

## The Art & Science of Negotiation

### NEXT EVENT

**June 6, 2014**

**Westin Richmond**

**6631 W. Broad Street  
Richmond, Virginia 23230  
804-282-8444**

[www.westinrichmond.com](http://www.westinrichmond.com)

### SCHEDULE

8:00 AM ..... Registration &  
Cont. Breakfast  
8:30 AM ..... Seminar

#### **The Art & Science of Negotiation**

11:00 AM ..... Reception  
11:45 AM ..... Lunch/Program

#### **The ABCs of Accountability in Organizations Richard Coughlan, PhD**

1:15 PM ..... Adjourn



Register online at  
[www.vsaе.org](http://www.vsaе.org).

### **UPCOMING PROGRAMS & EVENTS**

**June 6, 2014**  
Monthly Luncheon

**September 4, 2014**  
VSAE Day  
Wyndham VA Crossings  
**Fun Day**

**September 8-9, 2014**  
CEO Retreat  
Colonial Williamsburg Hotels

For a complete Calendar of  
Events visit [www.vsaе.org](http://www.vsaе.org).



**Richard  
Coughlan, PhD,**  
University of  
Richmond  
Robins School  
of Business

Join us Friday, June 6 at the Westin Richmond for our next monthly event. Our featured speaker will be **Richard Coughlan, PhD**, who will discuss "The Art & Science of Negotiation."

In this interactive session, you will learn new approaches to negotiations drawn from our speaker's experiences as a sales manager in the hospitality industry as well as relevant research he and others have conducted in psychology and decision making.

During this seminar, you will leave with lessons that can be applied immediately. You will learn how to gain power before negotiating, to identify the true interests of other parties, when to make the first offer, and much more.

**Richard Coughlan, PhD**, serves as senior associate dean in the Robins School of Business at University of Richmond, where he has been a member of the management faculty since 1998. In his current role, he has leadership responsibility for the Richard S. Reynolds Graduate School and the Robins School's Executive Education division. He also assists the dean in the areas of corporate relations, fundraising and strategic planning.

During his first career, he served as a sales manager at Hyatt Hotels and The Pebble Beach Resorts, where he handled the national association market and served on the Operations Committee for the 1992 US Open Golf Tournament. Since joining the faculty at Richmond, Dr. Coughlan has taught courses on ethics, negotiations and decision making to audiences ranging from undergraduates to senior executives. He has also been a keynote speaker for several VSAE members, including the Virginia Association of Realtors,

Virginia Police Chiefs Foundation and the Virginia Bankers Association.

#### **Luncheon: "The ABCs of Accountability in Organizations"**

It can be challenging to create and maintain an accountable culture in your organization. During this brief presentation by **Richard Coughlan, PhD**, we'll explore an approach to boosting accountability that focuses on three key questions for leaders.

**Register online today at  
[www.vsaе.org](http://www.vsaе.org) to attend this  
valuable session on June 6!  
If you prefer to pay by check,  
use the registration form  
found online.**

**HOTEL RESERVATIONS:**  
**Westin Richmond**  
**6631 W. Broad Street**  
**[www.westinrichmond.com](http://www.westinrichmond.com)**  
**804-282-8444**  
**Room Rate: \$109**  
**Please mention VSAE.**

## VSAE Holds Biggest Annual Conference – EVER!



**The 2014 VSAE Annual Conference was a huge success. This year's conference was the highest attended in VSAE history.**

Nearly 200 members and guests came to The Boar's Head in Charlottesville to participate in Virginia's premier conference for the association management industry.

Birdwood, tours of local wineries King Family and Pippin Hill Farm, and a special behind-the-scenes tour of Thomas Jefferson's Monticello. The Omni Charlottesville Hotel then hosted an amazing

Before the conference began, attendees enjoyed golf at

(Continued on page 4)

## Changing & Engaging the Brand

### ABOUT THE AUTHOR:



**Brandon Robinson**, is Vice President of Professional Development & Communications for VSAE, overseeing the educational offerings, communications, and membership development. You can reach Brandon by email at [brandon@vsae.org](mailto:brandon@vsae.org).

