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THE OFFICIAL NEWSPAPER OF ASAE: THE CENTER FOR ASSOCIATION LEADERSHIP'S ANNUAL MEETING & EXPOSITION  
www.asaecenter.org **SUNDAY, AUGUST 13**

# GET INSPIRED



FROM FAMILY AND COLLEAGUES TO MEMBERS AND MISSION, ATTENDEES TELL WHY THEY AIM HIGH

BY SAMANTHA WHITEHORNE

#ASAE17 is finally here. Over the next three days, you'll learn, network, catch up with old friends, and make new connections. And, while you're sharing your challenges, future goals, and successes with your peers, you'll likely get some inspiration from someone or something that will help push you and your organization forward.

Playing off the meeting theme of "what inspires," *Daily Now* asked attendees where they go and who they talk to for motivation and inspiration.

Chip Tatum, CEO/EVP of the Apartment Association of Greater Orlando (AAGO), turns to and is inspired by his association peers. He calls Russ Webb, vice president at the Atlanta Apartment Association, his "phone a friend."

"He gets [being an association executive] more than anyone else I know," Tatum says. "His passion for the role that associations play in our members' lives, and the impact he has, inspires me every day. I still don't know how he has the energy to do everything he does, but it challenges me to push even harder and bring my 'A' game."

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**INSIDE**

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Attendees will compose an association song in today's Edutainment session.

**7 SOCIAL PRESENCE**  
Check out the #ASAE17 online scene in our social media rundown.

**17 TASTE OF TORONTO**  
Our restaurant guide will help you find the hidden gems in our host city.

**30 #ASAE17 IN PICTURES**  
We're featuring some of the meeting's best images each day on our photo page.



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# HOW AMCs LEAD SMART GLOBAL GROWTH

As more associations explore the opportunities offered by international expansion, how can association management companies support and fuel their clients' global growth? That was the question posed at a panel

discussion kicking off the AMC Institute's "AMCs Engaged!" preconference program on Saturday. Erin Fuller, president of MCI USA, cited research from the ASAE Foundation and MCI showing that organizations that grow

globally make a deliberate commitment to international expansion and focus on introducing products that specific markets demand.

"It isn't as simple as replicating existing membership models, pricing, structure, and benefits, and then just plopping them into a new market," she says.

Fuller and her panel colleagues—Lynda Patterson, president of AMPED Association Management; Fred Stringfellow, president of the Stringfellow Group; and Greg Schultz, executive vice president at the Kellen Company—emphasized the importance of local

companies, in the markets we're going to. When you develop a long-term relationship with these partners, it pays dividends," Stringfellow says.

Patterson's company has used a combination of existing staff and new hires in AMPED's new DC-area office to support international clients. "We're flexible and take opportunities where we see them, and adding that bigger-picture, broader experience has really helped us," she says.

Schultz notes that one of the most important roles of an AMC is to help its clients "legitimize" their international growth by getting beyond a general wish to go global. "It often starts with associations saying, 'We need to be international,' and then it's essential to boil that down to specific activities," he says.

That's because "the globe is not a place," Fuller says. "There are different markets with different opportunities and different levels of volatility that have to be considered for each association."

## AMC VIDEO SERIES LAUNCHED

The AMC Institute (AMCI) has launched its "Day in the Life" content series, featuring videos from eight of its accredited members speaking to the challenges faced by associations and how AMCs can help ensure their success.

The videos—which focus on topics like governance, human resources, and volunteer engagement—are being supplemented by articles, case studies, and interviews from AMCI members.

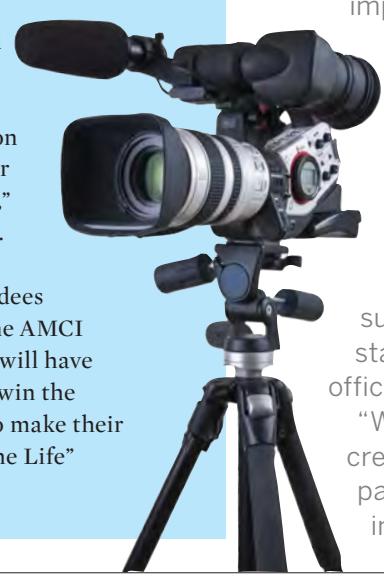
AMCI decided to launch the series after its research showed there is a considerable lack of understanding about what AMCs provide to their association partners.

"Believing that showing is often more effective than telling, we decided that a series depicting what happens behind the scenes through the eyes

of the AMC staff would be an innovative way to tell the story," says AMCI CEO Tina Wehmeir, CMP, CAE.

