



YOUR association PRESS

July/August 2024



Get ready to engage with fellow VSAE members on Thursday, August 8 and Friday, August 9, with robust discussions you've come to expect from SIG meetings, where a variety of experiences and viewpoints can be shared. The virtual format lets you attend multiple SIG meetings each day.

TIME	THURSDAY, AUGUST 8	FRIDAY, AUGUST 9
9:00-10:00 am	Senior Staff	Membership, Marketing, & Communications
10:30-11:30 am	Associate	AMC
1:30-2:30 pm	Meeting Planner	Government Affairs
3:00-4:00 pm	CEO	

Register at vsae.org/sig-a-palooza

Why Communication and a Peer Network Help Build Effective Leaders

by Sue Fern, CEO and Founder of Fern Management Services

To become a leader capable of propelling your team and organization forward, it's crucial to develop a leadership support group and be a strong communicator. Cultivating both will allow you to become more self-aware and effective.

During my professional journey, I have held senior positions at major global companies and associations, plus served a diverse clientele, including large corporations, governments, and nonprofits.

Through my 30 years of experience in leadership roles, I have also found that executives who want to deliver exceptional results need to cultivate a strong support network and be effective communicators. Here's what I've learned in those two areas that I hope you'll also find helpful as you navigate your own role as a leader.

Finding Mentors and Peers

Mentorship is a key component to effective career growth. It's important to build a network of guardian angels who can help guide you along the way.

One place to find mentors is through your various professional communities. For example, ASAE has various volunteer groups and online communities geared toward executives, including the Executive Management Professionals Community [ASAE member login required], where you can interact with others who are in similar job roles and use their insights to enhance your own leadership approach.

I also became a member of the Florida Society of Association Executives, joined the board of

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UPCOMING EVENTS

THURSDAY AUGUST 8 & FRIDAY, AUGUST 9
SIG-a-Palooza!
 Virtual

FRIDAY, SEPTEMBER 6
Seminar: Using Radical Candor for Improved Communication
 Jepson Alumni Center
 University of Richmond

MONDAY, SEPTEMBER 9 & TUESDAY, SEPTEMBER 10
CEO & Senior Staff Retreat
 Massanutten Resort

WEDNESDAY, SEPTEMBER 25 & THURSDAY, SEPTEMBER 26
Fall Conference & Expo
 Greater Richmond Convention Center and Hilton Richmond Downtown

THURSDAY, NOVEMBER 7
Seminar With Lunch: The Strategic Thinking Process: Are You Asking the Right Questions?
 The Westin Richmond

FRIDAY, DECEMBER 6
Awards Luncheon & Silent Auction
 Hilton Richmond Hotel & Spa-Short Pump

VIEW UPCOMING EVENTS AT
VSAE.ORG/CALENDAR

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Leadership reflections



Terry Monroe, MBA, CAE
VSAE Executive Director

You may wonder about the “Leadership” component of VSAE’s Association Leadership Virginia (ALV) program and how ALV sets itself apart from VSAE’s other offerings.

You may also wonder, “I’m not a CEO, so how is a program like this relevant to me and my organization?”

And if you are the CEO, you may question, “Is investing in my staff to participate in ALV worth it?”

Those are great questions! Leadership is a widely used term, and while we all agree on its importance, defining what it means and how to develop your leadership skills isn’t always clear.

So, let’s address the questions: Why ALV, and how does it relate to me? ALV is tailored to assist you on your personal leadership journey. The program aims to boost your confidence and equip you with the necessary tools to navigate relationships with various stakeholders, add strategic value, and enhance your organization’s leadership capacity. ALV is suited for leaders at any career stage and offers an engaging experience that delivers tangible, real results. As we all appreciate lists, here are eight takeaways to anticipate from the leadership development curriculum:

Embracing Your Authentic Leadership Style

One of the key things you’ll learn in ALV is how to identify and embrace your unique leadership style. Knowing your strengths and values helps you lead authentically and confidently, naturally building trust and respect within your team.

Building Trust and Fostering Positive Conflict

Great leadership is about building trust and positively managing conflict. ALV teaches you how to lead teams with different styles, encouraging open dialogue and healthy conflict to drive innovation and better solutions.

Developing Your Inner “L”



Enhancing Communication and Creativity

Effective communication and creative thinking are key to any successful organization. ALV provides practical techniques to sharpen these skills, making your thinking faster and clearer, improving your communication, and sparking greater creativity within your team. These are vital tools for handling the complexities of modern business.

