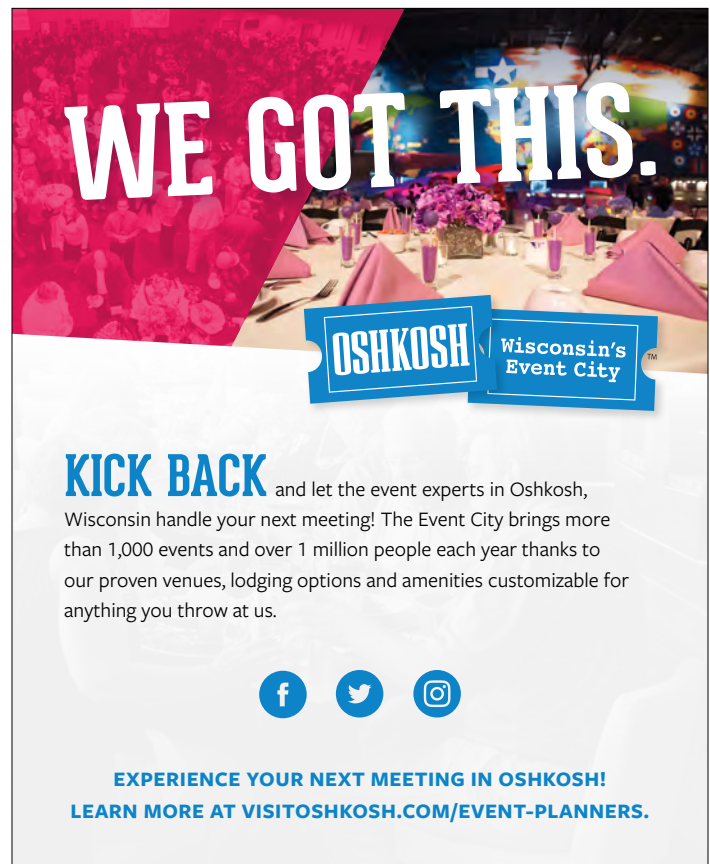
In addition, you need to educate your leaders about your job, if for no other reason than for them to understand it is not the chief elected officer's job to do your job. When working well, the relationship between the chief elected officer and the chief executive officer is a trusted partnership, just like two police officers in a patrol car.

All that being said, sometimes you may have to draw a line in the sand if elected leaders attempt to do your job. Notice I said sand and not concrete, because there is no hard and fast guideline. It depends on the circumstances and the common practice of the association. As you decide when and where to draw that line, always remember that old mantra, "Is this the ditch I want to die in?"

Expect staff to do well.

Although there are no absolutes, people generally want to do a good job. Staff members don't usually arrive at work with the goal to screw up. But it happens. Everyone makes mistakes. The challenge is to learn from those mistakes and to do better next time. As the staff leader, your job is to recognize that not every mistake is a crisis. You need to work with your staff to get them to recognize this, too, and learn from their mistakes. This means you need to be honest with them in your conversations and your evaluations. By expecting people to do well, you set the positive tone that will encourage them to experiment and to succeed.

Things don't always work out, though. If a staff member is regularly having problems, you need to discern the cause. Are you the cause of the problem? Is it a training issue? Are they not being challenged, or perhaps too challenged? Is it a personal capacity issue? Part of the challenge for you as leader is to determine if and when it is time to release the person to their future. One of the hardest decisions to make is to release someone you personally have hired, but to do otherwise is not being honest with the employee, yourself or the rest of the staff. ■



WE GOT THIS.

OSHKOSH Wisconsin's Event City

KICK BACK and let the event experts in Oshkosh, Wisconsin handle your next meeting! The Event City brings more than 1,000 events and over 1 million people each year thanks to our proven venues, lodging options and amenities customizable for anything you throw at us.

[f](#) [t](#) [i](#)

EXPERIENCE YOUR NEXT MEETING IN OSHKOSH!
LEARN MORE AT VISITOSHKOSH.COM/EVENT-PLANNERS.

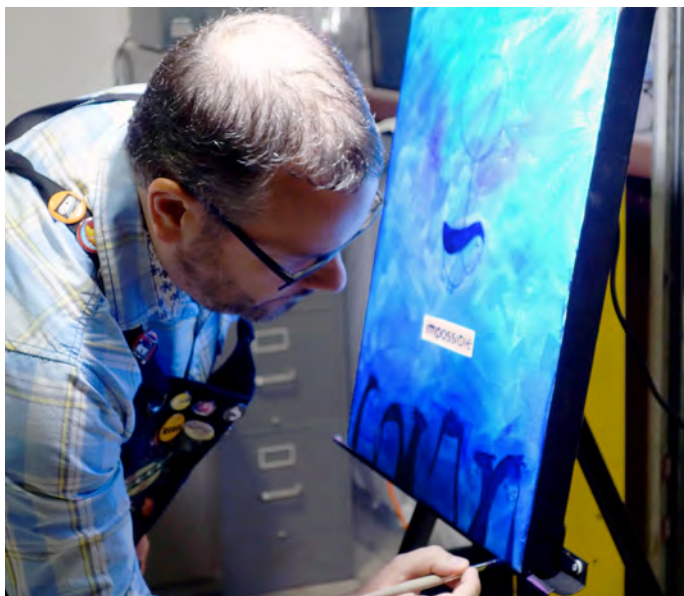
Approach the New Year with Childlike Courage and Curiosity

by Kara Miller

I'm 24 years old and I've been diagnosed with stage two Adulthood. According to the test, I've been experiencing very high levels of stress and have difficulty laughing. Alas, this fanciful diagnosis, unrecognized by the Center for Disease Control, originates from www.adulthood.org, a website designed by 2017 WSAE Summit speaker and founder of Escape Adulthood, Jason Kotecki.

