



— VIRGINIA SOCIETY of —
ASSOCIATION EXECUTIVES

YOUR *association* PRESS

JUNE/JULY 2017

Come join fellow VSAE members for the second annual SIG-a-Palooza on **Thursday, August 10, 2017** at the **Virginia Crossings Hotel and Conference Center**. The meeting will feature **breakfast** at 8:30 a.m., followed by a SIG-a-Palooza event from 10:00-11:30 a.m.

A SIG-a-Palooza is a collection of small Shared Interest Group (SIG) meetings. The SIGs are member-led groups organized around areas of interest. They offer a forum for peer-to-peer learning in a small group atmosphere. The SIGs are a great way for association executives and other non-profit leaders to learn from colleagues about the issues relevant to them.

CURRENT ACTIVE SIGS

Association Management Companies

For executives of firms that provide management and specialized administrative services to trade associations and professional societies.

Emerging Association Professionals

For executives to support and advocate for the next generation of association leaders.

Large Association CEOs

For CEOs of associations with six or more employees. Discussion topics include staff development, board relations, legislative issues, technology, and association resources.

Meeting Planner

For association professionals who are responsible for meeting planning within their organizations.



Membership

For executives responsible for or involved in membership acquisition and retention for their organizations.

Senior Staff

For executives who deal with organization-wide issues like strategic planning, staff management, and organization culture.

Small Association CEOs

For CEOs of associations with five or fewer employees. Discussion topics include staff development, board relations, legislative issues, technology, and association resources.

REGISTRATION

VSAE members can register for \$20 and non-members for \$35 if done by Tuesday, August 8, 2017. On-site registration is available and subject to higher fees. Call VSAE at (804) 747-4971 for more information or register online at vsae.org.

Do you have an idea for a SIG? If so, contact Brandon Robinson at (804) 249-2234 or write him at brandon@vsae.org.

DON'T MISS IT!

SIG-A-PALOOZA! August 10

Virginia Crossings
Hotel and Conference Center

8:00-8:30 a.m. Registration
8:30-9:45 a.m. Breakfast
10:00-11:30 a.m. SIG Meetings

Register online at vsae.org.

UPCOMING EVENTS

AMC RETREAT July 10-11

Craddock Terry Hotel

MEETING PLANNER SIG: HOW 3RD PARTIES CAN HELP YOU SUCCEED Thursday, July 27 MSV

MEETING PLANNER SUMMIT August 16-17 *Hilton Norfolk The Main*

SEPTEMBER MONTHLY LUNCHEON & SEMINAR Friday, September 8 *Meadow Event Park*

CEO & SENIOR STAFF RETREAT September 18-19 *Hilton Norfolk The Main*

Check out all events at vsae.org/upcoming-events.

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Leadership reflections



Brandon Robinson, CAE
VSAE Executive Director

Advancing The Mission

In mid-May, your VSAE Board of Directors participated in a very successful Board Advance—the event formally known as the Board Retreat. Not only did the board members experience the amazing hospitality of VSAE member Susan Holland and her team at **The Tides Inn** in Irvington, Va., they used the time together to think about and discuss broader societal trends and what they may mean for VSAE and your association community.

The two-day Board Advance began with a business meeting where the board received the final report of a Governance Task Force. The task force was formed earlier this year as part of VSAE's work on the strategic plan. Specifically, the group was charged with looking for ways to better engage VSAE members in the leadership and volunteer structure of the organization. **Stephanie Peters, CAE**, CEO of the VA Society of CPAs, chaired the group. Members of the task force included **Nancy Israel, ACEC/VA**; **Carter Lyons, CAE**, Independent Insurance Agents of VA; **Susan Motley, CAE**, Mission to Strategy; **Bruce Whitehurst**, VA Bankers Association; and **Steven Williams**, Hardiman Williams, LLC.

After much consideration, the board adopted several recommendations from the task force. First, the board reduced the requirement for CEOs on the VSAE board from a majority to at least three on the board, one of which must be an officer. Second, the board reduced the terms of directors from three years to two years. Third, the board moved the authority to nominate the Associate member position on the board from the President-Elect to the Nominating Committee, and allowed that position to be re-appointed after his or her first term. Fourth, the board adopted a more structured nominations process for both directors and officers.

All of these changes are meant to better engage members in VSAE's leadership and governance. Shorter board terms and less restrictive CEO requirements mean opportunities for more

members to be engaged in leadership. With the changing demographics in the industry and in society as a whole, this will enable VSAE to have a wider variety of voices directing the future of the association.