The goal of the series is to raise awareness of the skills, expertise, and passion of AMC professionals. "We also thought it could inspire talented executives—both seasoned and starting out—to get some insight on possible career opportunities," Wehmeir says.

Annual Meeting attendees who stop by the AMCI booth (#1026) will have the chance to win the opportunity to make their own "Day in the Life" video.



partnerships when carrying out international activities, both to bring essential local expertise and to provide an alternative or supplement to hiring staff and maintaining offices outside the U.S. "We've tried to be creative in finding partners, whether individuals or

## ON TAP

**SUNDAY, AUGUST 13**

**7 a.m. – 5 p.m.** Registration, The Hive, Association Exchange open

**7:15 – 8:15 a.m.** Global Good Morning! International Meet & Greet

**7:30 – 10 a.m.** Business Connection Lounge open

**8:30 – 10 a.m.** Opening Keynote with Nilofer Merchant

**10:15 a.m. – 1:45 p.m.** Association Solutions Marketplace (EXPO) open with lunch

**2 – 2:20 p.m.** Express Talk

**2 – 3:30 p.m.** Deep Dives and Edutainment

**2 – 4:30 p.m.** Business Connection Lounge open

**3 – 3:20 p.m.** Express Talk

**4 – 5 p.m.** Game Changer Session, Edutainment, and Learning Labs

## YOU MADE IT TO #ASAE17. WHAT'S YOUR GOAL?



"There's a new position opening up at my association that I'm getting ready to take. I've been doing education for a few years, and now I'm moving into a senior management role. I want to learn how to be more strategic and take my career and knowledge to the next level."

**Becky Wilkes**  
Vice President of Education  
Utah Bankers Association  
Salt Lake City



"I'm looking to focus my ASAE experience on two things. First, networking and reconnecting with new and former colleagues and friends. In terms of education, I'm looking to focus on membership recruitment, membership marketing, and overall membership engagement strategy."

**John Chen, CAE**  
Associate Director of Marketing  
American Association for Justice  
Washington, DC



"I'm a first-time attendee, so for me it's really just learning all of the opportunities that are available here. I've never experienced anything like this, but so far I'm so impressed. I really just want to take what I can back to my members."

**Kim Riley**  
Union Area Representative  
Illinois Education Association Staff Organization  
Libertyville, Illinois



"My goal is to build a network with vendors, find out what they're doing with their products that we're using, and see how that can help my association. Another goal that I have is to continue to learn and continue to grow personally."

**Wendel Stewart, CAE**  
Senior Director of Finance and Administration  
National Society of Professional Engineers  
Alexandria, Virginia



"I'm a first-timer, so my goal is to get a good understanding of the depth of education available. I'm specifically looking for resources on volunteer engagement and assessment."

**Kate Dockins, MS, IOM, CAE**  
Senior Director of Volunteer Leadership Development  
Institute of Food Technologists, Chicago

## THE ASSOCIATION MANAGEMENT SONG

Release your inner songbird today during the Edutainment session “Musical Improv: The Transposable Souls Band – Association Execs Making Beautiful Music!”

During the unique session, which begins at 2 p.m. in room 701A in the South Building, attendees will create an association management-themed song based on a familiar tune. Although attendees will be divided into groups of singer-songwriters and musicians, no musical instrument or professional training is required—just association experience.

“A song is like an association,” says Sharon Kneebone, CAE, IOM, executive director of the National Society for Histotechnology. “The lifecycle of the association has verses and chorus, and there’s rhythm and flow in what we do as association professionals.”

Kneebone will lead the songwriters and provide worksheets that display meters and beats as they’re writing lyrics to stay in tune with

the musicians. The musicians will walk through a similar activity with guitars, harmonicas, and percussion instruments. Once the lyrics are written and arranged and the musicians have rehearsed, the band will come together to practice and perform.

“We will come up with something very creative as a demonstration of how people can pull together from

all different levels of experience and knowledge, which is similar to how associations plan meetings on the fly, run lobbying campaigns, and develop certifications and examinations,” says Jefferson Glassie, FASAE, a partner with Whiteford Nonprofit Law Group, who will bring his guitar and harmonica to the session.

Brain research shows that music is a powerful tool for focusing and

remembering. If you think back to early elementary school, lessons were taught by meter or song, like the ABC’s, Kneebone says.

“Learning styles are visual, kinesthetic, and auditory,” she says. “When you think about that, music implies all three. When you start thinking about people who will be doing creative things in the association world—copywriting, report writing, etc.—this will help them think on their feet because they have to arrange a song in 30 minutes.”