Eliminating Unproductive Practices

We know how unproductive meetings, distractions, and arguments slow us down. ALV shows you how to eliminate these inefficiencies, helping your team to focus on what matters. You can achieve more significant results by fostering a culture of productivity and purpose.

Cultivating Constructive Conflict and Courageous Conversations

Dealing with conflict and having tough conversations are essential skills for strengthening relationships, developing team members, and getting buy-in for important decisions. ALV’s curriculum equips you with the tools to handle these situations effectively, helping you build high-performing teams equipped to tackle any challenge.

Learning from Best Practices

ALV also offers insights and strategies from varying organizations, showing what works across different contexts. Learning from these examples allows you to adopt successful approaches that fit your organization’s unique needs.

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AGENDA

WEDNESDAY, SEPTEMBER 25 at the HILTON RICHMOND DOWNTOWN

2:00 pm Registration Opens

2:30–5:00 pm **Practical Applications of AI in Association Management** *Erin Fuller, FASAE, CAE*



Association management processes are often carried out manually, while performance is measured using strategic outcomes. However, AI can help make daily tasks more efficient. In this session, you will learn about real-life examples of how AI can be used in marketing, strategic planning, content creation, data analysis, and educational program development.

You will leave with a better understanding of the impact of AI on association operations and resource allocation, and how to integrate AI into your operations and strategic planning. You'll also learn ways to use AI in research, member persona development, and environmental scanning.

5:00–6:30 pm Networking Reception

THURSDAY, SEPTEMBER 26 at the GREATER RICHMOND CONVENTION CENTER

8:00 am Registration Opens

8:00–9:00 am Breakfast

8:45–9:00 am Welcome & Opening Remarks

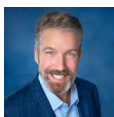
9:00–10:00 am **KEYNOTE: Culture Change Made Easy** *Jamie Notter* Courtesy of PK Speakers Bureau, LLC



We all want an exceptional workplace culture that delivers better results and higher employee engagement. Companies with weak or average cultures struggle to attract and retain top talent. But culture change seems daunting—it feels time-consuming, risky, and difficult to manage. The real problem, however, is that we're not seeing the invisible patterns inside our culture that make culture change so hard. You can create a stronger, more resilient culture by uncovering your patterns and solving the problems they create—all in a matter of months, not years. When you learn how to accelerate your culture change, you will achieve new levels of success you didn't think were possible.

Culture expert Jamie Notter will discuss eight primary culture patterns that keep many organizations stuck with ineffective cultures that hold them back. Using real-world case studies, an extensive analysis of culture assessment data, and a decade of culture change work in the trenches, he'll offer concrete strategies for solving age-old problems related to innovation, information sharing, agility, and silos. He'll also share a framework for rapid culture change that has been used successfully in a variety of industries, and they debunk several popular myths about what culture is and how to change it.

10:15–11:30 am **MORNING BREAKOUT SESSIONS**



Being Indispensable: Driving Association Success *Jim Roman*

Do you have the engaged members you need? Members are the lifeblood of an association. Without them, you have no revenue, no volunteers or leaders, and no ability to achieve your vision and mission. In this talk, Strategic Business Coach Jim Roman reveals the 5 key areas your association must master to gain, engage and retain the kind of active, invested members you need: Communicating your vision and mission to your members, prospects and community; achieving organizational stability and structure; uncovering the needs and wants of your members; increasing your member engagement; and achieving a return on relationships. Spoiler alert: Master these five areas, and you also develop the next generation of leaders your association needs! Join Jim to learn tools and techniques you can implement today to Be Indispensable to your members so that they can thrive—and your association can, too.



Purposeful Abandonment and Inspired Innovation: Delivering an Exceptional Strategic Plan

Andrew Chamberlain, FSAM, FRSA, MIOI and Elisa Pratt, MA, CAE, CVF

One of the Board's central roles is to ensure a winning strategy for its association, but it is common for Directors to question "how are we going to be strategic?". Admitting they are unsure of the process takes courage, but it is completely reasonable. After all, why should they instinctively know how to plan strategically for a nonprofit membership body? This immersive session will stimulate discussion, educate and inspire, provoke debate, and inform fresh approaches to volunteer leadership development and provide insights into how to engage your board in strategic foresight and action-oriented planning. We'll explore the strategic challenges and opportunities faced by boards and agree the skill sets and characteristics necessary to lead and be successful in the strategic planning process. The interactive structure will include small team exercises and discussion, and the group design of custom planning methodologies.



