



— VIRGINIA SOCIETY of —
ASSOCIATION EXECUTIVES

YOUR *association* PRESS

April 2021

Supporting Mental Health in the Workplace



A recent Harris Poll found that nearly 78% of adults say that COVID-19 has been a significant source of stress in their lives, while 60% say the number of issues facing America is overwhelming. These high levels of stress and anxiety can be long lasting and often spill into the workplace, challenging employers to address the mental well-being of their employees and, for associations, the members they serve.

Join fellow members on **Wednesday, May 19**, for a virtual seminar, **"Supporting Mental Health in the Workplace"** and learn from three association leaders about the initiatives undertaken by their organizations to support their teams and members.

The seminar, to be held from 9:00 to 10:30 a.m., will be led by **Ryan Dunn**, Executive Director, VA Dental Association; **Christina Lewellen, MBA, CAE**, Executive Director, Association for Technology Leaders in Independent Schools; and **Stephanie Peters, CAE**, President & CEO, VA Society of CPAs.

Register at vsae.org/calendar.

INSIGHTS From New CEOs



We asked three new association CEOs the following questions to learn about their career paths and insights on issues facing the industry. The three interviewed were **Christina Lewellen, MBA, CAE (CL)**, Executive Director, Association of Technology Leaders in Independent Schools; **Sarah Mattes Marshall, CAE (SM)**, Executive Director, VA College of Emergency Physicians; and **Abby Tammen (AT)**, CEO, Charlottesville Area Association of REALTORS.

How did you prepare for becoming a CEO?

CL: Having had leadership roles in communications, marketing, and membership, I earned an MBA to expand my business expertise and eventually earned the CAE credential as an association-specific complement to my MBA. I was an active observer of leaders of all stripes and learned a lot from CEOs both inside and outside the association space. I noted traits I wanted to emulate that lined up with my personal values as well as ways I would never behave when I made my way to executive leadership.

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UPCOMING EVENTS

WEDNESDAY, APRIL 21

Webinar

State Advocacy in the Time of COVID-19

1:30–2:30 p.m.

FRIDAY, APRIL 23

Seminar

Reimagining the Office and Workplace

10:30 a.m. – 12:00 p.m.

STILL
TIME TO
REGISTER!

WEDNESDAY, MAY 19

Seminar

Supporting Mental Health in the Workplace

9:00 – 10:30 a.m.

FRIDAY, JUNE 4

Hybrid Seminar

Creating the Future of Meetings & Events

Delta Hotels by Marriott

Richmond Downtown

9:30 a.m. – 12:45 p.m.

SUNDAY, JUNE 27–

TUESDAY, JUNE 29

2021 Annual Conference

Marriott Virginia Beach

Oceanfront

(see pages 4–5)

TUESDAY, JULY 13

2021 AMC Retreat

Linden Row Inn

THURSDAY, JULY 29–

FRIDAY, JULY 30

2021 Meeting Planner Summit

Hotel Madison & Shenandoah

Valley Conference Center

**VIEW UPCOMING EVENTS AT
[VSAE.ORG/CALENDAR](https://vsae.org/calendar)**

An aerial photograph of a lush golf course featuring a winding river, green fairways, and dense trees. Overlaid on the top half of the image is a grid of semi-transparent rectangular images, each showing a different view of a sunset or sunrise over a landscape.

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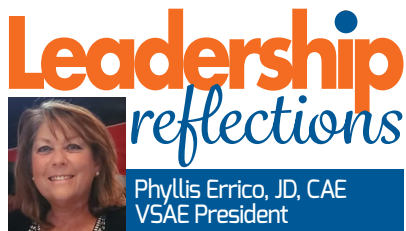
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My Virtual Term: Reflections on an Unforgettable Year as VSAE President

As my year as your VSAE president enters its final stage, I reflect on the experience and the oddity of being the first (and hopefully last) 100% virtual leader of this incredible organization. I feel that we have all learned from the experience as we faced some good, some bad, and some ugly.