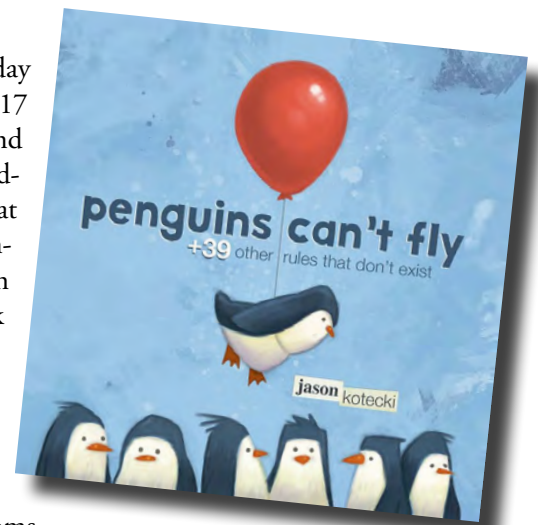
Jason describes himself as "a professional reminder-er and permission granter." A Madison local, he believes that "a life that embraces a childlike spirit is a life that is less stressful and way more fun." At this past year's Summit, he spoke on breaking away from nonsensical rules that we follow "because we've always done it that way," and instead embracing childlike courage and curiosity. His book, *Penguins Don't Fly: +39 Other Rules That Don't Exist*, expands on those ideas, and his playful writing style and illustrations reflect his carefree philosophy. Jason's humor and personal anecdotes help bind together a collection of small truths used to revive the young at heart.

While Adulthood may be fictional, the diagnosis is all too real, and seems to be common among adults, especially



Author, artist, speaker and self-proclaimed Adulthood fighter Jason Kotecki live-paints whimsical artwork to raffle off to attendees at the 2017 WSAE Summit.

around the holiday season. As 2017 drew to an end, and impending deadlines closed in at work, I took comfort in reflecting on Jason's closing talk at the Summit, *Curing Adulthood: Your Prescription for Less Stress and More Success*, and other little wisdoms found in *Penguins Can't Fly*.



Jason writes, "The purpose of this book is not to tell you how to live your life. It's to make you more mindful of the choices you make...My goal is to help you open your eyes to the way you think and the actions you take. I want you to question. Investigate. Experiment. Poke. Prod. Play."

Is that not the definition of innovation, our focus at the WSAE Summit: investigate, experiment, poke and prod? Innovation, at its core, is used to improve; but how can we innovate if we're stuck in autopilot, working without much thought or any real meaning? That's how we fall prey to Adulthood. As Jason references, the opposite of success is not failure, but instead doing nothing.

Ultimately, something's got to give. If you're suffering from Adulthood, nothing's going to change unless you do. As we prepare personal and professional goals for this new year, let us focus on mindfulness. Children constantly question, "Why?" If you don't have a good answer as for *why*, it's time to innovate. Be curious and take courage in trying something new. Like children, live in the moment and make every day meaningful. ■



Kara Miller is Membership Services and Communications Coordinator at AMPED Association Management.



GREAT LAKE



GREAT CITY



GREAT TEAM

GREEN BAY, WISCONSIN

Newly expanded 80,000 sq. ft. Convention Center
4,500 Hotel Rooms • One-of-a-kind Meeting Venues

Contact Beth Ulatowski
Beth@greenbay.com
920.405.1156



Schedule Your Tour Today
MeetInGreenBay.com

Association 4.0: Prepare for Tomorrow's Association, Today

by Sherry Budziak

A world where everyone and everything is connected through a network of smart devices and sensors is fast approaching—and in some cases, might already be here.

More than 30 billion devices are expected to be connected by 2020, according to HIS Technology's *Enabling the Internet of Things*. And by 2026, as noted in The World Economic Forum's report, *Deep Shift*, robots and automation, wearable Internet, 3D printing and manufacturing, smart appliances, virtual reality, Bitcoin and other alternative banking solutions, supercomputers in our pockets and driverless cars will all be mainstream.

These realities, expressed by some as the fourth industrial revolution, Industry 4.0, or Internet of Everything, is going to impact society in fundamental ways—some known and some unforeseen. So, what aspects of this

industrial revolution are or will be relevant to associations? And, how can associations prepare and ensure they remain significant and important?

Associations and the history of industrial revolutions

In 1784, the first industrial revolution began with the launch of the steam engine, mechanical production, textile production and migration to cities. This propelled the beginning of the *wage economy* and sparked the emergence of the nation's first associations: The Royal Society for the Encouragement of Arts, Manufacturers and Commerce, and the State of New York Chamber of Commerce.

The second industrial revolution started in 1870 with electricity, mass production, more robust global trade, the rise of manufacturing as we know it today and the beginnings of broader

access to information. We also experienced the proliferation of associations at this time, including groups with great influence, ranging from the American Association of Public Accountants to the American Seed Trade Association.

Almost 100 years later, the third industrial revolution surfaced in the 1960s with then technology powerhouses like IBM and its System/360 mainframe, as well as UNIX. We also began to experience instant global communications, as well as greater skill specialization among white-collar workers. It was a time of accelerated association growth tied to professional identity, the desire to belong and the need for continuing knowledge development for career growth. Associations truly came into their own with a strategic focus that still forms the basis for many association initiatives: providing professional growth, education, networking and, in the case of trade associations, representation and advocacy.

Transitioning to Association 4.0

We are living and experiencing the next industrial revolution right now. It is the convergence of the digital, physical and biological worlds that will influence both the way associations work, as well as the nature of the work they do.

