

## AWARDS LUNCHEON & SILENT AUCTION

Join VSAE on **Friday, December 1** at the **Hilton Richmond Hotel & Spa at Short Pump** for VSAE's most popular annual event, the **Awards Luncheon & Silent Auction**. Register now to see who will be recognized with the coveted VSAE 2017 Awards of Excellence. These awards will honor four individuals who have been chosen for going above and beyond in the association industry.

Kick off the season by doing some holiday shopping at the always popular Silent Auction, where you can bid on over 100 donated items, including gift baskets, event tickets, luxurious beach getaways, rounds of golf, and so much more. (Check out the current list of companies and individuals who have made a donation to the Silent Auction at [vsae.org/auction](http://vsae.org/auction).)

It is also a time to participate in this festive season by showing your pride in VSAE—donate an item to the Silent Auction. When you donate, you will be doing your part in supporting this year's local charity, **Good Neighbor Village, Inc.**

The mission of Good Neighbor Village is to provide a residential opportunity in a community setting for adults with mild to moderate intellectual disabilities. The Village exists to meet the housing, administrative, fellowship, and community needs of the residents, with comfort and dignity, as they strive to be productive and independent members of the community.

If you are unable to submit an item, but still want to make a difference, please consider making a cash donation to the Silent Auction Fund or donate a gift card for the Gift Card Tree raffle. To register and to learn more, visit [vsae.org/auction](http://vsae.org/auction).



## Information is the New Golden Handcuff

There was a time when association members joined for access to benefits such as health insurance, long-term disability, or workers compensation. For numerous reasons such programs have faded or are no longer the domain of associations and chambers.

Others joined for the camaraderie at the annual conference and tradeshow. Bringing families, they made it a multi-day vacation.

Now people are busy, the options for education are extensive, and conventions have been trimmed to a day or two.

These programs were “golden handcuffs,” benefits so valuable that prospects eagerly joined and renewed for the access. The new golden handcuff among associations has become access to information.

continued on page 3 >

### NEXT EVENT

#### AWARDS LUNCHEON AND SILENT AUCTION

**Friday, December 1**  
Hilton Richmond Hotel & Spa  
at Short Pump

#### SCHEDULE

Registration opens 10:00 a.m.

Reception & Silent Auction 10:30 a.m.

Luncheon & bidding close 12:00 p.m.

**Auction bidding ends at 12:00 p.m.**

Live auction will occur at the  
beginning of the Luncheon.

Awards of Excellence 1:30 p.m.

#### DON'T MISS THIS POPULAR EVENT!

Register online at  
[vsae.org/auction](http://vsae.org/auction).

### UPCOMING EVENTS

**MEETING PLANNER SIG:  
AMC—HOW 3RD PARTIES CAN HELP  
YOU SUCCEED (3 PART SERIES)**  
Tuesday, December 12, 2017  
*Embassy Suites Richmond*

**COMMUNITY SERVICE: FEEDMORE  
COMMUNITY KITCHEN**  
Wednesday, December 20  
*FeedMore*  
1415 Rhoadmiller Street

**JANUARY MONTHLY  
LUNCHEON & SEMINAR**  
Friday, January 5

**How To Get More Out of  
Your VSAE Membership**

**Political Outlook 2018**  
Dr. Robert Holsworth, DecideSmart  
*Omni Richmond Hotel*

Check out all events at  
[vsae.org/upcoming-events](http://vsae.org/upcoming-events).

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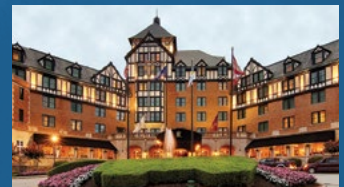
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## Member Engagement

Associations are ideal platforms for facilitating information exchanges. Information becomes more relevant when it is shared among peers. The platforms take the form of roundtables, circles of trust, peer-to-peer discussions, and audits.

“Conducting job site safety audits provides an opportunity to demonstrate our expertise and professionalism on the ground. This equates to credibility,” explains Richard Vincent, executive vice president at Associated General Contractors of Kentucky.

Sharing information unique to the organization answers the most frequent questions of boards, “How do we increase member engagement?”

At the Independent Electrical Contractors (IEC), CEO Spenser Villwock, CAE describes their forums as one of the highest-ranking member benefits. The groups are comprised of voluntary business leaders in non-competitive markets from across the country meeting periodically to share management success strategies with one another, similar to having a “personal board of directors.”