Upon the conclusion of the business meeting, the board engaged in strategic conversations on several important topics. First, I had the pleasure of giving my annual State of the Association presentation. I am proud to report the association is strong. In fact, as of writing this article, we have achieved the highest number of members in the history of VSAE.

Next, the board continued the conversation started in 2016 regarding goals and expectations it set for itself as a board. Beginning with a self-assessment, the board reflected on its own performance and how it might adjust going forward. Finally, the board pushed its thinking to imagine how VSAE can continue evolving as society and the industry continue to change.

The strategic portion of the Advance was facilitated by Lowell Aplebaum, CAE of Next Connexion. Lowell brought his expertise as a former association executive combined with a knack for working with boards to provide objective guidance to VSAE's discussions. He was also able to tap into the unique nature of our host, **The Tides Inn**, so board members did not just sit in a board room for two days. They were able to explore the property and allow the beautiful grounds to inspire their thinking.

It is an honor and privilege to work with VSAE's Board of Directors to lead this association. Driving home from Irvington, I was inspired and re-energized to continue working hard at being the best at making our member associations the best. There is a new energy within VSAE and now more opportunities and ways for members to engage. If you have not attended an event in a while, I would encourage you to do so. Come feel the energy and get engaged with association professionals connecting, learning, and leading.

PLAN NOW!

AMC Retreat



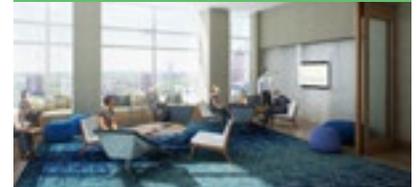
July 10–11, 2017

Craddock Terry Hotel
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For more information
and to register, visit
VSAE.ORG/AMCRETREAT



Meeting Planner Summit



August 16–17, 2017

Hilton Norfolk The Main

For more information
and to register, visit
VSAE.ORG/SUMMIT



CEO & Senior Staff Retreat



September 18–19, 2017

Hilton Norfolk The Main

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and to register, visit
VSAE.ORG/CEORETREAT





Focusing on the Future

at the **CEO** AND SENIOR STAFF *retreat*

SEPTEMBER 18-19, 2017 | HILTON NORFOLK THE MAIN



Is your board focused on its duty of foresight? Are they looking at the potential disruptive changes coming for your industry? Do they regularly have high-level strategic conversations about what may happen to your association in three to five years?

If you didn't answer a resounding yes, then keep reading and learn about THE event for association leaders like yourself, the VSAE CEO & Senior Staff Retreat.

This year's CEO & Senior Staff Retreat will begin with a high-impact presentation focused on the specific actions and approaches boards can adopt to develop a consistent and sustainable practice of foresight. During the retreat, attendees will also participate in facilitated roundtable discussions with colleagues about the challenges you are facing within your association. These confidential groups will be organized with colleagues from similar organizations. Finally, the retreat will provide you with the tools to continually develop your own leadership abilities, specifically focused on increasing team functionality; encouraging constructive conflict; eliminating confusion; clarifying purpose, values, priorities, roles, and responsibilities; and raising the bar on accountability and service.

This exclusive event is being hosted at the brand new Hilton Norfolk The Main, Virginia's newest IACC-certified conference center. It boasts a modern design and cutting-edge technology nestled in the heart of downtown Norfolk right on the Elizabeth River.

Come join your colleagues for two days of high-level content on the issues that are important to you as association leaders.



LEARN MORE AND REGISTER AT VSAE.ORG/CEORETREAT.



Evaluating Board Performance

The last item on the agenda was board evaluation. The board packet included a form for a self-evaluation—sort of a report card for the board.

Two of the directors noticed the item with curiosity. One of the directors said, “They can’t evaluate us, we are volunteers.”

Directors are responsible for governing the association. Good governance includes advancing the mission, protecting resources, and serving members.

The opposite of good governance would be poor attendance and a lack of quorums, board meetings characterized as a waste of time to read reports, or directors unfamiliar with the mission and strategic plan. An evaluation is a platform to remedy these situations.

Every association strives for a high performing board. The process of measuring performance can be both affirming and revealing.

At the American Association for Respiratory Care (AARC), we find the self-evaluation process helps us to accomplish the association’s goals and allows time to reflect on the past year. Inevitably the discussion is how we can improve our performance.