SURROUNDED BY INTELLIGENT
CONNECTED DEVICES AND WORKING
ON SEVERAL TASKS REMOTELY, HUMANS
WILL SEEK A NEW SENSE OF PURPOSE
AND BELONGING. ASSOCIATIONS MUST
BE PREPARED TO MEET AND
EXCEED THIS NEED.



Unlike the previous revolutions, the fourth industrial revolution is happening much faster. It is impacting every individual and organization on the planet. Never in history have so many technologies moved at such a fast pace. Digital innovations are coming into maturity rapidly and transforming companies across the globe. Our inventiveness is only limited by our vision and imagination.

The fourth industrial revolution is pushing the transformation from the experience economy to the on-demand economy to the human economy. It will redefine who we are as people. Millions of jobs will be displaced by robots and technology. Independent, master, distributed knowledge workers will rise, requiring new types of work and social agreements. Surrounded by intelligent, connected devices and working on several tasks remotely, humans will seek a new sense of purpose and belonging. Associations must be prepared to meet and exceed this need.

Lessons for associations

Associations that will thrive must think like entrepreneurs, execute like Fortune 100 companies and provide purpose like an association. The four major things that will impact all organizations include:

1. Demand for mass quantity with high quality and customized service.
2. Formation of new partnerships and collaboration to develop innovative solutions to greater, seamless online and offline experiences.
3. Transition of operating models to digital models, leading to more platform-oriented solutions and organizations (such as Uber and Airbnb).
4. Products enhanced by data, undergoing continuous improvement and providing individualized results (for example, sensors providing constant feedback).

A new work environment is being ushered in. Among other changes, organizations must: adopt new flexibility requirements; accommodate workers located offsite and working remotely; provide a continuous exchange of information; shift from hierarchies to a structure of collaboration; appeal to intelligent workers seeking a sense of purpose as well as independence and mastery; exchange 40-hour work weeks and salaried, open-ended positions to sourcing smaller, task-oriented projects.

Association governing boards also will face the challenge of how to increase innovation and the speed of decision-making to enhance relevance in support of their missions. Whereas associations are notorious for being risk-averse, hierarchal and led by boards that often focus too much on daily operations, the very survival of associations requires new approaches, flexibility and risk.

Taking action

The fourth industrial revolution is changing the way associations need to work and what they must do to thrive. Because of this, .orgSource interviewed more than 20 association executives who are actively helping their members navigate this new world. These associations are strengthening their members' relevance while leading their own organizations into the future. Based on this research, as well as industry focus group discussions, here's a list of the top 10 ways to transform your organization to keep pace:

1. Adopt governance systems in which volunteer leaders can rapidly make decisions that focus resources on the biggest opportunities and threats to members, keep customer interests—not individual interests—in mind, and have a clear understanding of the delineation between board and management roles with regards to strategy and operations.
2. Create an environment for innovation and risk-taking. Consider establishing an innovation budget for the creation of new offerings.
3. Implement a digital culture that embraces transparency, open communication and accountability with a greater reliance on cloud-based management tools for enhanced collaboration.
4. Fail fast. Review what isn't working on a regular basis and kill it if it isn't successful.
5. Establish a scalable workforce of contractors that can be adjusted up or down as needed.
6. Treat strategy as dynamic, and focus on strategic thinking throughout the organization. Continually facilitate a deep knowledge of the industry or profession it serves, constantly probing what's impacting members today, and, as such, adjust scope of service (audiences, models, products and approaches).
7. Don't let technology lag. Stay ahead, in part, by adopting a distributed platform strategy.
8. Curate compelling professional development and content to enhance skills and expertise, and deliver it in a way members want, in order to remain a primary educator of the industry's workforce.
9. Engage new and different audiences by broadening value proposition or further targeting market segments.
10. Facilitate connections, identity and a sense of belonging on a daily basis. ■



Sherry Budziak is Founder & CEO of .orgSource (www.orgsource.com).



Tech Corner

Question posted in the WSAE Connected Community:

As an association manager, what tools or programs do you find most helpful? What is essential to doing your job? What have you recently discovered that you can't wait to share?

Tony Veroveen, AMPED Association Management:

Hubspot: We've been using Hubspot's free sales and marketing tools to ease into inbound business development and marketing automation. HubspotCRM is free. I use it to manage my business development activities, keep notes on certain members and build a sales pipeline, which I use to track my progress and report to our leadership. For a small team, you probably don't need Salesforce. If you want to add some sales automation, you can do it very inexpensively at \$50 per month. HubSpot's marketing automation tool is free at the basic level. I use it to serve up *gated* information (meaning they must fill out a form to access or receive the information) in which prospective members might be interested.

If you have suggestions of your own, be sure to post them in the Connected Community at www.wsae.org, or email Kristin at kmcguine@wsae.org.

Tile: I use the Tile app in my everyday life. A Tile is a small Bluetooth device that can go in something you commonly misplace, such as keys, a wallet or a purse. The phone app will ring the Tile and help you find the item. I have had a couple of them for over one year. I use it at least once a week. This has seriously saved me stress and several minutes of frantic looking! Who doesn't lose their phone in the couch? Anyone? I tap the Tile and my phone rings, even if it's set on silent.

Password manager: I highly recommend the use of a password management tool. I use *TrueKey* to manage nearly 300 logins! ■

Waterfront Hotel and Convention Center
 1 N. Main Street Oshkosh, WI 54901
 (855) 230-1900
 Contact Sales at (920) 230-6288
dhelgeson@bwoshkosh.com
bwoshkosh.com

BWP
PREMIER
 BEST WESTERN.

THE RIDGE

GETAWAY OR GET DOWN TO BUSINESS?

Whether planning an inspiring breakaway, classic conference or intimate retreat, The Ridge Hotel makes the optimal out-of-office experience. Located in the resort town of Lake Geneva, The Ridge presents versatile event space, on-site planners, and a shoreline destination for team or family downtime.