He explains, “The benefit of peer-to-peer information exchange has been known to help members gain insights on solving management and strategy questions that have empowered company leaders with best practices to grow their businesses four-times and beyond. Knowledge sharing is still the critical potency of our associations in a world saturated with information accessible on the Internet.”

## Association Solution

Information exchanges support many aspects in a membership organization:

- **Loyalty**—Exchange groups require membership and the commitment to be involved.
- **Access**—Members want to have exclusive access to knowledge.

## MEMBER SPOTLIGHT

Krystalyn K. Weaver, PharmD  
Vice President, Policy and Operations  
National Alliance of State Pharmacy Associations

### What do you like most about your job?

The focus of my work is identifying opportunities to increase patient access to the valuable patient care services pharmacists have to offer. Lately, my time is largely spent looking at how different states are allowing pharmacists to prescribe products—such as birth control or smoking cessation aids.

### What is your greatest challenge at work?

My greatest challenge is figuring out which ball to chase. We are a very small organization, but we try to utilize our volunteers, technology solutions, and a good amount of creative multitasking to do the work of a larger organization.

### What is the biggest issue facing you as an association executive?

Balancing investment in strategic initiatives against pursuing non-dues revenue opportunities. We have to keep the doors open but we also need time to invest in the valuable, non-revenue work our members find valuable.

### What do you enjoy doing while away from work?

I am currently pursuing a law degree at George Mason University’s evening program so that consumes just about all of my non-work hours. When I am not studying or in class, I like to play with my dog or hit one of Virginia’s awesome wineries on the weekend.

### What advice would you give your younger self?

Don’t stress—learning happens by pushing through uncomfortable situations. I still have to remind myself of that sometimes.

### If you could have any superpower, what would it be and why?

Speed reading. Not very glamorous as far as super powers go, but I sure am envious of people who can do it.

### What characteristic do you most admire in others?

Patience. It’s not my biggest strength but it’s something I strive for and appreciate in others.

### What are your favorite apps?

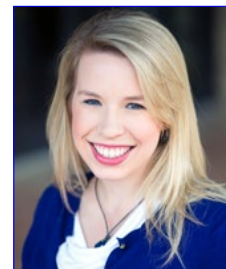
For work: Outlook, Time Doctor, and Office Lens. For play: Starbucks, Spotify, and the Apple podcast app.

### What 3 words best describe you?

Persistent, passionate, and loyal.

### If you could visit any place in the world, where would it be?

I would love to eat and drink my way through Italy, retrace my late grandmother’s steps, and see all of the history and scenery there.



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# Maximizing Your VSAE MEMBERSHIP

The mornings are crisp, the leaves have just started to fall, and pumpkin spice seems to be everywhere. As the calendar steadily marches on, fall leaves will turn to cold winter days and the holidays will usher in a new year.

We thank you for your membership and for all that you do to make VSAE the association that it is today. You, our members, are the foundation of VSAE. We appreciate the investment that you make in VSAE. And we look forward to our continued work together to create a community for collaboration, education, and professional growth for all association professionals.

At present, VSAE has a total of 405 members, an all-time high. While this is an impressive accomplishment on its own, more meaningful is the association's nearly 85% retention rate. Once we join, we are staying. We are renewing our membership. We are finding value as members of the association.

Yet, how often do we think of that value? And how do we maximize that value?

## Community

The VSAE vision is to be the best at making our member associations the best. Indeed we

are all proud of our associations individually, our achievements, and of our collective industry. VSAE has successfully created a community for collaboration, education, and professional growth for all our members through programming, SIGs, retreats, and recognition programs for all our professionals. We hope you feel you are an engaged and valued member of this community.

## Investment

We are investing in our members. Our VSAE membership provides all our professionals the opportunity to grow, to learn, and most importantly to develop relationships in the form of mentors, dear friends, and valued colleagues across the Commonwealth. We hope

that you are taking advantage of all the education and events that VSAE offers throughout the year. The more you invest, the more you will receive.

## Opportunity

Opportunities abound to increase your participation in the VSAE community. Each of you makes VSAE the association that it is today. Consider the relationships, experiences, and knowledge you have gained; reflect on your contribution to your fellow members and the association as a whole. Finally, think about how you would like to profit from your VSAE membership next year.

Perhaps you would like to focus on building new and strengthening current relationships? Alternatively, you might decide to participate in a new committee or volunteer at a community service event. Finally, you could decide to stretch yourself by attending a new SIG, retreat, or seminar.