If you were not able to attend this year's Annual Conference, I hope you'll take a minute to read the front page article in this newsletter recapping what was the highest attended conference in VSAE history. It was an amazing three days full of superb education, great networking, and a whole lot of fun thanks to VSAE's Annual Conference Task Force, Education Committee, and our host, The Boar's Head. During the conference, I had the pleasure of talking with many

members, and two words really emerged from those conversations – change and engagement. These words present both questions and some answers for VSAE. They also tell us a lot about where VSAE has been and probably more importantly where VSAE is going.

If you look back over the last five years, there has been a lot of change at VSAE. The overwhelming feeling I get from members is that these changes have been positive. VSAE has made the necessary changes to stay ahead of the curve and responsive to members' needs. Much of this change has involved the nature of VSAE's events, both content and structure.

Consequently, these changes have had an effect on VSAE's brand or who we are at our core. VSAE is one of the premier state societies for association executives. We have a laser-like focus on

providing high quality education offerings. Similarly, we have a renewed emphasis on creating a positive environment for peer-to-peer learning with the newly developed Shared Interest Groups (SIGs) and additional networking events. So, I think we can say we have improved our brand as a result of the changes.

The other theme is engagement. No association can function without an engaged membership. Associations rely on members to serve on the Board and chart the organization's strategic direction. They rely on members to serve on committees to help staff carry out that strategic direction. They rely on members to engage with the association, and VSAE is no different. Proudly, I think VSAE has a very engaged membership.

Then when I think about these two themes together, I think about the real symbiotic

relationship they have with one another. I do not believe positive change can be achieved in an association without an engaged membership. Similarly, a membership cannot stay engaged unless the association is able to adapt to the changing landscape of the association management industry. As an association for association executives, this might be further amplified at VSAE.

Change is a constant. We will experience change – big and small – at VSAE, in our own associations, and in our own lives. Therefore, to make the most of those changes, we must stay engaged together to ensure these changes are positive and keep the organization and our careers moving forward. VSAE has made amazing progress lately, and I am genuinely looking forward to continuing the journey with each and every one of you.

***Change is a constant. We will experience change – big and small – at VSAE, in our own associations, and in our own lives.***

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### Health Care Corner: *Tip by Monty Dise*

The Affordable Care Act includes a section that refers to the "employer shared responsibilities requirements" a.k.a. the "employer mandate" which is intended to apply to employers who employ a certain amount of full-time equivalent employees "FTE's", typically 50 or more. On 2/10/14, the IRS and Department of Treasury once again extended the employer mandate to 1/1/16.



**Questions? Contact:**  
**Monty Dise**, President  
Asset Protection Group,  
Inc.  
[mdise@apgroupinc.com](mailto:mdise@apgroupinc.com)  
804-423-7700



## New Committee Chairs Appointed

### Committees & Task Forces 2014-2015

*We'd like to recognize the members chairing the committees who will be helping shape the direction of our association in 2014-2015.*