In 2015, AARC’s newly installed President discussed board effectiveness with the Executive Committee and discovered that there was a sense of disconnect after meetings concluded. Conferring with the Executive Director, he decided to survey the board with the goal of identifying shortcomings in the board’s processes and generating ideas for improvement.

Process

Volunteers may not immediately see the value of such an activity. Directors

have been known to say they are too busy for the assessment or think there are better ways to use board time. Do not be dissuaded by these complaints.

An evaluation of the board should be viewed as an opportunity for organizational improvement. Though like any review, it can seem intimidating.

Some associations develop a one or two-page self-evaluation and include it in the orientation process and leadership manual. That way directors are made aware at the start of their term that continuous improvement processes and performance measuring tools are available.

Some organizations email the evaluation to directors half way through their term asking them to complete it in confidence and return it to the chief elected officer. He or she can review

and make suggestions. At the next meeting the input is discussed with agreement on how to make improvements.

For example, the board may indicate meetings are too long, too short, or too frequent. They might suggest the reports are overwhelming, leaving no time for meaningful discussion. Or they could offer that a redesign of the meeting agenda would improve outcomes. All ideas worthy of discussion.

Others go into executive session (without staff or guests) to discuss the evaluation as a group. Allow 30 minutes for the task. Make notes of ideas to improve governance.

Nobody should object to contributing 30 minutes once a year to make improvements to the association.

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Richmond Marriott Short Pump
Richmond Region Tourism
Sheraton Roanoke Hotel & Conference Center
The Tides Inn
Virginia Beach Resort Hotel & Conference Center
Wyndham Virginia Beach

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There may be subliminal value even if the evaluation form is made available but there is no time to complete it. The message is that volunteer directors know that the association strives for continuous improvement.

Results

At the AARC, the board welcomed the opportunity to reflect on communications, governance, and decision making processes. The survey became a regular platform for offering suggestions on how directors can improve outcomes.

Several board members recommended more time in the meeting collaborating on strategic goals versus listening to the reading of reports in the board book. The President and Executive Officer took the feedback and implemented a more streamlined approach to meetings with time slots to focus on achieving strategic goals in roundtable formats.

Suggestions

Continuous improvement for all facets of an organization should be a part of its culture. Once the board realizes the benefit of self-evaluation, consider adopting a policy that it will be conducted regularly.

The policy might read, "At least annually the Board of Directors will undertake a process to review its performance and make suggestions for continuous improvement in association governance."

By sharing the results everyone on the board knows of any concerns. This promotes honesty and transparency among peers.

"Continuous improvement for all facets of an organization should be a part of its culture."

Staff members are generally not included in the process except to help implement improvements. It would be difficult for a paid staff member to announce, "This is the meeting when we rate your performance."

If the process is not done on paper at the meeting, consider an online survey distributed after the meeting. The responses will be tabulated and reviewed by the chief elected officer.

Do not leave out the Executive Director. Though he or she may not be involved in the assessment process, the executive will have ideas and resources to implement improvements.

In summary, every association wants a high performing board. Although directors serve as volunteers, they can improve governance through self-evaluation and strategic enhancements.

ABOUT THE AUTHORS



Bob Harris, CAE, provides board tips and templates at nonprofitcenter.com and facilitates strategic planning on board orientation. Write him at bob@rchcae.com.



Shawna Strickland, PhD, RRT-NPS, AE-C, FAARC, is the Associate Executive Director of Member Services at the American Association for Respiratory Care.

FREE On-Site Meeting Help Available SPECIAL FOR VSAE MEMBERS!

Students in the Meetings and Conventions Management class are available to provide on-site assistance with your meeting, conference, convention, tradeshow, or special event during September–November 2017. This is a required, graded laboratory assignment for the course. Students can work with you for 1–3 days without pay, but do need to receive room, meals, and auto mileage reimbursement from Blacksburg, Va.

Contact: Howard Feiertag, CMP, CHME, CHA
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Virginia Tech
Blacksburg, VA 24061-0104
howardf@vt.edu | P: 540-231-9459 | C: 540-557-7063

RECOGNIZE YOUR PEERS

Do you know an association executive or Associate member who has gone above and beyond in service to VSAE and your association community? If so, nominate that person for one of the following four VSAE Awards of Excellence.

The **CEO Award of Excellence** is the highest award VSAE can bestow upon one of its Executive members. This award is given to an outstanding chief staff executive who has been nominated by peers in recognition of his or her leadership and achievement.