THE GOOD

I always knew the sum of the individual parts of the VSAE community were strong and this year we have seen the generosity and caring of our members shine through in so many ways. We had great participation in our all-virtual events. We have made some modifications in our governance documents to help with people's situations as their status changed and the economy wreaked havoc on our industry and that of our associate members. We have updated our strategic plan to find new ways to support and enhance all of our members' experiences. We have supported some fine and worthwhile community causes during the year. We also launched a check-in initiative where board members reached out to associate members just to see how they were doing.

THE BAD

There have been so many job losses in our membership ranks, as businesses found it more and more difficult to maintain their staffing in the face of stay-at-home orders and severe restrictions on in-person gatherings. Some of our most active members have made career moves from association and hospitality careers to other sectors so that they could continue to support themselves and their families. We may not see some of these folks among our membership ranks in the future, which is a great loss to our organization.

Please know that their contributions are highly valued and are part of the rich VSAE legacy.

THE UGLY

Many of us have lost family members, beloved friends, and treasured colleagues during this past year and our losses have been compounded by the inability to visit our families and friends and to offer each other comfort in-person.

Throughout all of these life altering events, though, VSAE and its members and staff have been there to provide support in many forms, and for that I say thank you. To our VSAE Officers and Board members, thank you for your time, your patience, and your kind and compassionate leadership as we tackled issues of first impression and sought to find the best solution for the good of the whole. To the VSAE staff, thank you for being a portrait of flexibility and positivity with every obstacle you faced. To the new Board members, thank you for your willingness to commit your time, energy, and talent to this organization. Finally, to the devoted members of VSAE past and present, thank you for your dedication, professionalism, generosity, and passion which makes this group truly special.

"Throughout all of these life altering events, VSAE and its members and staff have been there to provide support in many forms, and for that I say thank you."

In my view, the future looks promising. My hope as we emerge from this pandemic experience is that we help each other recover from the losses, we treasure our family, friends, and colleagues, and we help each other heal as we move forward and use the experience and lessons of this unique time in shaping an even better future. It has been a pleasure to lead this organization. I hope to see you in June in Virginia Beach for what will no doubt be the most joyous VSAE Annual Conference ever.



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VSAE 2021 ANNUAL CONFERENCE

June 27–29, 2021

Marriott Virginia Beach Oceanfront

vsae.org/annual

KEYNOTES



**MARCUS
SHERIDAN***

The Digital Consumer: How Today's Buyer Has Changed and What Your Business Must Do About It

More than any other time in the last 100 years, and further compounded by COVID, buyers and customers today have made a dramatic shift in the way they make purchasing decisions. Unfortunately, many companies haven't adapted to this shift and are not prepared for the continual evolution of this "new digital customer." Marcus Sheridan brings clarity to the way buyers have changed and provides actionable steps on what companies must do to align themselves with this shift in purchasing patterns.

*Speaker courtesy of Powell Kohne Associates, LLC.

**MICHAEL
DOMINGUEZ**



Where Does the Meetings Industry Go From Here? Reflections and Observations on a Post-Pandemic World

The world of meetings, events, and travel is changing to meet the needs of a shifting marketplace. Using a variety of recent research reports and studies, find out what trends will affect your meetings and travel today and tomorrow. Get an overview of the state of the global meeting, event, and travel industry, and understand the trends and changes that will move the industry into their next chapter.

SCHEDULE

Schedule subject to change.
See detailed schedule at vsae.org/annual.

Cannot attend in-person?

Create your own virtual conference experience!

Most events are accessible to virtual conference attendees, as well as networking opportunities/activities specific only to them. **Descriptions in teal are for hybrid attendees only.**

6+
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Sunday, June 27

11:00 am	Golf at Broad Bay Country Club
1:00 pm	Pre-conference recreation activities
5:15 pm	New Member and First-Time Attendee Mixer (invitation only)
6:00 pm	Opening Reception

Monday, June 28

6:30 am	Yoga Wake Up
7:30 am	Registration Opens
8:00–9:00 am	Get to Know Your Digital Colleagues Icebreaker
8:30 am	Breakfast
9:15–10:15 am	Keynote by Marcus Sheridan*
10:30–11:45 am	Breakout Sessions
12:00 pm	Lunch and Installation of 2021–2022 Board Officers
1:00–1:45 pm	IGNITE Presentations
2:00–3:15 pm	Breakout Sessions
3:30–4:45 pm	"Ask Me Anything" with Presenters
3:30–4:45 pm	SIG Meetings
5:30 pm	President's Reception (invitation only)
6:15 pm	Jazz Night with the Greats
7:15 pm	Dinner & Entertainment