RIDGELAKEGENEVA.COM | 800.225.5558
 LAKE GENEVA, WISCONSIN

Goal-Getting Success™: Achieving Goals That Matter Most

by Susan Young

As 2018 arrives and you are planning for a banner new year, the last thing you need is a predictable lesson on setting smart goals. Yes, we all know the proven benefits of making your goals SMART: Specific, Measurable, Action-Oriented, Relevant and Timely. While these precepts are undoubtedly valuable, there is so much more. Wouldn't it be refreshing to approach your goals with a new perspective that is more about *goal-getting* than *goal setting*?

There is a big difference! One is making lists and the other is taking the action necessary to optimize your opportunities; strategy versus execution.

Through the years, have you set goals with great intention, only to discover a year later that they never came to fruition?

If so, you are not alone. 80% of people *never* set goals. And of the 20% of the population who do, 70% fail to achieve them. Wouldn't you like to be among the rare individuals who not only set worthwhile objectives and plan for their achievement, but experience success every time?

Applying the Principles for **Goal-Getting Success™** is an important step for getting what you want, changing what you don't and creating proactive habits to enjoy a happy and fulfilling career and life. Let the fun begin:

Decide what You want

In her book *The End of Membership as We Know It*, Sarah L. Sladek writes, "The goal is to build your association into a dominant, membership-attracting, revenue-generating organization, to stand out from all others as the single best association in your industry." Regardless of your business, industry or specialty, isn't this what we are all striving for? A few of the over-arching *whats* I have discovered while speaking for associations across the country are to:

- Gain, retain and nurture membership
- Increase revenues and expand fundraising efforts
- Improve communication and membership engagement

- Foster collaboration, cooperation and mutual respect
- Become an essential resource and make a positive impact

In addition to considering these highly relevant association goals, ask yourself what *you* want personally and professionally. What do you want to be, do and have? Where would you like to be one, three or five years from now? Strive to be outrageous and stretch for new possibilities as you set these short- and long-term goals.

Create clarity of purpose

There is magic in the mission when you know exactly what you want, why you want it and put a plan in place for how to get it. Whether you have an *organizational* goal to increase membership by 20%, a *professional* goal to earn your CAE or CMP designations or a *personal* goal to feel less stressed, your clarity of purpose will save you time, energy, money and sanity.

Being clear on your *why* will help you maintain focus, minimize distractions, garner support and move forward with deliberate intention. Define cohesive, coherent ways to plan for your success.



Visualize to realize

Begin to visualize your goals as if they have already happened. What do they look and feel like? Jack Canfield, of *Chicken Soup for the Soul* fame, states that “The daily practice of visualizing your dreams as already complete can rapidly accelerate your achievement of those dreams, goals and ambitions.” Seeing the possibilities will help you realize your goals, especially when they are connected to emotional benefits.

To help you visualize your goals:

- Write them out and read them daily
- Create a vision board or book
- Use mind-mapping techniques
- Write positive affirmations
- Design a Goal-Getting Success™ Scorecard to list, track and measure your success

Break big goals into bite-sized pieces

“Many people fall short of their goals because they look at them from a macro perspective rather than a micro view. The end result can be overwhelming,” says Gary Westfal, best-selling author of *Fear Is a Thief*. To increase your odds of accomplishing big things, take your complex ideas, break them down into smaller, achievable tasks, take action and begin to enjoy short-term wins right away.



The power of process

What stands between you and achieving your ultimate goals has less to do with possessing some super-human strength or skill and more to do with how you approach problems and work to resolve them. Marginal improvements in your decision-making process can build momentum and strengthen your staying power greatly. Make a list of small, manageable tasks to complete every day. What is one action step can you take on each goal to make them a reality?

Balance and alignment

There are so many moving parts in life, it is not surprising that most people struggle with how to juggle it all to maintain a sense of balance, health and well-being. Is cool-headed calm your natural state or does chaos rule your world? The

goals you set have a ripple effect. It is wise to consider how your goals for career, learning, love, finances, relationships, health, home, fulfillment and fun align and interact with each other to ensure intentional congruence and balance.

MARGINAL IMPROVEMENTS IN YOUR DECISION-MAKING PROCESS CAN BUILD MOMENTUM AND STRENGTHEN YOUR STAYING POWER GREATLY. MAKE A LIST OF SMALL, MANAGEABLE TASKS TO COMPLETE EVERY DAY. WHAT IS ONE ACTION STEP CAN YOU TAKE ON EACH GOAL TO MAKE THEM A REALITY?

Identify gaps, traps and obstacles at the onset

Obstacles are what you see when you take your eyes off the prize. For each goal you set, list the potential challenge or threats that could sabotage your success, undermine your intentions and stop you dead in your tracks. Then name a corresponding action that can minimize or eliminate that issue. This type of if-then planning will keep you from getting derailed when unexpected surprises arise.

Develop mental toughness and tenacity

Grit is increasingly being seen as an important psychological indicator of personal achievement. It is defined as “perseverance and passion for long-term goals.” Simply put, mental toughness is your ability to train your mind to perform regardless of the circumstances in which you find yourself. Your determination, tenacity and stick-to-it-ness are among your most important traits for achieving success.

Master your Goal-Getting Success™ mindset

Your inner world impacts your outer world. Be mindful as to whether your thoughts are working for you or against

you. Your mindset is the single most important influence on how you respond to change. It can be the make-or-break difference between success or failure, confidence or fear, hope or despair.