The **Association Staff Award of Excellence** gives VSAE the opportunity to recognize an outstanding association staff professional for his or her contributions to their association. Criteria for this award include high integrity, professionalism, recognition from peers, a record of success and achievement in association management, and consistent leadership and service to VSAE.

The VSAE **Associate Member Award of Excellence** allows the association community to recognize those suppliers and vendors among its membership who have distinguished themselves among their peers through their leadership qualities and professionalism.

The VSAE **Career Service Award** is presented to an individual outside of the field of association management who through hard work, pleasing personality, and dedication to his or her job, has provided exceptional service over the years to the association community. Due to the nature of this particular award, nominations may only be submitted by Executive members.

The nominations deadline is Friday, September 8, 2017. Winners will be recognized on December 1, 2017 at VSAE's Award Luncheon & Silent Auction.

To nominate someone, go to vsae.org/awards-of-excellence.

MEMBER SPOTLIGHT

Katie Hellebush
Hellebush Consulting



What are you working on that's new and different?

I'm now the proud owner of Hellebush Consulting, LLC. Every day is a new day, providing innovative solutions and a new perspective for my clients. It has been more rewarding than I ever imagined.

What success stories do you have regarding communicating with members?

Let them do the talking. Listening is the most important thing I can do.

What challenges have you faced regarding communicating with members?

I have found that every industry is different. I work hard to discover what communication channels each client utilizes.

Who have been mentors and/or role models in your life/career?

My Gran, my parents, and former Senator Elizabeth Dole have all inspired me to go after my dreams. My family continues to serve as my biggest cheerleaders.

What do you enjoy doing when away from work?

I love to be outside, to garden, to run, and to spend time with friends and family. I also love to cook.

How do you recharge?

In the summertime, I grab a book, water, and head to the pool.

What's on your music playlist?

Country radio is generally blasting in my car; I enjoy New Orleans jazz while I cook; and from

Thanksgiving to New Year's I put on the Christmas tunes.

What was the last great piece of advice you received?

Don't be afraid of failing—you never know what you'll discover along the way.

What sports/teams do you root for?

Go Heels! I am Tarheel born and bred. I am also a proud University of Richmond alumna. Go Spiders!

What are you most proud of?

My goal is always to leave every organization with which I work stronger, equipped with vision and tools for the future.

What piece of advice would you give someone new to the association world?

Invest in relationships and experiences. You will meet the most wonderful people; you will have the most wonderful opportunities; and you will learn so much about yourself to help you determine your own path down the road. It may surprise you.

What three words best describe you?

Positive, tenacious, and faithful.

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CONSIDERING CAE?

The CAE is an Investment in Your Career. What Have You Done for YOU Lately?

Have you considered taking the next step in your career by obtaining the **Certified Association Executive (CAE)** credential?

If you are an Executive Director or CEO, you know how complex and varied your position is. If you're not, you may wonder how you can get ready for the next step. Either way, VSAE wants to support you on the journey.

If you qualify to take the exam, or are close and want to explore it, we encourage you to participate in the VSAE CAE Study Group this fall. Past study groups have been instrumental in ensuring candidates pass the exam.

The content of the exam is comprehensive, including some areas you may not have been exposed to yet. Hearing discussion from a variety of professionals helps you understand the material and the perspective from which you need to take the exam.

The study group will begin in early September and is typically scheduled once per week for ten weeks. The application deadline for the next exam is **September 28, 2017** and the exam will be administered on **December 7, 2017**.

Invest in your future. If you are interested in participating in the study group this fall, please write **Laura Cobb, CAE** at lcobb@vscpa.com.

For more detailed information, please visit whatiscae.org.

DO YOU QUALIFY?

1. You have three years of experience as a CEO or five years of experience working at the staff level of a qualifying organization, and you are currently employed by a qualifying organization or have been employed by such within the last five years.
2. You have a bachelors degree or higher, or in lieu of a degree, you have eight additional years of professional work experience.
3. You are committed to upholding the ASAE Standards of Conduct and have no felony convictions related to association management.
4. You have completed 100 hours of broad-based qualifying professional development within the last five years.

WHAT'S ON THE EXAM?

The CAE Exam is split into nine knowledge domains.