Tuesday, June 29

6:30 am	Yoga Wake Up
7:30 am	Registration Opens
8:30 am	Breakfast and Closing Remarks
9:15–10:15 am	Keynote by Michael Dominguez
10:30–11:45 am	Breakout Sessions

GET DETAILED SESSION DESCRIPTIONS, LEARNING OBJECTIVES, PRESENTER BIOS, CONNECT WITH OTHER ATTENDEES, AND ENGAGE ON SOCIAL MEDIA ON THE OFFICIAL VSAE MOBILE APP, **ENGAGEFULLY**.



REGISTER AT [VSAE.ORG/ANNUAL](https://vsae.org/annual)

PRE-CONFERENCE RECREATION ACTIVITIES

ALL PRE-CONFERENCE ACTIVITIES ARE ON SUNDAY, JUNE 27. Registrations are limited. Activities require additional fees—see website. All activities, except the afternoon tea, include a box lunch. A Pre-conference Recreation Activity confirmation email will be sent the week before the conference.



AFTERNOON TEA IN THE RALEIGH ROOM

(1:00-3:00 p.m.)

Come enjoy the taste of the finer things in The Raleigh Room at the Cavalier Resort, a re-imagined social space that nods to the traditions of our grand historic hotel. The timeless ritual of Afternoon Tea served at The Cavalier offers luxurious china, elegant surroundings, and delicious selections of scones, tea sandwiches and a sumptuous display of sweets.



BIKES ON THE BOARDWALK: SELF-GUIDED BIKE TOUR

(1:00-2:30 p.m.; 2:30-4:00 p.m.)

The 3-mile-long Virginia Beach Boardwalk was built with cyclists in mind. With separate biking and walking paths, cyclists can ride their bikes along the coast without having to dodge pedestrians or cars. Our VSAE customized self-guided tour will take you to the Navy SEAL Memorial, the Norwegian Lady Statue, the Old Coast Guard Station, and other fun locations. Choose from two tour times.



GOLF AT BROAD BAY GREEN GOLF COURSE

(11:00 a.m.-4:00 p.m.)

Broad Bay Country Club's traditional parkland-style championship golf course was crafted by the design team of Edmund Ault and Tom Clark to blend seamlessly with its beautiful natural surroundings in the gently rolling hills of Virginia Beach. Towering trees frame emerald fairways and manicured greens, with striking bunkers and picturesque water features creating both strategic diversity and a stunning backdrop for golf.



TARNISHED TRUTH DISTILLERY TOUR & TASTING

(1:00-2:30 p.m., 2:00-2:30 p.m., 3:00-4:30 p.m.)

Guests will be guided through the production side of the Tarnished Truth Distillery at The Cavalier, where they will learn about the process by which the spirits are crafted. The tour ends in the tasting room with the option to sample their spirits. Guests will continue the fun with a private party at The Cavalier Beach Club Bar & Grill and receive a complimentary beverage. Choose from three tour times.

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Get to Know VSAE's Incoming President

MAUREEN DINGUS, CAE

Chief Operating Officer, VA Society of CPAs

What drew you to the association industry?

A \$5 per hour paid internship at the VSCPA!

What goals do you have during your presidency of VSAE?

I hope to keep our strategic plan moving forward as we discover the next normal for VSAE and our members. A new element to our strategic plan revolves around diversity, equity and inclusion. It will be important for VSAE to model the way.

What are your top three tips for association executives?

1. Develop a network of peers you can lean into for support, brainstorming, and reality checks.
2. Do all the things you ask your members to do—join your association, volunteer, learn, and engage.
3. Be eternally curious. Look outside the association world and your specific profession for inspiration, ideas, and connections.

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

VSCPA is starting a yearlong intensive leadership coaching program with our senior management team. Although we've always been focused on leadership development, this will be a great opportunity to grow as a team as we move toward our strategic vision.