11:00–11:45 am Business Solution Appointments

11:45 am–2:15 pm Expo in Exhibit Hall

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AGENDA (continued)

12:15–1:30 pm Attendee Lunch in Exhibit Hall

2:15–3:30 pm **AFTERNOON BREAKOUT SESSION**



Unlocking Your Creative Thinking to Design Experiential Events *Julie Austin*

Today, event planners are looking for creative ways to innovate the traditional event experience. Treating attendees like influencers, creating a sense of FOMO, upscaling attendee wellness... it can seem all too daunting. But the secret to innovation is teaching your brain how to think outside the box! This session will explore inspiration from inventors, cross-industry innovation strategies, and event innovation stories from past to present. Join Julie Austin, award winning author and innovation speaker, in this interactive speech to learn how to maximize experiential events with creative thinking strategies.

EXHIBITORS

4Front Marketing Technologies, LLC	The Hotel Roanoke & Conference Center
Association Briefings	Jamestown-Yorktown Foundation
Bikes for Kids	Jepson Alumni Center
Breezio	Kalahari Resorts & Conventions
Busch Gardens	Kimpton The Forum Hotel
Caesars Virginia	Kingsmill Resort
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Four Points by Sheraton Midlothian	The Virginian Hotel
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The George Washington, A Wyndham Grand Hotel	Visit Fairfax
Great Wolf Lodge	Visit Harrisonburg
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The Greenbrier	Visit Myrtle Beach
Hampton Convention & Visitor Bureau	Visit Richmond VA
Hilton Norfolk The Main	Visit SoSi
Hotel 24 South	Visit Virginia's Blue Ridge
Hotel Madison & Shenandoah Valley Conference Center	Visit Williamsburg
	Visit Norfolk
	Wytheville Convention & Visitors Bureau

Communication, continued from page 1 >

FSAE's foundation, and attended every CEO weekend I could. Our group discussions were confidential, and everyone felt comfortable asking for help. It was an outstanding experience, as I gained so much knowledge and insights. By getting involved with groups that align with your interests or goals, you'll have the opportunity to connect with people who can offer valuable advice.

In addition, make sure to surround yourself with peers who are willing to hold you accountable. If you surround yourself with people who just say yes, you risk becoming disconnected from your community and your members.

Being involved with my local chamber of commerce and business networking groups gave me ample opportunities to meet peers in the community. I was able to interact with a variety of business leaders who provided many perspectives on different ideas and solutions, and I could also ask them for feedback on my own ideas.

While it may feel uncomfortable at first, don't be afraid to put yourself out there and start



building relationships. By developing a strong support network, you'll be better equipped to lead your team and organization to success.

Developing Your Voice

The words we choose and the way we express ourselves affect how others perceive us and our message. That's why it's important to be mindful of language and communicate clearly, respectfully, and effectively. By doing so, you can build stronger relationships, avoid misunderstandings, and achieve your goals more efficiently.

To start, think about the words you commonly use to work with staff, members, and volunteers. Are they clear, and do they allow for effective communication? Everyone likely has room for improvement. What I've found helpful is taking training courses that

improved my public speaking skills and showed me how to share my message in a positive and compelling way. By doing this, I've been able to attract the attention of those around me and achieve great success.

I've also improved my communication skills by observing and studying other successful leaders. This also includes reading and listening to the ideas of those whom I consider having a high ethical standard. Doing so has allowed me to incorporate some of their methods into my own approach.

To excel as a leader, you must possess the ability to listen, evaluate, and resolve conflicts effectively, as well as establish trust and belief among team members. You can do this by learning and listening to others around you.

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vsae.org/ceoretreat

Future Proof: Being Relevant and Resilient

In a constantly changing environment, associations must not only remain relevant, but also develop resilience to succeed. Hosted by the breathtaking **Massanutten Resort**, this conference is designed to provide association leaders with the strategies and tools needed to effectively navigate and adapt to these changes.

Using a small, cohort-style learning approach, executives have the opportunity to exchange and share their experiences and knowledge, creating a comprehensive, interactive, and insightful experience. This format allows participants to build strong networks, engage in meaningful discussions, and leave with actionable plans for future success.

This retreat is only open to Association CEOs, Executive Directors, Senior Staff, and event sponsors. **Early registration deadline is August 9.**

Register at
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7.25
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Credits

MONDAY, SEPTEMBER 9

8:30–9:30 am	Opening Remarks
9:30–11:30 am	Education Session
11:45 am–12:30 pm	Networking Lunch
12:45–3:45 pm	Educational Session
3:45–4:00 pm	Wrap Up
4:00–6:00 pm	Relax and Recharge
6:00–7:00 pm	Reception
7:00–9:00 pm	Dinner

TUESDAY, SEPTEMBER 10

8:00–9:00 am	Breakfast
9:30–11:30 am	Educational Session
11:30 - 11:45 am	Wrap Up and Closing Remarks

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The Main features over 70,000 square feet of adaptable meeting space with two ballrooms, including the largest hotel ballroom in Virginia with an 18,500 square-foot Grand Ballroom, plus an abundance of pre-function space. Amenities allow guests to conduct productive meetings and events. Experience our tiered meeting room, an innovative collaboration room and two board rooms.