#### 2014 Annual Conference Task Force

*Dean Miller, VisitFairfax  
and Leslie Atwood,  
Westfields Marriott*

#### Audit

*Barbara Homiller, MBA,  
CAE, Better Business  
Bureau Serving Central  
VA*

#### Awards

*Robert N. Bradshaw, Jr.,  
MAM, Independent  
Insurance Agents of VA,  
Inc.*

#### CAE

*Maureen Dingus, CAE,  
VA Society of CPAs*

#### Community Service

*Denise Creasman, Fort  
Magruder Hotel &  
Conference Center*

#### Education

*Steve Yeakel, CAE, VA  
Association of  
Community Banks*

#### Executive

*Richard Johnstone, VA,  
MD, DE Association of  
Electric Cooperatives*

#### Expo

*Tom Witt, VA  
Transportation  
Construction Alliance*

#### Government Affairs

*Matthew Bruning, VA  
Bankers Association*

#### Membership

*Danny Mitchell,  
Independent Insurance  
Agents of VA, Inc.*

#### Nominating

*Jan Morehead, CAE, VA  
Transportation  
Construction Alliance*

#### Partner Advisory Council

*Mary Kelly, CMP, Hilton  
Virginia Beach Oceanfront*

#### Silent Auction Task Force

*– Kelly Klaers,  
Renaissance Portsmouth  
Hotel & Waterfront  
Conference Center*

### APRIL MEETING EVALUATION SURVEY PRIZE WINNER

**Congratulations to  
Robert N. Bradshaw,  
Jr., MAM,** President & CEO  
at the Independent Insurance  
Agents of Virginia, who was the  
April Meeting Evaluation Prize  
Winner.

His prize was 2 night stay with  
brunch for two at the DoubleTree  
by Hilton Richmond-Midlothian.

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evaluation when received by  
email.**



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Susan Greenberg  
Director of Sales  
[Susan.greenberg@whitelodging.com](mailto:Susan.greenberg@whitelodging.com)

Leigh Robinson  
Association Sales Manager  
[Lrobinson@whitelodging.com](mailto:Lrobinson@whitelodging.com)

## VSAE Holds Biggest Annual Conference - EVER!



Members take a tour of Thomas Jefferson's Monticello



Chief staff executives talk about the path forward for emerging association professionals



Comedian Don Friesen entertains guests at dinner

### The Omni Charlottesville Hotel then hosted an amazing welcome reception...

(Continued from page 1)

welcome reception before attendees headed out on The Downtown Mall for dinner at one of Charlottesville's many restaurants.

The conference officially kicked off on Monday with an inspiring presentation from Matt Tenney, author of *Serve to Be Great*: Leadership Lessons from a Prison, a Monastery, and a Boardroom. Attendees then attend a wealth of different breakout sessions on branding,

networking, and career development.

At lunch, VSAE installed its 2014-15 Board of Directors. The afternoon schedule included meetings for all eight of VSAE's Shared Interest Groups (SIGs). The day concluded with VSAE's Annual Gala Reception & Dinner, the highlight of which was the comedy stylings of Don Friesen. The conference ended Tuesday morning as attendees gathered a wealth of tips and tricks on growing their



Matt Tenney  
Author of *Serve to Be Great*



Jim Roman  
Taking the WORK out of Networking



Newly installed VSAE president, Richard Johnstone, addresses the crowd



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Conference Center

Virginia Business

Virginia Tourism Corporation

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Visual Aids Electronics

Westfields Marriott

The Westin Virginia Beach Town Center

## VSAE 2014 Annual Conference - The Boar's Head

(Continued from page 4)  
association from Kordell  
Norton.

If you were not able to attend  
this year's conference, you  
missed one of the best on  
record. Mark your calendars  
now and make it a point to  
join VSAE at the 2015 Annual  
Conference, May 3 – 5  
hosted by the Wyndham  
Virginia Beach Oceanfront.



President Richard Johnstone with his wife Blair surrounded by VA, MD, DE Association of Electric Cooperatives staff members

**Mark your calendars now and make it a point to join VSAE  
at the 2015 Annual Conference, May 3-5.**



Members at the Gala  
Reception



Opening reception at Omni  
Charlottesville



Getting set for the Banquet



Members golfing at Birdwood



Wine Tour participants enjoy networking on the porch



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## Humanity and the Future World of Work: *Inside the Walls of a Values Based Leadership Organization*

### ABOUT THE AUTHOR:



**Mark Fernandes,**  
Chief  
Leadership  
Officer for  
Luck

Companies, is responsible for driving the strategic direction of his company's mission to ignite human potential through Values Based Leadership, a philosophy and model that encourages employees to live, work and lead in alignment with their personal core values, principles, beliefs and purpose, which would in turn, ignite the extraordinary potential of those around them.