What is your greatest challenge at work?

Continuing to evolve our business model and mindset to be even more innovative and adaptable as we strive to launch new products and services.

What success stories do you have about communicating with your membership?

The pandemic allowed us the opportunity to do more virtual roundtables with smaller groups of key members which created deeper connections and discussions. We were able to engage with members who never came to our in-person meetings and gave them the chance to see our value in action.

What do you enjoy doing in your time away from work?

Knitting, reading, and yoga. Yes, I'm an introvert!



What were your streaming binges this past year?

New Girl, Schitt's Creek, and Call the Midwife.

What's on your music playlist?

I've been streaming The Current from Minneapolis Public Radio. They play a lot of local music, especially their hometown heroes (Prince, the Replacements, Lizzo), but also a lot of great new music like Fiona Apple, Low Cut Connie, and Sturgill Simpson.

What sports/teams do you root for?

Detroit Tigers, Lions, and Red Wings, plus VCU Rams.

What books have you read lately?

The Four Winds by Kristin Hannah, *Caste* by Isabel Wilkerson, and *Parisian Lives* by Deirde Bair.

What was the last great piece of advice you received?

Before jumping into a discussion, WAIT—and ask yourself Why Am I Talking?

What are three things on your bucket list?

I'd like to walk the Camino De Santiago, and see a performance at the Metropolitan Opera House and the Ryman Auditorium.

What are you most proud of?

This past year has been challenging and altered a lot of perspectives. I'm super proud of my husband who I believe found his calling teaching high school English this past year. I also am proud of my kids who are finding their own way as unique, amazing young adults in this crazy time without a good roadmap.

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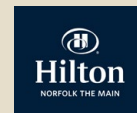


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Omni Charlottesville Hotel
Omni Richmond Hotel
Renaissance Portsmouth-Norfolk
Waterfront Hotel
Richmond Region Tourism
The Virginian Hotel
Widespread Risk Advisors

SM: When preparing to interview for the job, I did a ton of research on executive director interviews and onboarding and prepared *six pages* of notes and questions. It felt important to demonstrate that I had the right kind of ideas to help the organization move forward, so I prepared a few proposals I thought might benefit them. This led to being prepared on day one with a couple of wins I could implement quickly.

AT: I've been an association manager at various levels since graduate school and participated in Meeting Professionals International – Virginia Chapter and VSAE to become aware of current trends and build a network of peers. My best training for how to be a better association manager has come through my mistakes and the graciousness of supervisors who helped me get through the immediate situation and reflect on how to do things better once the dust settled.

Who was/were your mentor(s)?

CL: Nicole Harris, the CEO of the National Glass Association, is a brilliant leader who taught me the best way to serve your members is to treat your association like a business so you can invest in programs that make a difference. I also had a fabulous accounting professor during my MBA program, Dan Tessoni, who taught us that businesses (and associations) don't exist to give me a job or provide health insurance for my family. They exist to make money to reinvest in the industry. I've seen some association execs shy away from the truth that we must make money.

SM: The inimitable **Bob Ramsey**. Bob has done so much to help me find my feet in this role and it feels really good to have someone I can turn to when I have questions or ideas.

AT: Dr. Bob Hassmiller and I worked together for a decade at National Association of College Auxiliary Services (NACAS). He grew to be a boss that was also a father figure, friend, confidant, and trusted advisor. It was his genuineness, generosity, self-deprecation, and unwavering support of his staff that made me want to emulate his leadership style.

What did you wish you knew before taking over as CEO?

CL: There's no handbook on the right and wrong way to be a CEO. You have to trust your gut and rely on what you've learned along the way, holding firm to the belief that "you've got this" because every role comes with baggage. The shift to a new executive always has some reasons behind it that you need to learn and embrace as quickly as possible. It will help you navigate the social and political landscape in your early days.

SM: Everything. Going through the CAE process, 1.5 years into this job, is really eye-opening about all the things I didn't know I didn't know. I joke that the reading is going so slowly because I keep getting ideas and have to stop and write them down. I also read *The New CEO's Guide* by Beth Brooks, which I finished about a year into the job, and I wish I had read it immediately before starting. I think I would have been far more organized and realistic.