So if you’re looking for something a little different at #ASAE17, this session is a great way to test your boundaries and challenge yourself, Glassie says.

“If you’re willing to dive in and get out of your comfort zone a little bit and just roll with it, I think we can have fun,” he says. “The main thing is to learn a little bit about collaboration and apply the creativity to your everyday job.”



Sharon Kneebone, CAE, IOM



Jefferson Glassie, FASAE



Jeff Hurt

## PRESENT WITH SIZZLE

How strong is your presentation game? Jeff Hurt, executive vice president of Velvet Chainsaw Consulting, is a self-described deep thinker, nonprofit junkie, and presentation explorer who wants to up your next PowerPoint.

On Saturday, Hurt led a preconference workshop called “Power Up Your Conference Presentation Skills.” The ultimate goal, he told attendees, is to deliver “sizzle and substance.”

Hurt is a student of metacognition and andragogy—the method and practice of teaching adult learners. Since the adult brain is hardwired to constantly sense, synthesize, and react to information, he says, there are several ways to reduce cognitive load while designing a presentation that’s easy to comprehend and remember.

“We are more alike with learning than we are different,” Hurt says. “The truth is, we are all visual learners, and we are all kinesthetic learners.”

Before giving a presentation, Hurt greets attendees at the door. That builds a layer of safety, comfort, and security. Another technique he uses: background music. A few light and easy tunes played right before a presentation kills the awkward silence that builds in a room.

While presenting, Hurt always leaves time for audience feedback and participation. A short, two-minute pause for reflection or group discussion can go a long way toward reinforcing learning. It also delivers immediate feedback from the audience.

“Real, transformational learning is about putting what you’ve learned into your own words and making sense of it all,” Hurt says.

Of course, there are structural ways to make your presentation more brain friendly. Hurt suggests chunking content into sections, using compelling visuals, and making use of patterns and repetition to reinforce learning. And always remember the enemies to any presentation: small font sizes, branded PowerPoint templates, bulleted lists, and text-heavy slides.

## A QUICK PRIMER FOR ANNUAL MEETING NEWBIES

By Kristin Clarke, CAE

Every conference has a different culture, from unwritten rules about leaving sessions early to informal protocol for approaching presenters or the revered CEO of a large association. First-time attendees may try to keep a low profile as they suss out the scene, fearful of appearing either foolish or incompetent.

Relax! Everyone around you at the ASAE Annual Meeting & Exposition is after the same thing: the most value for their investment of time and money. They also are

aiming for some fun, good food, and to develop a wider professional network by meeting’s end.

To help newbies adjust faster, ASAE offers concierge kiosks and a popular go-to gathering spot called The Hive (Level 600 concourse). There you will “bee” busy acquiring advice from ASAE staff and getting guidance from seasoned attendees, while also mingling with other first-timers.

Especially important is picking up your special ribbon and “new-bee” name badge sticker. These will help your association colleagues reach out with a friendly welcome.

Pegotty Cooper, one of a handful of career coaches available at the conference, shares three additional tips for newbies:

**Be intentional.** “Think carefully about what you want to take away and then identify three of the most important things you need to discover or get answers to, given that you have all the wisdom of the world of association management at your fingertips,” says Cooper.

**Network fearlessly.** “Don’t be afraid to talk to strangers,” she says. “Step right up and extend your hand.”

**Stash your phone.** “I will always remember being at the Cindy Lauper concert [at the ASAE Annual Meeting] in LA, and everyone was sitting there with their noses in their smartphones,” says Cooper. “Get present to what’s going on around you and who’s nearby, because you never know what that serendipitous meeting might lead to.”

**Still have questions?** Tweet to @ASAEannual and add the hashtags #ASAE17 and #newbie. Oh, and yes, you’re welcome to leave sessions midway and to approach that bigtime CEO.

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#ASAE17

#ASAE17 bound!! Millennials Want In and I can't wait to tell everyone why! @ASAEYP @NatashaRaeSIG

On train to DIA heading for Toronto for #ASAE17. It's 5AM. Hurray for window seats & neck pillows. @meredithholt

Off to see the wizards – the wonderful wizards of associations... @AbnerGonsalves

Brought laptop bag, packed charger and mouse, and left laptop on desk. But if you need a Mac charged at #asae17, hit me up! @DanScheeler

Wheels up to #ASAE17. First-time attending has me all sorts of excited. @lindscavert