Fernandes currently blogs at [valuesbasedleader.com](http://valuesbasedleader.com).

He can also be followed on Twitter @MarkSFernandes.

"Can we create a world where the best side of humanity finds expression?" – Dr. Todd Kashdan and Dr. Joseph Ciarrochi *Mindfulness, Acceptance, and Positive Psychology*

It is hard to imagine another time in history where we have seen the pace of change we are experiencing in business today. One of the most prolific changes, which some describe as an era shift, is the new standard for companies to make meaning and make money, to keep a focus on both mission and margin. The mission, the difference businesses are being asked to make in the world, must have a positive and lasting impact in human terms as the expectations for conscious capitalism continue to rise. Human terms in a sense that leaders, and subsequently their organizations, have a new responsibility to make the world a better place for future generations while taking into consideration the impact of their choices on the lives of

others and the earth as our common home. Words such as caring, compassion, hope, love, and purpose are becoming commonplace in corporate vernacular and employees, customers, and communities are beginning to take notice when these words do more than just hang on corporate walls. In his essay, *The Essential Connection of Good Intent*, author Tony Balis states, "For in the spring stirrings of the last few years, there seems to be a new grace born upon this world, perhaps nothing less than the resurrection of humanity." And humanity, an ethic of kindness, is clearly a standard that companies will be judged against in the future world of work as this new grace extends itself to all of us in the business community.

At Luck Companies, we have been in the human business for 90 years extending back to 1923 when our founder Charles Luck Jr. started the company on the philosophy, "If you do right by your people,

they will do right by you." Today, his beliefs are manifested in our company's value proposition of "Doing good (making a difference in the lives of our associates), is the best path to doing well (exceptional personal and business performance)." Day in and day out we focus not only what we do, but how and why we do it with a culture that prioritizes enterprise wide alignment to a set of timeless core values and a purpose beyond just making money. Our mission (or purpose), "We will ignite human potential through Values Based Leadership and positively impact lives around the world," leverages the fact that all human beings are born with the extraordinary potential to make a positive difference and speaks to Values Based Leadership as the activator of that potential. We define Values Based Leadership (VBL) as, "Living, working, and leading in alignment with your personal core values, principles, beliefs, and purpose to in turn ignite the extraordinary potential in those around you." Values Based Leadership illuminates our own commitment to humanity, human flourishing, and lives lived meaningfully well.

Today, five years into our mission, we have experienced first hand the power of Values Based Leadership and its capacity to ignite the potential of individuals and organizations. We have witnessed the exponential effect of an ignited or actualized human being and the impact that one life lived meaningfully well can have on so many others, both inside and outside our company walls. We have travelled the world to share our work,

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## Humanity and the Future World of Work... (continued)



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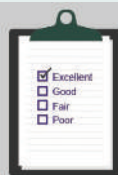
IGNITING HUMAN POTENTIAL

(Continued from page 6)  
ideology, and VBL model, and remain humbled by the on-going feedback about the difference it has made in peoples' lives globally. And while our mission is clearly the meaning we aspire to make, its manifestation in how our associates live, work, and lead everyday, lifting each other up and the collective company as a whole is what we are most proud of. A strong account of our belief that once our potential is actualized, we are clearly inspired to accept responsibility for the living of others, extending our own grace upon the world, and making the difference we were all put here to make.

future," and "How do I actually make a positive difference?" At Luck Companies, our caring for each other and those around us is deep, authentic, and ever present. We sincerely believe the work of our mission is in fact making a positive difference, and doing so in a manner that has far exceeded our expectations. We continue to work tirelessly to model the best side of humanity through the principles and practices of Values Based Leadership. Our hope is that by living our lives on purpose and for a purpose, we will inspire others to do the same, and collectively leave the world a better place than we found it.

Balis closes his essay by asking us two crucial questions; "How deeply do I care about our common

## Reader Survey



We Want your input!