Strategic Management

- ❖ General Management
- ❖ Identity & Branding
- ❖ Financial Management
- ❖ Globalization
- ❖ Strategic Planning & Thinking

Governance & Structure

- ❖ Governance
- ❖ Volunteer Leadership Development
- ❖ Affiliate/Chapter Relations

Membership Development

- ❖ Member Engagement
- ❖ Membership Recruitment & Retention
- ❖ Ethics Program
- ❖ Standard-Setting Programs

Programs, Products & Services

- ❖ Development of Programs, Products & Services
- ❖ Fundraising, Sponsorships & Development Programs
- ❖ Meetings & Events
- ❖ Certification, Accreditation & Licensure
- ❖ Affinity Programs
- ❖ Professional Development Programs & Delivery Systems

Leadership

- ❖ General Leadership
- ❖ Ethics
- ❖ Diversity
- ❖ Interpersonal Skills & Group Facilitation
- ❖ Negotiating

Administration

- ❖ Human Resources
- ❖ Technology
- ❖ Legal & Risk Management
- ❖ Facilities Management
- ❖ Vendor/Supplier Management
- ❖ Business Planning

Knowledge Management & Research

- ❖ Knowledge Management
- ❖ Research, Evaluation & Statistics

Public Policy, Government Relations & Coalition Building

- ❖ Public Policy
- ❖ Government Relations
- ❖ Coalition Building

Marketing, Public Relations & Communications

- ❖ Marketing
- ❖ PR Programs
- ❖ Publications, Media & Messages

Visit whatiscae.org for more info.

“For over half a century, the Certified Association Executive (CAE) designation [has] remained the symbol for excellence in every facet of association management.”

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percent of CAE test takers report enhanced knowledge, improved advancement opportunities, and increased motivation.



percent of VSAE members have passed the exam when they fully participate in the VSAE Study Group.



percent of responding hiring managers factor or give preference to candidates who have the CAE credentials.

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DO YOU PLAN MEETINGS?

Connecting, Learning, Leading Adding Value to the Meeting Planner Role

2017 Meeting Planner Summit August 16-17 | Hilton Norfolk The Main

Held August 16 and 17 at **Hilton Norfolk The Main**, the 2017 Meeting Planner Summit is the association industry's only event specifically for professional meeting planners. Learn from experts and each other about how to be the best meeting planner you can be at one of Virginia's newest and most state-of-the-art conference centers.

This two-day conference, with over 7 hours of CAE approved education, includes content on raising the bar of the meeting planner role with value-added project management tools, stress relieving tips, and influential networking strategies. (See sidebar for the Summit schedule.)

The content leaders include Angela Edwards, PMP, PCC, PMI-ACP, MBA, MS, Chief Project Management Geek and Founder of Castle Thunder Consulting; **Susan Motley, CAE**, Executive Director of Mission to Strategy; and **Lisha Reynolds, RYT® 200**, Certified Svaroopa® Yoga Basics Teacher & Professional Development

Manager at Virginia Transportation Construction Alliance.

There will also be roundtable discussions facilitated by **Tiffany Brown**, Project Assistant for the Department of Forest Resources and Environmental Conservation at Virginia Tech, and time to network with fellow attendees. Bring your specific questions and learn from the experiences of other planners who have faced similar issues.

If you plan meetings as a part of your job, then this is an event you do not want to miss.

Thank you to our host **Hilton Norfolk The Main**, and our sponsors Colonial Williamsburg Hotels, Kingsmill Resort, Norfolk Waterside Marriott, Richmond Marriott Short Pump, Sheraton Virginia Beach Oceanfront Hotel, and Virginia Beach Convention & Visitor Bureau.

Learn more and register at vsae.org/summit.

SUMMIT SCHEDULE

Wednesday, August 16

10:00–10:30 a.m.

Welcome/Open Source Introduction

10:30 a.m.–12:00 p.m.

The Project Manager Mindset

12:00–12:45 p.m.

Lunch

12:45–1:15 p.m.

Facility Tour

1:30–2:45 p.m.

Network Ninja in Training

2:45–3:00 p.m.

Afternoon Comfort Break

3:00–3:30 p.m.

Energize Mind & Body with Office Yoga

3:45–5:00 p.m.

Roundtable Discussions:

Powered by Open Source

6:00–9:00 p.m.

Networking Reception & Dinner

Thursday, August 17

7:30–8:30 a.m.

Rise & Shine Breakfast

8:30–9:45 a.m.

Networking in the Digital Age

9:45–10:00 a.m.

Morning Comfort Break

10:00–11:30 a.m.