As the time comes to renew your VSAE membership, I hope that you will easily think of all the ways that you benefit from your membership. I also invite you to consider your investment in VSAE—and not just in dollars. I challenge you to maximize your membership by investing further in our amazing group of professionals and to tout the benefits of VSAE to our fellow professionals who have not yet discovered the Society.

## RENEWING YOUR MEMBERSHIP

Membership invoices were mailed out on November 1. Please pay by December 31 to prevent a lapse in membership.

For more information on how membership in VSAE can help you grow professionally and personally, please visit [vsae.org/services-benefits](http://vsae.org/services-benefits).

You can also call **Brandon** at (804) 249-2234 or write him at [brandon@vsae.org](mailto:brandon@vsae.org).

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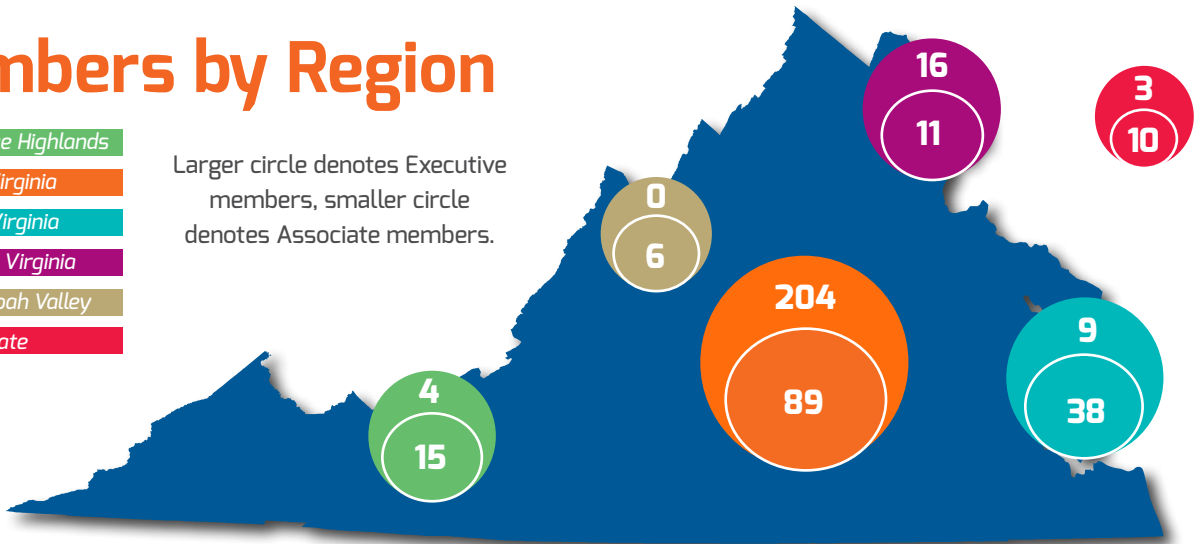


**Katie Hellebush, CAE** serves as the Chair of the VSAE Membership Committee. She is President of Hellebush Consulting, LLC. Write her at [katie@hellebushconsulting.com](mailto:katie@hellebushconsulting.com).

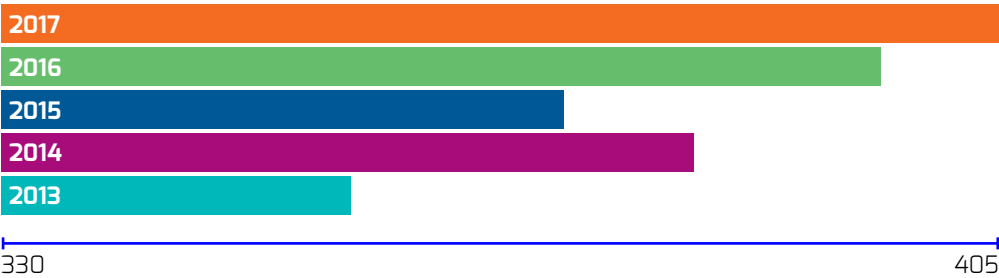
# Members by Region

- Blue Ridge Highlands
- Central Virginia
- Coastal Virginia
- Northern Virginia
- Shenandoah Valley
- Out of State

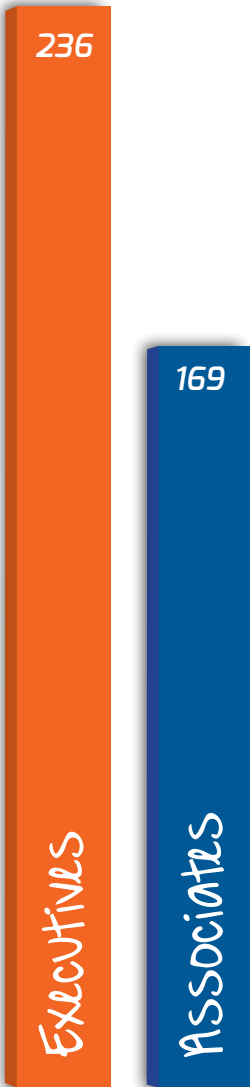
Larger circle denotes Executive members, smaller circle denotes Associate members.