#ASAE17 learning does not occur unless you talk about it @JeffHurt @gsiminovsky

I've been around the world. That was the best [modern] customs experience ever. Thanks @TorontoPearson @canborder. #asae17 #travel @wdrowan

No Escalators Challenge: Use ASAE Meeting as Fitness Opp & Always Choose Stairs. Or modify this to suit your bod. Takers? #ASAE17 #fitness @TallMariah

Experiencing ASAE nvy from all my friends travel posts. Have an amazing time and learn all the things! #ASAE17 @MicheleByersCAE

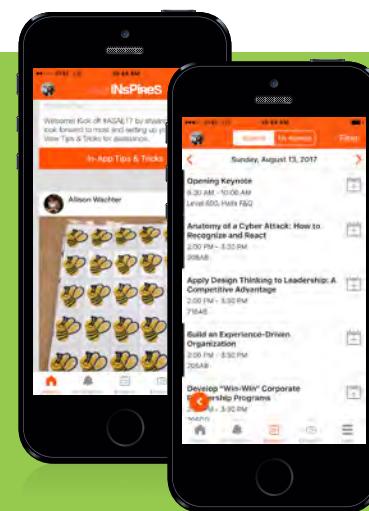
One of the greatest lessons Leadership had taught me is that I should never stop learning. #ASAE17 #coaching @marcwpa

Home sweet trade-show-floor home! #asae17 @meghan5580

Champagne served on arrival @pre-con wkshp Cultural Fluency for Women. Now THAT'S designing a session w/learnerexperience in mind #ASAE17 :) @HeatherPownall

Just choosing my schedule for #asae17. Any idea how I can be in 5 sessions at the same time? #toomanygreatsessions @asaeannual @domfryer

Free night in Toronto? Poutine and baseball of course! #asae17 @svinicki



## #ASAE17 IN THE PALM OF YOUR HANDS

Easily stay connected to what's going on at Annual right from your mobile device. Here are five tips to make the most of your conference experience with the #ASAE17 meeting app:

- 1 CUSTOMIZE YOUR MEETING EXPERIENCE**  
Create your own agenda. Select the sessions you want to attend and bookmark the exhibitors you want to visit in the expo hall. Looking to network, meet new people, or catch up with old friends? Check the attendee roster and connect with colleagues using the app's messaging feature.

- 2 BUZZ AROUND IN THE ACTIVITY FEED**  
Engage with fellow attendees in real time. Post questions, comment on fellow attendees' posts, and share photos. You can also check in to sessions, tag attendees or exhibitors, and share what you've learned so far.

- 3 EARN POINTS TO CLIMB THE LEADERBOARD**  
Calling all competitive spirits. When you post in the activity feed, complete surveys, and check in to sessions, expo hall booths, and evening events, you accumulate points that help you move up the leaderboard.

- 4 STAY TUNED TO TWITTER NATION**  
The app makes social media easier for you. Connect the meeting app to your Twitter feed to quickly share messages you post in the app with your Twitter followers. Save time tweeting and get back to enjoying the moment!

- 5 GIVE US YOUR FEEDBACK**  
When your sessions end, complete the in-app evaluations on conference sessions while your thoughts are still fresh. We want to hear from you!
- Don't have the app?** Visit the app store on your device, search for ASAE Programs, and download. If you have questions about the app or need help, stop by the ASAE app support table next to the registration desk.



## INSTAGRAM



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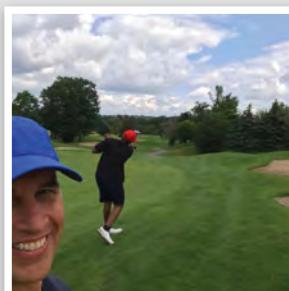
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## ENACT CHANGE WITH SOCIAL MEDIA #ADVOCACY

With only 140 characters and a hashtag, associations have the power to raise awareness and enact change through Twitter and other social media platforms.

Today's Deep Dive session "Tweeting, Facebooking & Snapchatting Your Friendly Politician: Advocacy in a Social Media World," will examine how several associations have be-

come catalysts for change by using social media to effectively promote key issues to targeted legislators, regulators, and the public. The



Rebecca Flick



Christopher Williams, CAE

90-minute session begins at 2 p.m. in room 206CD in the North Building.

Three speakers from MCI USA—Christopher Williams, CAE, senior associate; Alison Teitelbaum, CAE, associate

vice president; and Rebecca Flick, also an associate vice president—will provide real-world examples of how to engage lawmakers, policymakers, and other elected officials. Williams and Flick spoke with *Daily Now* before the session and shared some advice about social media advocacy:

### How does social media enhance an association's advocacy campaign?

**Williams:** If you need to mobilize a crowd in a hurry, social media is by far the easiest and cheapest way to do it. If you have an active following on any of the major platforms, you can engage them almost instantaneously with an action request. However, social media is not the sole action. It needs to be combined with traditional advocacy outreach—phone calls, letters, and in-person visits to legislators or a regulatory agency.