Since you bring about what you think about, master your mindset to support your best outcomes. Keep in mind:

- Dream big!
- Believe in yourself.
- Choose your attitude.
- Get up early and start strong.
- Focus on what you want more of.
- Develop willpower and persistence.
- Lifelong learning and personal growth.
- Align your purpose with your passion.
- Surround yourself with positive people.
- Practice optimism and positive expectancy.
- Take care of yourself — mind, body and soul.

Prepare for positive change

Have you created an environment that supports change? Sometimes the changes in your life are planned with a sound strategy, optimism and intention. Other changes that come upon you, however, will catch you by surprise, sabotage your success, break your heart, cause you stress or leave you feeling lost and not your best. Whether you are dealing with planned or unplanned change, there are always degrees of adaptation and reorientation required to be resilient.

Your key to achieving your goals is to fortify yourself with the tools, skill sets and mindset necessary to respond to change from a position of personal strength, deliberation and choice. These enable you to be better equipped to shape life on your terms. When people associate change with fun, growth, adventure, variety, opportunity and possibility, they are more agile and resilient. This kind of mindset is what makes transformation possible. ■



Susan Young (www.SusanSpeaks.com) is a speaker, author and workshop leader. She helps organizations leverage the power of change and resilience to improve positivity, engagement and communication. She serves on the board of the National Speakers Association in Wisconsin.



400,000
SQUARE FEET OF MEETING SPACE

5,600 meetings and conventions a year. 8,000 guest rooms. 90,000 square feet of contiguous exhibit space. No matter how you break down the numbers, Wisconsin Dells is one of the Midwest's top areas for your meeting or convention. With enough space for groups large and small, personalized planning, state-of-the-art facilities, and 16+ million gallons of fun in dozens of indoor and outdoor waterparks, there's no reason business and pleasure can't mix.

Wisconsin Dells
The Waterpark Capital of the World!

MEETINGS THAT ATTRACT ANY CROWD.

MeetInTheDells.com | sales@wisdells.com | (888) 339-3822, ext. 345

WSAE Awards Honor Excellence in Association Management

WSAE's Annual Awards Reception was held during the WSAE Summit at the end of October 2017. Here are this year's award winners. Congratulations to these outstanding professionals!

Visionary Award

Kelly Veit, IOM

American Council of Engineering Companies (ACEC) of Wisconsin

The Visionary Award goes to an individual who shows outstanding commitment to innovation and leadership.

During her tenure with ACEC, Kelly has helped drive the organization forward while also keeping key traditions, events and members at the forefront of her mind.

Kelly's roles at ACEC have evolved over the last decade. Through her skill and dedication, she has become a true leader while motivating staff and helping them grow in their roles as her career evolves.

One example is her work with the Leadership Institute, where she works with young members to help them become leaders in their firms. This program is consistently noted as a reason people stay with ACEC and why the classes continue to grow.

Through major changes at ACEC, Kelly has also played a guiding role in getting the organization to where it is today. She led the strategic planning process, worked with developers on two new website designs and helped secure a database that met the needs of the organization and staff.

The individual that nominated Kelly says that during her time with ACEC Wisconsin, the organization has grown stronger. They are well-connected, influential and have seen growth, which is attributed to Kelly's hard work and dedication.

She is an active participant in WSAE events and serves on the Education Committee.

Congratulations on being a WSAE Visionary Award winner, Kelly! ■



Association Leadership Award

Michelle Vetterkind, CAE

Wisconsin Broadcasters Association and the WBA Foundation

The Association Leadership Award is given to an individual or organization who demonstrates leadership through one or more of the Values of WSAE – inclusion, optimal performance, alliance building and passion.

Michelle has gone above and beyond for WBA, a trade association representing nearly 500 members, including more than 95% of the radio and television stations licensed in Wisconsin.

Michelle lobbies on behalf of Wisconsin's radio and television stations at both the state and federal level. She continues to grow the association through implementation of a long-range plan, as well as finding alternative revenue streams. The individual that nominated Michelle said that, as a member of her team, she appreciates Michelle's willingness to let her run with new ideas. She always looks for the bright spot in every situation and is truly one-of-a-kind.

Michelle serves on the WSAE Board of Directors and was instrumental in leading the team of volunteers that developed WSAE's first-ever Executive Exchange this year, bringing together association CEOs from around the state.

She is also currently the co-chair of Wisconsin's Amber Alert Oversight Committee, a member of Wisconsin's Emergency Alert System Committee and belongs to Madison TEMPO.

Congratulations, Michelle, for your selection as the 2017 WSAE Association Leadership Award recipient! ■



Young Professional Award

Emily Viles

AMPED Association Management

The Young Professional Award honors a young professional who is making a difference through contributions to WSAE and the association community.

Emily, along with former Young Professional Award winner Aaron Manogue, spearheaded the creation and direction of the WSAE Young Professionals Task Force over the last year. Her dedication to this segment of association professionals has resulted in several successful live programs, including Paddles and Panels, the first educational program of its kind for WSAE.

Emily is deserving of this award, not only for her involvement and leadership in WSAE, but also for her innovative approach to association management. She embraces new technology for the benefit of all her clients, seeking out the best solutions for abstract management, mobile apps for meetings and website platforms. She loves to experiment with new tools, always with the goal of association growth and efficiency.

The American Society of Association Executives recently recognized Emily's excellence by inviting her to the 2017 ASAE NextGen Association Summit, an annual meeting designed for young professionals who are dedicated to association leadership.

A colleague noted that it has been a pleasure to watch Emily learn association management and take clients to new heights. She excels at all she does. The pride and dedication she brings to her role is an inspiration to all who work with her.

Emily, you're certainly a deserving young professional. Congratulations! ■



Hall of Fame Award

Gail Bast, MBA, CAE

Association Acumen

Our Hall of Fame Award honors an individual who has demonstrated involvement and commitment to the association management field on a continuous basis.