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Four Diamond
Award

SURVEY PRIZE WINNERS

Congratulations to **Katie Hellebush** of Hellebush Consulting, who is the Annual Conference evaluation prize winner. Katie received an overnight stay for two with breakfast at **The Hotel Roanoke** and a tin of cookies.

Congratulations also to **Sandra Peterson** of **Ruggles Service Corporation**, who is the June Monthly Meeting & Seminar evaluation prize winner. Sandra received an overnight stay at the **Four Points by Sheraton Richmond**.

Your opinion is important to us. Please be sure to complete the evaluation survey after VSAE's events to be eligible for great prizes!

PARTNER HIGHLIGHT:



TAKE YOUR MEETING SOMEWHERE UNEXPECTED

A location steeped in tradition. Mountain views as inspiring as they are breathtaking. Hospitality so genuine, it seems woven into each associate's DNA. Flavorful culinary options to please the most discriminating of palates. Experiences and adventures which challenge and delight. All of this and more is what makes The Omni Homestead Resort a destination unlike any other.

Located on 2,300 acres in the scenic Allegheny Mountains, this iconic destination features 100,000 square feet of indoor and outdoor function space. Meeting space includes the 13,485 square foot Grand Ballroom and the 10,368 square foot Regency Ballroom. Each can be configured to host parties from 10 to 1,200 guests. Known as America's First Resort, The Homestead celebrated its 250th anniversary in 2016.

Whether an association annual meeting, corporate retreat, or rewarding incentive trip, The Homestead offers the facilities and amenities to create a successful and memorable event. Innovative teambuilding exercises such as Omni Top Shot, Catapult to Success, and the Ultimate Relay Race provide a fun way to energize any group gathering. Many of these custom programs are created from the resort's existing recreational activities such as golf, shooting club, fly fishing, Segway tours, falconry, and skiing. The Homestead is also excited now to have the Ridge Runner Zip Tour and Red Tail Racer. Thrill seekers will love this new zip line adventure.

During free time, groups can treat the mind, body, and senses to a rejuvenating experience with The Omni Homestead Resort's comprehensive wellness services. From the award-winning spa, to the premium and full-service fitness center, to the all-natural mineral springs and sparkling pools, these amenities



are designed to promote healthy habits and re-energize.

BOOK A GROUP. HELP FEED AMERICA.

Join in a partnership with Feeding America to end the plight of hunger. Over 48 million Americans struggle with putting food on the table. Planning an event with Omni now comes with the added opportunity to make a difference.

For all group rooms booked at The Omni Homestead Resort in the future, regardless

of how the reservation is made, Omni will contribute one meal per room night.

You not only get a sensational meeting, but also, you can help make a meaningful difference in the local community.

CONTACT:

For more information or to begin planning your upcoming meeting or event, contact The Omni Homestead Sales Team at (888) 796-5838 or meet@thehomestead.com.

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For all group rooms booked, regardless of how the reservation is made, we will contribute one meal per room night.

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Renaissance Portsmouth-
Norfolk
Waterfront Hotel
Portsmouth

Blake Swayne
Keswick Hall & Golf Club
Keswick

Christina York
Grandover Resort
Greensboro, N.C.

MEMBERS ON THE MOVE

Polly Bradsher is now the Senior Sales Manager with DoubleTree by Hilton Williamsburg.

Lucy Pearson is now the Director of Sales with Crowne Plaza Hampton Marina.

JOIN VSAE AT ASAE'S ANNUAL MEETING & EXPOSITION

SOUTHERN SAE RECEPTION
MONDAY, AUGUST 14

If you will be at ASAE's Annual Meeting & Exposition in Toronto in August (see ad below), join your colleagues from VSAE and neighboring states for the Southern SAE Reception on Monday, August 14.

RSVP at
vsae.org/asaereception.



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Published by the Virginia Society
of Association Executives

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Content, layout, and design

Art and Editorial Deadline
for the August Issue
July 25

Advertising Space
Contact the VSAE office at
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This newsletter is proudly printed by:
 Minuteman Press Glen Allen
www.glenallen.minutemanpress.com

HEALTH CARE CORNER



In 2018, the Virginia individual health insurance marketplace will have one less participating health insurer. Aetna announced in June, that due to financial risk including the uncertainties within the ACA individual marketplace, they will no longer offer individual health insurance products in Virginia beginning January 1, 2018. Aetna will remain a group health insurer in Virginia with a focus on self-funded products. Please contact me with any questions.

Monty Dise
mdise@apgroupinc.com | (804) 423-7700



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