AT: How to delegate more.

What was the biggest "ah-ha" moment for you as a new CEO?

CL: That I should get out of my team's way and let them do what they're great at. I inherited a small but mighty staff and they had been holding down the fort for many months before my arrival. My strategy was to jump in and help them, rather than march in with an agenda. It turned out to be a good approach given all that transpired in the last 18 months.

SM: That sometimes I need to shut up! I am an incurable idea person and it's taken a lot for me to learn how to lead without dominating a conversation (and I'm still working on it!). VSAE's Association Leadership Virginia and education for the CAE have helped identify areas where I struggle and provided tools to improve myself.

AT: In previous positions as a senior staffer, I always had a supervisor who made the tough calls. As the CEO, the buck stops at *my* door and I call upon every ounce of calm and confidence I've built up over the years to answer the tough questions.

What is the greatest challenge you faced in your first year?

CL: My first year started with a transition from an operational/founders' board to a more strategic-focused governance structure and ended with a global pandemic. From June 2019 to June 2020, I held on for dear life and just hoped that hard work, grit, and my deep belief in the mission would get me through. Now I can see some of the seeds from my first year are sprouting, and I'm glad I stayed focused on what needed to be planted for future success, despite the challenges and distractions.

SM: I was still a very new executive director when we went into lockdown. I had a lot of fear (and still do) that I was not doing enough for the people that were risking their lives every day. Navigating a crisis like this was a big test, very stressful, but also an incredible learning experience.



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RIISING YOUNG PROFESSIONALS Q+A

Meet **Lucy Firebaugh**, a VSAE member, young professional, and Communications and Membership Specialist at the Association of Consulting Foresters (ACF).

What led you to where you are now?

I moved to Williamsburg, Virginia after graduating from Appalachian State University with a B.A. in Communications. I was previously a communications coordinator for a large indoor sports complex until I noticed ACF had just moved their national office to Williamsburg and was looking for a member services coordinator. That's when the stars aligned, and I began my journey with ACF! Before working for ACF, I wasn't too familiar with associations and how they worked and honestly didn't have a great idea of what I was getting myself into. Looking back, joining this industry was one of the best things that could've happened for my career development and personal growth.

Do you have a mentor? If so, what's a lesson they've taught you that you'd want to pass on to others?

Shannon McCabe, ACF Executive Director, has been my mentor since day one of joining the association industry. One of the most impactful lessons she has taught me is that in order to grow, you must step outside your comfort zone. I certainly wouldn't be where I am and who I am today if I hadn't followed Shannon's advice and I am forever thankful for her guidance, leadership, and friendship.

What motivates you at work?

From time to time we will receive kind messages from our members thanking us for everything ACF has done for them and their career. Those messages along with all of the wonderful connections I've made with members certainly keeps me motivated.

What are your career aspirations?

I'm actually attending a few young professional leadership style courses through different organizations to help determine what kind of leader I am and ultimately decide what kind of leadership role would be best for me in the future. Short answer is TBD.

If you could give advice to other young professionals in our industry, what would it be?

Take advantage of the many amazing resources out there to help with your career and personal development and don't be afraid to step outside your comfort zone! I know it can be difficult to take that first step, but in the words of Shia LeBeouf, "JUST DO IT!" It'll be one of the best decisions you can make for you and your career.

How has VSAE impacted your career development?

Since becoming a VSAE member, I've attended several educational sessions that have really elevated my communications skills and confidence. After almost every VSAE session



or conference, my passion to better serve my members is refueled which in return is very beneficial for my career.

How can VSAE better serve association young professionals in the commonwealth?

I believe it's easy for young professionals to be intimidated by older professionals who have years and years of experience compared to them. I think having a networking group exclusive to young professionals is appealing and could potentially be beneficial for each individual's career.



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LET'S RECAP! RECENT SIG MEETINGS

CEO

The recent CEO SIG meeting began with a recognition of some of COVID's silver linings, from showing the efficiency of remote work to once-reluctant colleagues, to building value for associations among their members. Meeting participants also compared notes on virtual conferences, sharing tips on online networking that has been successful, and discussed how to know when it is right for your group to start meeting in person again.