One nominee said that the characteristic that stood out most when she met Gail for the first time was her extreme passion. In everything she pursues, she does it to the fullest and best that it can be done.

Gail opened her own association management company in 2006, and did so with a structure to allow it to be an accredited AMC, which she achieved.

As an excellent leader and mentor, Gail provides examples and resources by which others can learn and grow. She is keenly aware of the responsibility of this role. She developed programs at Association Acumen including AcumenEd, an educational forum where a mix of outside experts and internal presenters providing team members the opportunity for continuous learning and leadership opportunities. AcumenEd is also frequently open to members of the association community.

Gail has been a fabulous mentor to many at Association Acumen, always emphasizing strengths and encouraging people to participate in projects that help them to succeed. She encourages her staff to be members in organizations including WSAE, ASAE and MPI, constantly thinking of ways she can help staff grow. This includes encouragement and support for seven of her staff who have obtained their CAE certifications.

Gail led the development of a customized strategic planning method and trained the management team to help them take an innovative approach to strategic issues. The staff is now experienced in strategic planning facilitation.

The impact of her participation and networking has resulted in Acumen receiving the Future 50 Award, presented by the Milwaukee Metropolitan Association of Commerce, for significant revenue and employment growth.

Congratulations, Gail, for being selected for the 2017 Hall of Fame Award! ■



WSAE Summit Revisited

We had a great 2017 Summit. Thank you again to all of our sponsors:



First Membership Event of the Year

For Association Professionals and Industry Partners



2018 Membership Roadshow

FEBRUARY 28 - MILWAUKEE
Networking Evolution:
Building Stronger Relationships

MARCH 1 - MADISON
Membership Myth Busters



Focus on membership with Lowell Aplebaum, CAE, CEO and Strategy Catalyst of Vista Cova. Build stronger connections with *Networking Evolution* in Milwaukee and debunk membership beliefs with *Membership Myth Busters* in Madison the following morning. Can't make it both days? One-day registration is available - just choose your preferred date and location during the registration process. Participation is worth credits toward CAE application or renewal.

Milwaukee - February 28 **Networking Evolution: Building Stronger Relationships**

Our associations may produce the highest quality programs, products and services, but what makes us different from any retail store is the community of colleagues any member can find. What we call networking is the cement that holds together the bricks of our non-dues revenue lines of value. Yet, for all associations tout as being the "professional home" for their industry, this most often means putting volunteers and members alike in a room with wine and cheese with the instruction to "meet each other." Associations can do better.

Together we will explore how to deepen board member connections, how to create micro-brain trusts for volunteers, members, and industry stakeholders, and how to create personal conversation starters for five or 5,000. We will learn about these approaches, try them and analyze and evaluate them.

We all want to see a deeper loyalty to our organizations from our volunteers and our members - that starts with setting in place a dynamic of belonging and connection. This session will give you those first steps, providing you with new perspectives on how to create a networking evolution.

Madison - March 1 **Membership Myth Busters**

In this session, we will tackle association membership assumptions that may have worked in the past but won't be the drivers of a thriving tomorrow. We will debunk the beliefs and processes that have our organizations running the same way because that's the way they've always run.

For more information, please visit the WSAE website at www.wsae.org. ■

More Dates to Mark on Your Calendar:

ASAE American Associations Day
Washington, D.C.
March 21-22, 2018
www.thepowerofa.org/hillvisit

WSAE Spring Outing
Lake Geneva
May 21-22, 2018
www.wsae.org>Events

WSAE Concerts on the Square Social
Madison
July 25, 2018
www.wsae.org>Events

WSAE Benefits for Professional Development



Lending Library

Borrow books from WSAE's Lending Library, and get your own byline by writing a book review for *VantagePoint!*



VantagePoint Archives

Access back issues of WSAE's professional publication to learn from seasoned association professionals.



Solutions Network Spokes

Spoke communities in the Connected Community are open, so start learning from and collaborating with peers!



The Connected Community

WSAE's members-only Open Forum is a great place to post questions if you are looking for input, advice and solutions.



Job Search Assistance

Follow WSAE on Twitter to receive alerts on every new career opportunity posted in our Career Headquarters.



Webinar Archives

All WSAE's live webinars are recorded and available on-demand, so if you missed any of interest, it's not too late!

CAE Online Preparation Courses

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

Options available:

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

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

Continuing Education at Your Fingertips

Did you know that in order to apply for the Certified Association Executive (CAE) designation you must complete 100 hours of qualifying professional development? And, did you know that up to 50% of exam and renewal application hours may be completed online, through self-paced programs? WSAE has more than 80 such programs, available at <https://elearning.wsae.org>. In fact, some of them have been packaged together into bundles, representing up to a 40% discount and savings of nearly \$400. Together, the bundles provide a total of 22 CAE and four Certified Meeting Planner (CMP) hours.

Register for these on-demand seminars today to complete your required education hours, preview potential speakers for your events, train new staff or provide development opportunities for existing staff. Programs are available 24/7 from home or office, so steps toward achieving professional success and career advancement can take place when it's most convenient!

If you've been thinking about earning your CAE, but want more information, there's also an online info session about the CAE certification, led by ASAE's senior director of credentialing. This brief overview covers what the CAE certification is, how and why you should attain it, eligibility, the exam and rewards associated with the designation. ■



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

Young Professionals

Trump's Executive Order to Expand AHPs

President Trump recently signed an executive order, instructing federal agencies to rewrite federal rules for association health plans (AHPs), which allow small businesses of a similar type to band together through an association to purchase coverage.

Under the executive order, membership groups could sponsor insurance plans across state lines and would be able to avoid some requirements of the Affordable Care Act, including requirements that they cover certain benefits.