The Association Press is one of the many benefits members enjoy. Delivered monthly to your office, the newsletter gives you the latest information about VSAE, its members, and the association industry. Here's what the survey is asking.

- How often do you read the newsletter?
- What format do you prefer?
- What articles do you like?
- How do you engage with advertisers?

VSAE staff will study the results of the survey to potentially refine the newsletter with the goal of delivering the most value to members.

Your input is absolutely critical. The survey should only take 5-10 minutes to complete. Please, take a few minutes to share your feedback!

Visit

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**To complete the Association Press Reader Survey.**

If you would like a paper copy of the survey to complete, please call the office at 804-747-4971 or email us at [admin@vsaе.org](mailto:admin@vsaе.org).

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## 5 Ways to Maximize Content Marketing

### ABOUT THE AUTHOR:



**Scott Steinberg** is a regular on the international lecture circuit, and heads management consulting and corporate training firm TechSavvy Global.

Content marketing – the practice of producing articles, videos, podcasts and other compelling assets – is among the most powerful ways to promote organizations, special events and featured programs today. But are you really getting the most from your campaigns? Following are several ways to take creative material you've already invested in and extend its value to drive added promotional value and website traffic at minimal cost.

### Create an eBook.

Already been sharing hints and tips or ways to plan more powerful events on your organization's blog? Compile it into an eBook or guide as a unique takeaway that also cements your business' expertise. PDF files suitable for reading on computers or mobile devices can easily be created by graphic designers, or exported from Microsoft Word, while services like Lulu.com and CreateSpace provide affordable print-on-demand capabilities. For added impact, consider updating material and adding new chapters to prior works, then promoting media awareness around the launch of new editions.

### Design a Podcast Series.

An HD webcam (available under \$100) or smartphone with audio/video recording

capabilities is all it takes to start your own virtual radio or TV show for online distribution. Currently find yourself speaking at events or constantly providing advice to association members? Record sound bytes and remix them into downloadable programs featuring highlights as well. Where possible, dovetail with other promotions, e.g. piggybacking off your newly-published eBook to create an audio series on similar topics, to help raise awareness.

### Break Content Into Parts.

Have a lengthy educational piece or whitepaper that contains tons of great info? Consider breaking it into a set of standalone articles for online sharing. Running groups of posts can be themed and linked together via a master page, and promoted as a running series.

Couple these programs with community and PR outreach efforts, and you can both advertise key themes and keep dialogue and awareness levels high amongst your membership for weeks at a time.

### Repurpose Visual Assets.

Got a ton of great photos and images handy? Look for ways to bring all together, whether as a picture gallery ("Today's Most Successful Associations"), montage ("5 Technology Trends to Watch"), social media series ("Best Places to Hold Your Meeting") or infographic ("2014's Top Technology Trends") that quickly conveys useful information. You might even create microsites designed to showcase all, or pair visual materials with corresponding articles and videos, creating

*(Continued on page 9)*

***Content marketing – the practice of producing articles, videos, podcasts and other compelling assets – is among the most powerful ways to promote organizations, special events and featured programs today.***



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## ...Content Marketing *(continued)*

the online equivalent of eye-catching brochures or programs.

### Repackage and Represent Content.

Sitting on a mountain of preexisting online material? Try creating a master roundup post that serves as a one-stop reference. Likewise, updating past content with new

information and opinions can help you create an expanded director's cut. You can also enhance and revise previously published material, providing fresh insight or adding a new spin on prior observations. Making things easy to find and routinely refreshing the presentation of popular articles or posts can help keep members coming back for more.



## Earn Up to Two Hours of CE Credit



Are you looking for a way to earn Continuing Education (CE) credit? Did you know that according

to the CAE renewal guidelines, you can **earn up to two hours of credit for each article, chapter or book written?**

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Guidelines for writing for the newsletter are simple:

- Write from your own experience.