Communications & Marketing

The Communications & Marketing SIG met March 29 for "Media Training 101." Savannah Cunningham with the National Alliance of State Pharmacy Associations discussed tips and tricks for responding to media inquiries. Participants watched a sample interview, gave feedback, and discussed their own experiences interacting with the media in their respective roles. Since traditional media operations have been impacted by the pandemic, the group discussed new and innovative ways to get their message out. The group settled on a video production-themed topic for its meeting next quarter.

Meeting Planner

The Meeting Planners had a very productive SIG meeting on March 25. They spent some quality time brainstorming session topics for the Meeting Planner Summit scheduled for July 29-30 at The Madison & Shenandoah Valley Conference Center in Harrisonburg. The group batted around ideas for the event's theme and opening sessions. As requested by VSAE members, much of the programming will focus on hybrid events – how to plan and execute them. Our roundtable discussions, always an attendee favorite, have been dubbed "A Snowball Fight in July" and this year will be led by Tom Osina. As always, there will be a tour of the host property and many of the group are looking forward to viewing how different rooms can be set up to accommodate social distancing at in-person events.

INSIGHTS, continued from page 8 >

AT: Difficult contract negotiations with vendors, staff changes and terminations, and managing the shift in provision of services due to the pandemic.

What piece of advice would you give to an aspiring association/non-profit CEO?

CL: You *must* build your personal council of advisors *before* you become a CEO because your board is not your therapist and your staff is not there to support you. You'll need outside support for a safe space to talk things out and ground yourself with people who know you well.

SM: Read up and ask for advice. I read the book *How Remarkable Women Lead* with great advice: "Think about where you'd like to go and meet with someone along that path." VSAE has helped me expand my network for this purpose. Almost anyone will give you an hour of their time. Even if you don't think you're ready to make a move in the immediate future, it doesn't hurt to spend time with someone with a different perspective and different accomplishments.

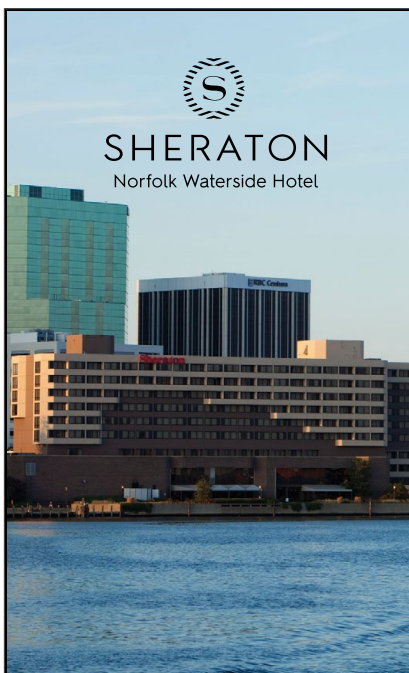
AT: Trust your instincts. Call upon your trusted resources who will listen and offer an outsider's perspective on your situation. *Breathe*. Always allow 30 minutes before and after each appointment to better manage your daily activities.

If I was not an association/non-profit CEO, I would be...

CL: A lawyer, no doubt. I love logic and strategizing and I'm wired to fight for what's fair.

SM: Sad? I truly love this job and this industry so much and even though I took quite a winding path to get here, now I can't really imagine doing anything else.

AT: Special events coordinator or Student Affairs/Auxiliary Services professional on a college campus.



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PARTNER HIGHLIGHT – KINGSMILL RESORT

As the business world looks to return to meetings safely, and confidently, **Kingsmill Resort** is well positioned to meet the demands of today's meeting planner. Going beyond the ballroom has always been an objective for Kingsmill, and the outdoor open campus is the perfect blend of modernization and convenience. Embracing hybrid solutions and event flexibility are just two of the many objectives for this world-class property.

It is a balance of the resort's sales and catering teams embracing the tools that have worked in the past, and combining them with new technologies to provide flawless group service. This is especially true for the legacy golf resort industry which has experienced a surge of play through the pandemic. Golf and business go hand-in-hand. Besides the obvious natural beauty that golf courses bring to a resort atmosphere, they have a generational and global appeal and are excellent resources to help develop business relationships and drive top talent to companies. It is no wonder that planners are looking for more than just a place to meet, run PowerPoint presentations, and present their required agendas.