“ASAE is studying the executive order closely and we will be looking for more details about how these new rules would work,” said ASAE President and CEO John Graham. “ASAE has long believed that association health plans could expand health care choices for small businesses and franchise owners if federally regulated. But how the administration defines an association and how DOL and other agencies rewrite existing rules will be important questions to answer.”

ASAE is in the process of preparing comments on the DOL's [recently-proposed rules](#) to expand association health plans (AHPs) as a means of providing access to affordable health coverage for small businesses and their employees.

Comments are due March 6, 2018. ASAE will share its draft comments with the association community to allow interested parties time to review and use as a model for their own comments, if desired.

ASAE's comments will focus on what types of organizations should qualify as an “employer” for the purposes of establishing an AHP (and who could participate in these AHPs), as well as the complexities associated with state regulation of AHPs. The proposed rule would not preempt any current state regulations. Because the laws vary from state to state, AHP formation would be challenging without addressing state regulation.

Comments on the proposal can be submitted electronically at www.regulations.gov by referencing the Regulatory Identifier Number RIN 1210-AB85.

Excerpted from www.thepowerofa.org/news. Watch there for more information and ongoing updates. ■



Power of Associations

An Objective Snapshot of the U.S. Association Community

Size (Source: IRS Data Book)

- The IRS recognized 66,985 trade and professional associations in 2013.
- The IRS recognized 1,052,495 charitable and philanthropic organizations in 2013.
- During the 2013 fiscal year, there were 1,524 new applications for 501(c)(6) status and 45,289 applications for 501(c)(3) status filed with the IRS. The vast majority of these applications were approved.

Employment and Wages (Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages)

- Membership organizations (includes religious organizations, grantmaking and giving services, social advocacy organizations, civic and social organizations, and trade and professional associations) employed more than 1.3 million in 2013.
- Membership organizations generated a payroll of nearly \$51 billion in 2013.
- The average annual wages for employees of business associations and professional societies combined was \$73,490.

Other Benefits

- Nearly 63 million Americans volunteered through a membership organization in 2013. Altogether, Americans volunteered nearly 7.7 billion hours. The estimated value of this volunteer service is nearly \$173 billion.
- Associations represent a major piece of the meetings and conventions industry in the United States. The meetings industry supports nearly 1.8 million jobs and accounts for \$280 billion in direct spending by attendees.
- 57 million adults in America take formal work-related courses or training each year, and more than 69 percent of those individuals receive those training programs from either a private business or a professional association.

Source: www.thepowerofa.org/power-of-a-research ■

New Mitchell Airport Welcome Signs Reveal Authentic Milwaukee

VISIT Milwaukee and Clear Channel Airports have teamed up to welcome passengers to Mitchell International Airport with fresh new signage, displays and video capability.

Two giant new displays, measuring 15 x 7 feet, now greet visitors in the main concourse area with “Welcome to Milwaukee” messaging.



A wall wrap that had been on a prominent wall of Concourse D for more than 20 years has been replaced with an interchangeable “Greetings from Milwaukee” display, depicting an updated, stylized skyline graphic with bright, vibrant colors.

VISIT Milwaukee is also taking advantage of the 75-inch LCD display screens installed throughout the airport, by providing five videos, each ten seconds long, for the airport to use with other messaging on the screens. Future plans are to use the screens to welcome conventions to town with dedicated messaging for each group.

According to Paul Upchurch, President and CEO of VISIT Milwaukee, “Our partnership with Clear Channel Airports and Mitchell International Airport on this project has resulted in a colorful and more enticing welcome to travelers. The new signage and video capability is much more reflective of area attractions and the warm hospitality visitors will experience in Milwaukee.”

Milwaukee County Executive Chris Abele added, “Great partners like VISIT Milwaukee and Clear Channel are one of the reasons we are experiencing such significant growth at MKE. As more and more travelers from around the country and around the world continue to choose MKE, it's nice to know they will be greeted warmly with our characteristic Midwest hospitality.” ■

Jason Kauffeld Receives Award from Meeting Professionals International

The Wisconsin Chapter of Meeting Professionals International (MPI) recently celebrated members, volunteers and chapter accomplishments at their annual gala. Jason Kauffeld, Director of Group Relations at Green Lake Conference Center (GLCC), received the Rising Star Award. The award is presented to an MPI member who has been in MPI-Wisconsin (MPI-WI) for two years or less and whose time and efforts put them on a path to being one of MPI’s next leaders.

Jason says, “In MPI, everyone is so accomplished, yet so welcoming and willing to share advice. I have invested deeply to develop language skills and cross-cultural competencies, which come into play almost every day in the meetings industry. At GLCC, I use these skills to serve guests from over 50 countries throughout the year. I can relate to a diverse clientele and understand aspects of their culture which we can incorporate into their experience. I once bought the ingredients and helped cook pho (Hmong noodle soup) for over 300 attendees after I learned many Hmong elders at a conference were wishing for food from home.”

A member of WSAE, GLCC is a full-service conference center in south central Wisconsin. For more information visit glcc.org or call (920) 294-3323. ■



Jason and his wife Giselle at the Paris-themed MPI Gala in Middleton.