## Membership Growth

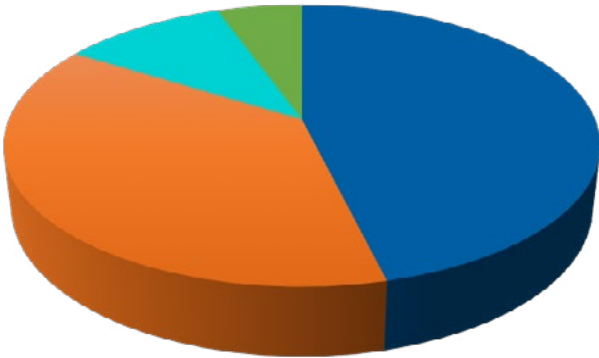


## Members by Type



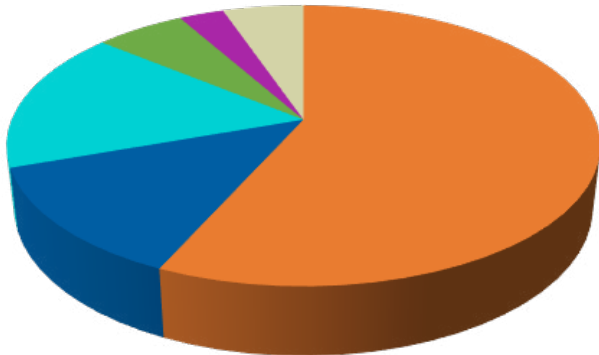
## Executive Member Roles

- 109 CEO/Exec. Directors
- 89 VP/COO/Directors
- 25 Manager/Coordinator
- 13 Other Staff



## Associate Member Types

- 97 Hotels/Resorts
- 21 Meetings/Tradeshows
- 27 CVB/Travel
- 10 Consulting
- 5 Finance/Insurance
- 9 Communications/Tech





## It's Time to Donate to the Silent Auction

The Awards Luncheon & Silent Auction, VSAE's most popular event, will be held on Friday, December 1 at the **Hilton Richmond Hotel & Spa at Short Pump**. Participate in this festive occasion by donating a silent auction item, donating to the gift card tree, registering to attend, or all three.

Proceeds benefit VSAE and **Good Neighbor Village, Inc.**, an organization that provides a residential opportunity in a community setting for adults with mild and moderate intellectual disabilities.

Learn more at [vsae.org/auction](http://vsae.org/auction).

## LESSONS FROM THE SIG

**What have you learned at VSAE's SIG events? Here is some insight from the recent Senior Staff SIG.**

**Change:** You must plan for it and you need to make sure those affected by it—whether they are staff or members—know what is happening and how it will affect them. Communicating what is working well, the benefits of the change, and the supports in place during implementation are key to success. Want to dive deeper? Read *Switch: How to Change Things When Change is Hard* by Dan and Chip Heath.

**Amy Hewett, CAE**, Vice President of Strategy and Communications, Virginia Health Care Association

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## HEALTH CARE CORNER



President Trump recently signed an executive order eliminating the cost sharing reduction CSR subsidies to insurers on behalf of individuals in the health benefit exchanges. Prior to the execution of this executive order, certain individuals, based on income, could qualify for premium subsidies to reduce their health insurance premiums, as well as CSRs to reduce their deductibles and out of pocket maximums. Now consumers will no longer be eligible for CSRs, however the premium subsidies remain in place at this point. Due to the changes in the individual marketplace carrier participation in 2018, and this executive order, I believe more individuals will be looking to employers for employer sponsored health coverage. Please contact me if you have any questions.

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- **Value**—The information is intended to advance one's career or work setting, offering a return on investment for dues paid.
- **Engagement**—Information exchanges require member commitment for involvement in the process.
- **Content**—Through dynamic discussions of information and operations, the association learns of member needs.
- **Depth**—Exchanges can involve multiple people and job positions in one company, allowing the association to build relations and awareness deeper into the member organization, i.e. involving marketing, legal, or HR professionals.