- Include practical, how-to information and examples.
- Articles should not exceed 1,100 words.
- Don't make it a commercial. The newsletter is intended to educate, not to promote specific services.
- Make it original. Use your own voice and experiences. If you cite the ideas and/or published content of others, be sure to attribute it appropriately.

VSAE reserves the right to edit or publish items based on content and available space.

If you have any questions about submitting an article, please contact Brandon Robinson. You can write him at [brandon@vsae.org](mailto:brandon@vsae.org) or speak with him at 804-249-2234

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## Get Ready to Save Money!

### Hurricane Preparedness Sales Tax Holiday is May 25-31

Go shopping the last week of May and save money on lots of useful items. Virginia's annual Hurricane Preparedness Sales Tax Holiday is May 25-31. Before the storms hit, stock up on many supplies for protecting your home and business and you won't pay sales tax on them.

New this year: gas-powered chainsaws costing less than \$350 and chainsaw accessories are tax free! Among other items that are tax-exempt are these, with a price of \$60 or less:

- Batteries
- Portable light sources, including flashlights and lanterns and glow sticks
- First aid kits
- Cell phone chargers
- Weather Band radios and NOAA Weather Radios

- Bottled water of any size
- Manual can openers
- Tarps, plastic sheeting, plastic drop cloths
- Bungee cords and rope
- Ground anchor systems, tie down kits
- Duct tape
- Carbon monoxide and smoke detectors, fire extinguishers
- Empty gas, propane or diesel fuel tanks or containers
- Water storage containers such as buckets, barrels, canteens, coolers

Shop for items on this list that have a sales price of \$1,000 or less:

- Portable generators and generator power cords
- Inverters and inverter power cables.

Retail outlets will have information about the tax holiday. For more, go to [www.vaemergency.gov](http://www.vaemergency.gov) and [www.ReadyVirginia.gov](http://www.ReadyVirginia.gov).

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An iconic setting. An unforgettable meeting.

How do you create a meeting that inspires? Virginia meeting planners know it starts in a location that's truly inspiring. And with 2,000 acres of timeless luxury, The Omni Homestead Resort delivers. Find everything you need to host a successful conference in one place, including creative cuisine, abundant meeting and exhibit space, countless recreational opportunities and a dedicated team to help you every step of the way. Contact Director of Sales Jeff Ford to learn more.

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## PARTNER HIGHLIGHT: The Sheraton Roanoke Hotel & Conference Center

### A City of Unassuming Culture

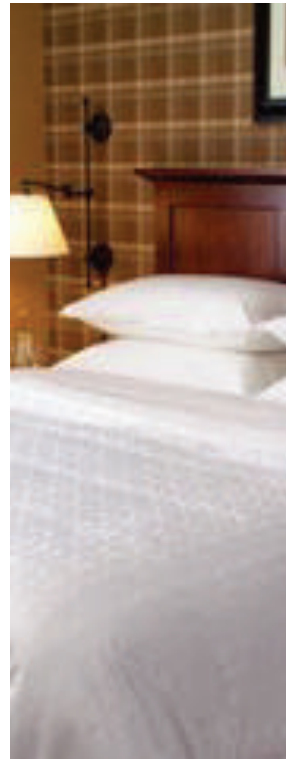
The Roanoke Valley boasts a wide variety of championship golf and tennis facilities, as well as exciting outdoor recreation with hiking, biking, boating, and fishing in the surrounding Blue Ridge Mountains.

Take in some culture with a jaunt to the Taubman Museum of Art. Take in a show at The Grandin Theatre. Hop in the car for great shopping at Valley View Mall. You can also head downtown for galleries, shops and the famous Roanoke Farmer's Market. Here you can sample the region's freshest and finest while you immerse yourself in a colorful and tasteful array of flowers. After a day of sightseeing or meetings, relax your muscles in the hotel's whirlpool or dive into a refreshing indoor or outdoor pool. Get your heart pumping with a workout at our free fitness facility, created by Core Performance or do get a little work done at the Link@Sheraton, located in the heart of our lobby.