THE EXCHANGE is a technologically advanced, state-of-the-art conference center with dedicated professional staff and classrooms that intentionally open to "think tanks" where ideas and dialogue can be exchanged.

For meetings ranging from 10 to 2,000 attendees, The Main will offer the perfect space for productive and enhanced meetings in fashionable surroundings, as well as thoughtful details such as built-in registration desks and continuous break stations.

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Take in the Views and Delicious Cuisine

Offering three unique, top-rated restaurants—Saltine, Varia, and Grain—The Main is a central meeting point for office lunches, savory dining, after-hour drinks, extraordinary events, and everything in between.

Saltine

This street-level restaurant and bar is an urban seafood bistro featuring traditional, and trendy favorites. To add to the distinctive downtown appeal, craft cocktails from the restaurant's apothecary bar are a signature specialty. An extensive raw bar highlights the region's finest oysters, clams, and shrimp, along with seasonal favorites like stone crabs and soft shells.

Saltine's Chef's Loft sits above the bustling raw bar with views of the floor-to-ceiling wine collection for a perfectly intimate private dining experience.

Varia

Varia offers artisanal Italian fare that allures guests into a sophisticated, relaxing space with an eclectic, modern design. Before your evening festivities at Varia, drop by the adjoining Wolf Lounge for a glass of wine from the 24-bottle Cruvinet.

For a private dining experience in Varia, venture beyond the hidden doors of the large millwork library that lead into a private dining room for your exclusive event.

Grain

Grain, Norfolk's only rooftop beer garden, is the perfect place to relax with a craft beer and enjoy the downtown nightlife. Grain offers an oversized fire pit, live entertainment, and spectacular views of the Elizabeth River. Reserve the GRAIN BACKYARD for your next corporate event.

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Leadership, continued from page 3 >

Inspiration from Exemplary Leaders

Another great aspect of ALV is learning from inspiring leaders who balance accountability with empathy. These role models show you how to set high expectations while supporting your team, giving you a clear blueprint for effective leadership.

Growing as a Leader

At its core, ALV's leadership development curriculum is about growth. As you grow as a leader, you also learn how to nurture leadership in others, creating a positive ripple effect throughout your organization.

In short, ALV's leadership development curriculum offers a comprehensive, engaging experience that equips you with the skills and confidence needed to excel. By focusing on authentic leadership, effective communication, and strategic thinking, you can drive significant improvements in your organization and develop a strong leadership pipeline for the future.

Applications are being accepted until August 15 for the new ALV cohort starting in September. For more information about the program and to apply, visit VSAE.org/ALV



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Association Leadership Virginia (ALV) focuses on developing leaders within Virginia's association community. Participants gain valuable leadership and association management skills, build professional and personal relationships with colleagues from across the Commonwealth, and create a plan to achieve their individual goals, regardless of career stage.

Learn More and Apply at

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Registration Deadline is August 15

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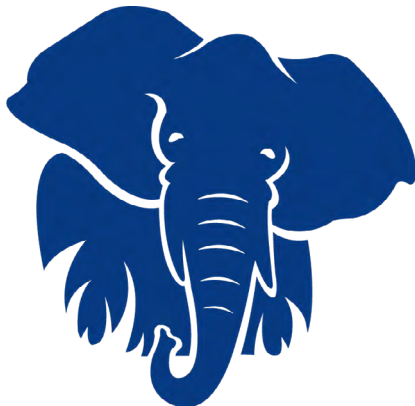
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AROUND THE COMMONWEALTH



Congratulations to **Lauren Taggart Camia**, Senior Manager for **Professional Management Associates** and **Eric Hash**, CEO for the **Harrisonburg-Rockingham Association of REALTORS®**, who have earned their CAE credentials. They join thirteen other Virginia association professionals who achieved this distinction in May.

Congratulations to **Ruggles Service Corporation** for 50 years in service!



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 2924 Emerywood Parkway
 Suite 202
 Richmond, Virginia 23294
 PHONE: (804) 747-4971
 FAX: (804) 747-5022
 info@vsae.org
 vsae.org

Terry Monroe, MBA, CAE
Editor

Lorraine Meade
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September 25

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