### The Process

Associations are positioned to facilitate information sharing. They manage a body of knowledge associated with the community. They have staff and technology to develop information sharing programs. The association is an independent third party that can guard against anti-competitive concerns.

Traditionally, information is delivered through seminars, reports, books, and papers. These formats are single-dimensional without much help in understanding and application.

To enhance information the board or a committee starts by considering the unique knowledge associated with the organization. Discuss how to transform information to have more value.

For example, following a legislative session, a committee might create a regulatory compliance service. Or based on new research, create a guide to benchmarking applicable to a member's specialty or work setting.

It is the two-way exchange that adds value. By delving into knowledge, asking questions among peers, and adding perspectives, the information becomes dynamic.

### Information Exchanges

Information platforms can take varied forms. The key is face-to-face interaction so information can be ingested, discussed, and applied for the user's benefit.

Elements necessary for a vibrant information exchange include:

- **Participants**—Willingness of participants to be open to receive and exchange information in confidence.

- **Facilitator**—An impartial person with knowledge to coordinate and facilitate meetings.
- **Protocols**—Rules for the group to ensure fairness and a respectful learning environment.

### Examples of Information Exchanges

Create what works best for the membership and its culture. Beta test the process, evaluate, make adjustments, and then protect the process as an exclusive benefit.

- **Twenty Groups**—Many industries offer them. The National Association of Independent Automobile Dealers describes the groups as a flagship benefit. What makes them unique is the willingness of the same persons on a regular basis to spend a day plus travel to share private information (for example hiring, budgeting, operations). The results can be improvements in profitability and application of best practices.

- **Benchmarking Groups**—Wikipedia describes this as a group willing to compare their own business processes and performance against industry metrics. Typically the association is the originator of the benchmarking research and data with a facilitator to guide conversations.

- **Peer Groups**—Described as a group of similar job positions from different companies coming together to share challenges and solutions. For example, the marketing managers of various companies forming a bond to improve operations. A meeting usually starts with a speaker to generate thoughts, followed by facilitation, deep-dives, and sharing.

- **Circle of Trust**—The Circle of Trust is a program at the Kentucky Society of CPAs. It focuses on small firm and sole practitioners who receive an invitation to participate. They come from geographic distances to reduce the possibility of competitive conflicts. The purpose is to share information, help each other solve problems, and be a source of additional expertise they may not be able to offer their own clients. For example, one may have a designation in business valuations, and another may have expertise in technology. There is a charge to participate. Penny Gold, CEO at the Kentucky Society of CPAs said, "We want to offer a forum where members

can speak freely, in a safe and confidential environment."

- **Audit Process**—Applying the knowledge by visiting a business or practice with a qualified expert to perform an audit in areas such as compliance, safety, or profitability. For instance, audits could include regulatory compliance or best practices.

- **Peer Review**—The American Institute of Certified Public Accountants requires its member firms to undergo a peer review every three years. A peer review is a periodic external review of a firm's quality control system in accounting and auditing and is also known as the AICPA's Practice Monitoring Program. At the invitation of a participant, two or more qualified persons visit the setting to review and discuss methods for compliance and improvement. ASAE used to have a similar service where a team of seasoned executives would be invited to visit and evaluate an association.

- **Solutions Group**—The purpose is to identify a specific challenge and engage a group to develop creative solutions. Naturally, those in the group benefit first, though the content becomes new benefits developed and delivered by the association. The group's topic most often is associated with the question, "What keeps you up at night?" or "What is the number one challenge in your work setting?"

- **Roundtables**—Held on a regular basis, roundtables invite persons with the same or similar job responsibilities to hear a speaker. The relationships can be lasting and the sharing continues between official meetings of the roundtable.

To summarize, an association is positioned to facilitate knowledge sharing and practical application. If the process is exclusive to members it can become a golden handcuff.

As a result of the information exchanges, the association better understands the concerns and needs of members. In turn, new programs, articles, and education can be developed.

### ABOUT THE AUTHOR



**Bob Harris, CAE**, provides free governance tips and templates at [nonprofitcenter.com](http://nonprofitcenter.com) and facilitates strategic planning on board orientation. Write him at [bob@rchcae.com](mailto:bob@rchcae.com).

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November 22

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## AROUND THE COMMONWEALTH



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**Colonial Williamsburg Hotels** has just launched an all-new hospitality-focused website. Visit it at [colonialwilliamsburghotels.com](http://colonialwilliamsburghotels.com).

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