They know that successful teams often close their best deals right on the course. It is a sophisticated and efficient way to interject team building opportunities. For example, there are options where anyone can play golf, even if they have never played, such as glow golf or a hole-in-one challenge where the closest to the hole wins. It becomes more about good times and great, safe, social fun. This, coupled with meeting spaces that include state-of-the-art technology and spacious accommodations, allows attendees to detach so they can focus on why they came to the meeting. We know a planner must be selective when booking their meetings. They have evolved to look for those venues that do the heavy lifting for them. They need what best fits the group's criteria



and attendee profile, while meeting company objectives. They want the valued experiences that provide something for everyone and they will go to destinations that give them the entire package. It is legacy golf resorts like Kingsmill, which are found throughout the country, that provide just that. These are the resorts that have decades of experience and can offer a uniqueness that is tried and true, never cookie-cutter. These are the ultimate in golf resort destinations that planners truly desire.

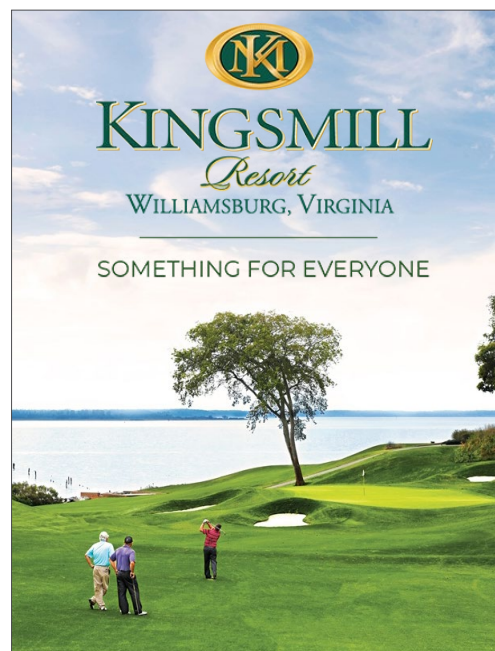
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MEETINGS | GOLF TOURNAMENTS | MEMBERSHIPS | EVENTS

(888) 219-4886 | www.kingsmill.com

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WELCOME NEW MEMBERS

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Charlottesville, VA

Brock Lawson

Tides Inn
Irvington, VA

Johanna Peart

The Draftsman Hotel
Charlottesville, VA

Debora Wright

Visit Virginia's Blue Ridge
Roanoke, VA

PLEASE UPDATE YOUR PROFILE!

We are in the process of compiling the **2021-22 Membership Directory and Facilities Guide**, YOUR valuable membership resource.

Because we want the most current information possible, please take a moment to log in to your online profile from the **Mbr Center-My VSAE** tab at **vsae.org** to be certain it is up to date.

The most important areas to check for errors are the following.

- | | |
|----------------------------|--------------------|
| ✓ First Name | ✓ Organization |
| ✓ Last Name | ✓ Address |
| ✓ Professional Designation | ✓ Email |
| ✓ Title | ✓ Telephone Number |

**THE INFORMATION IN THE DATABASE AS OF JUNE 1
WILL BE PRINTED IN THE NEW DIRECTORY.**

Look for the **2021-22 Membership Directory and Facilities Guide** in the mail with your August newsletter. If you need help accessing your profile, please call our office at (804) 747-4971.

HEALTH CARE CORNER



In today's workplace the growth and financial success of your business is inherently tied to the sophistication of your back-office personnel and the tools made available to them to manage your most important assets, your people!

While Human Capital Management (HCM) is not exactly a new idea, it is still a big concept that is largely misunderstood by many small and mid-sized businesses (SMBs). While these types of tools are newly available to SMBs, they have been widely used by large national and multinational employers for well over 20 years because they have a significant impact

on productivity and profitability.

If you are trying to lead your business through COVID-19 and still dealing with a paper or manual process for anything from recruitment to retirement, we would love the opportunity to show you a better way that will have a significant impact on your success.

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



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