WELCOME NEW MEMBERS

As of December 15, 2017

Kirsten Ahlen, CAE, PMP, Gravitare Solutions
Jay Allen, Visit Galena Country (Greater Galena Marketing, Inc)
Sarah Bass, Wisconsin Assisted Living Association
Jeanine Becker, American Society for Quality
Emma Beiriger, Association/Management Services, Inc
Monica Bennett, Wisconsin Hotel & Lodging Association
Brant Bergeron, DigiCOPY
Penny Boyle, Wisconsin Association of Mutual Insurance Companies
Megan Bruckschen, Manitowoc Area Visitor & Convention Bureau
Ellen Brummel, Pharmacy Society of Wisconsin
Ed Buchner, Majic Productions, Inc
Elizabeth Clausen, Executive Director, Inc
Carol Courtney, J&J Exhibitors Service, Inc
Megan Coyne Cuccia, IOM, MDS Association Management
Jillian Dampier, Kahler Hospitality
Terry Davidson, International Foundation of Employee Benefit Plans
Scott Dettmann, Green Bay Packers
Michelle Eigenberger, Wisconsin Hotel & Lodging Association
Brian Filyes, Hyatt Regency Green Bay
Sarah Fisher, CliftonLarsonAllen
Shirl Furger, American Society for Quality
Kyle Geissler, Wisconsin Broadcasters Association
Deana Gillespie, National Funeral Directors Association
Megan Grant, Pharmacy Society of Wisconsin
Greg Haag, Association Acumen, LLC
John Hanson
Suzanna Hogendorn, AMPED Association Management

Tracy Holmes, CAE
Shelly Jones, CAE, CPPM, AANEM
Samantha Kay, Executive Director, Inc
Laura Kielbasa, Association Acumen, LLC
Lori Konkler, Visit Eau Claire
Chad Mitchell Lawler, Madison Area Building Association
Rachel Leege, ASA - CSSA - SSSA
Cynthia Lemek, Executive Director, Inc
Katie McGinnis, Iron Horse Hotel
Sam Mladenovich, Potawatomi Hotel & Casino
Peggy Murray Hagaman, CIS, Discover The Palm Beaches
Katie Pachner, Wisconsin Hotel & Lodging Association
Nicole Pfeifer, Hatchery Hill Hotels
Mary Riordan, Executive Director, Inc
Ricci Lee Rudesill, The Lismore Hotel
Kim Schechter, Executive Director, Inc
Kay Schell, Pharmacy Society of Wisconsin
Annette Schott, Executive Director, Inc
Marina Shawd, Executive Director, Inc
Donna Smith, Marcus Hotels and Resorts
Jennifer Stangl, Credit Union Executives Society
Michael Sullivan, American Society for Quality
Brenda Toler, Wisconsin Chiropractic Association
Renee Vandlik, Executive Director, Inc
Amy Volkmann, Lakeland Builders Association
Melinda Waite, Association Acumen, LLC
Peter Waldron, Wisconsin Hotel & Lodging Association



Our Industry Partners: An Integral Part of WSAE

by Michelle Czosek, CAE



It's hard to believe that I'm sitting here writing a column for the first VantagePoint of 2018. I feel like another year has flown by. On behalf of the board and staff, I'd like to thank everyone for their participation and support in 2017. I hope that however you engaged with WSAE this past year, you were able to experience and benefit from the value in belonging.

Recently, I had a conversation with an industry partner member who said she wasn't aware that industry partners are invited to all WSAE events. With the exception of CEO-only events, such as our new Executive Exchange and CEO Roundtables, partner members are absolutely invited and welcome to attend any WSAE event! This comment prompted me to want to take this opportunity to make sure our industry partner members know how much we appreciate all of the support provided through sponsorships and advertising, and how much partner involvement, at all levels, means to the WSAE organization. As an integral part of our association, we encourage partner participation as much as

possible. When industry partners attend our events, learning and networking alongside our association members, everyone benefits.

The first opportunity to attend an event in 2018 will be our Membership Roadshow, which will take place on February 28 in Milwaukee and March 1 in Madison. Our presenter is Lowell Aplebaum, CAE. He'll be covering two topics – *Networking Evolution: Building Stronger Relationships* and *Membership Myth Busters* – one in each city, which means two opportunities to learn and network.

In addition to February's Membership Roadshow, here are some of the other events that we are offering this year:

- Spring Outing on May 21-22 in Lake Geneva
- Summer social outing to Concerts on the Square in Madison on July 25
- 2018 Summit, including the Awards Celebration held in the Fall
- December educational program

Alternatively, get involved by sharing your knowledge with fellow members:

- Contribute an article to *VantagePoint*, WSAE's quarterly magazine publication
- Serve on a committee
- Lead a Solutions Network Spoke
- Propose an educational session
- Post a blog to www.wsae.org
- Respond to inquiries on WSAE's Connected Community online

I hope all our members make the most of their WSAE membership in 2018 by diving in and getting involved. If you have questions about how to make an impact within your association or ideas on how WSAE can help you get even more value from your membership, I hope you'll contact me. I'd love to hear from you! ■

Michelle



WSAE's industry partners members kept it fun and interesting at our Summit in October.

Your destination for **EVENTS** in Rochester, Minnesota

The Kahler
GRAND HOTEL

Kahler
INN & SUITES

The Towers
KAHLER
GRAND
HOTEL

Residence
Inn®
Marriott


MARRIOTT
ROCHESTER
MAYO CLINIC AREA

5 Full-Service Hotels
Over 50,000 square
feet of event space in
the center of the city.

- *Over 1,200 guest rooms*
- *Convenient skyway and subway access*
- *5 onsite bars and restaurants*
- *Connected to 139 shops*



www.KAHLER.com

khg KAHLER HOSPITALITY GROUP
♥ Serving you with all our heart.

507.285.2722



**Meeting Spaces • Event Rooms • Guest Rooms*
Conference Packages • Great Dining Options**



FLUNO | CENTER
EVERY EXPERIENCE, EVERY DETAIL, EVERY DAY

CONTACT US TODAY!

601 University Ave., Madison, WI 53715
(608) 441-7117 • (877) 77-FLUNO/35866
fluno.com

*Subject to restrictions. Please call for more information.