In the morning, wake up to views of the Blue Ridge Mountains. In-room perks include citrus-inspired Shine by Bliss bath amenities, daily valet service, free high-speed internet connectivity and in-room dining at your convenience.

### Gather Over a Meal

Enjoy breakfast daily at the casual yet refined Pi Kitchen. Shula's 347 Grill is open seven days a week for lunch and dinner & offers an unforgettable dining experience for business, social and families.



### Rooms and Meeting Space

All rooms come equipped with a work desk and ergonomic chair, Sheraton Sweet Sleeper beds, Refrigerators and free high speed internet access. Our remodeled meeting spaces – 17,000 square feet in all – provide ample opportunity to gather a group of any size for any purpose.

The elegant 6,435 sq foot Ballroom accommodates up to 700 guests in comfort and style. The Boolean Suite is ideal for smaller business groups or social gatherings. Wherever you choose to gather, you always have the support of our state-of-the-art audiovisual equipment, free high-speed Internet access, and an enthusiastic staff to ensure a flawless event and stay. Just leave it to us!

### Contact Information:

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Director of Sales

540-561-7903

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## Association Press

Published by the  
 Virginia Society of Association Executives  
 10231 Telegraph Rd., Suite A  
 Glen Allen, VA 23059-4561  
 804-747-4971 x5 Fax: 804-747-5022

VSAE online: [www.vsaе.org](http://www.vsaе.org)

Email: [info@vsaе.org](mailto:info@vsaе.org)

Editor: Brandon Robinson

Layout & Design: Nickie Ambrozak

Editorial deadline: First of each month

Advertising space: Contracted annually

Camera ready art deadline: First of each month



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## AROUND THE COMMONWEALTH



### NATIONAL ASSOCIATION OF ENGINEERING COUNCIL EXECUTIVES HAS A NEW VICE-PRESIDENT

**Nancy Israel, MPA**, was selected as Vice-President of the National Association of Engineering Council Executives at their 2014 Spring Convention for the upcoming fiscal year.

### SHERATON VIRGINIA BEACH OCEANFRONT HOTEL MILLION DOLLAR CLUB

**Natalie Kinney, Sales Manager** recently honored by the hotel leadership team and staff for Outstanding Achievement and Recognition for Calendar Year 2013. Natalie was bestowed the *Million Dollar Club Award* and is the first recipient of this significant accomplishment in the history of the hotel. Natalie has been an active member of VSAE for four years and is a current Annual Conference Task Force Member.

### ASSOCIATIONS ON THE MOVE

**Bob Ramsey, of VA College of Emergency Physicians**, after 18 years, is selling their Williamsburg office and moving into an office in the Medical Society of Virginia.

### KENDALL TYREE GRADUATING WITH HER PHD IN MAY 2014

**Kendall Tyree**, successfully defended her doctorate dissertation and graduated May 10, 2014 from VCU with her PhD in Public Policy & Administration. Dr. Tyree is the Executive Director of the Virginia Association of Soil & Water Conservation Districts, an environmental nonprofit association.

## Advertise in the 2014 VSAE Membership Directory



**AD SPACE IS AVAILABLE NOW!**

Published annually and distributed to over 400 members, the VSAE membership directory is a great way to advertise your property or company.

This is one publication that is referred to by members throughout the year, which means it is seen repeatedly by the decision-makers in the association industry.

**Hurry! Ad Space is Running Out!**

## Rates for 2014

- **\$1,100** - Facilities Guide (2 full facing pages-ad + guide)
- **\$700** - Full Page Ad
- **\$500** - Half Page Ad

To purchase an ad in the directory, go to the Partner's & Sponsors tab at [www.vsaе.org](http://www.vsaе.org) to find the "2014 Partnership Program - Sign Up Form."

Items can be individually purchased.

For additional information, call Tracie at 804-747-4971 x 5

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