### What are some best practices to execute an effective campaign?

**Flick:** The organization needs to be clear in its goals for using social media in its advocacy efforts, what advocacy means to their organization, and who is the best to deliver that message via social media. If you're relying on your members or grassroots advocates to communicate, it's great to provide them with sample messages to use and to use a hashtag to track the success.

### What audiences do you target with different social media platforms?

**Williams:** Facebook is, by and large, the most used social media account on a monthly basis with over 1 billion unique users every month. But the 20-somethings you see proliferating the workforce today are not using Facebook and Twitter, they're using Instagram and Snapchat. So, we'll target our messages on the different platforms to the different generations.

### How do you combat internet trolls?

**Flick:** Depending on your staff size, you may not have the ability to regulate comments from followers. But if your message is strong, let the crowd of supporters take on the troll. Make sure you have clear rules for your social media channels, so if someone breaks a rule, you have a strong reason to block them.



GEICO's Founders Leo and Lillian Goodwin

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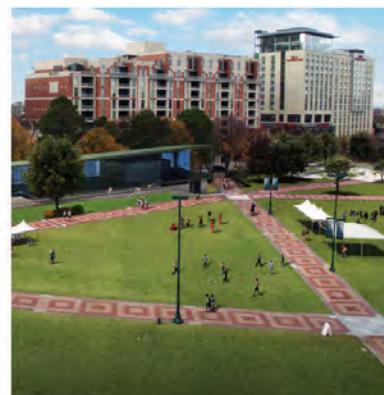
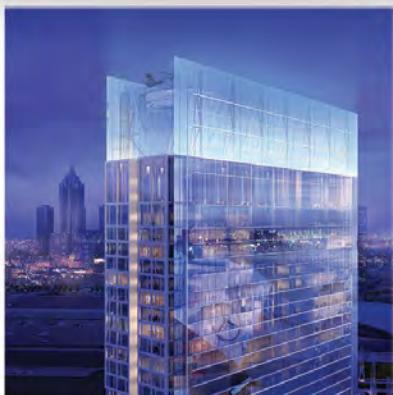
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## WHAT'S YOUR LEARNING PLAN?

You've touched down in Toronto, but have you put much thought in your ASAE17 learning plan? Rhonda Payne, CAE, ASAE's chief learning officer, is here to help guide you through the variety of learning formats offered at this year's annual meeting.

Step one is to think about your career goals and conference learning objectives, Payne says.

"There are about 150 things you could do, but don't let that overwhelm you," she says. "Everyone has a different learning approach. You should think carefully about what you want to get from this experience."

After you've spent time contemplating goals, take some time to orient yourself with the program. Start by downloading the ASAE conference app (Android or iTunes App Store) and keep a copy of your meeting guide handy.

There are eight learning formats at this year's meeting, and each engages partici-

pants differently, Payne says. There are 90-minute deep dives, 20-minute express talks, "edutainment" sessions—including story slams and musical improv—as well as more traditional formats like keynotes and learning labs (see "Learning by the Numbers" at right for the complete list of session formats).

"There's no one right way to design your learning," Payne says. "Our philosophy is that a self-directed approach, which means that we give a lot of options and formats, provides the right conditions for transformative learning—where adult learners use critical thinking to challenge previous assumptions and

integrate new knowledge based on specific career goals and learning style."

Payne and her team have also put together five curated pathways to match specific career stages and critical knowledge areas: business operations in global markets, data analytics and business intelligence, executive education for chief executive success, senior executives aspiring to CEO, and young professionals as future leaders.

Another option is to use the conference app to propose or join a topic in the OpenSpace channel. These are 30-minute "pop up" discussions facilitated by participants that are programmed on the fly.

### LEARNING BY THE NUMBERS

54

#### OPENSOURCE DISCUSSIONS

Topic-based discussion initiated by claiming a time and discussion in the conference app

5

#### GAME CHANGERS

Thought leaders from diverse perspectives share revolutionary ideas and actions

48

#### LEARNING LABS

A blend of lecture-based instruction, case studies, peer learning, and interaction

5

#### EXPRESS TALKS

Subjects that explore a single idea and illustrate tips through storytelling in 20 minutes or less

34

#### DEEP DIVES

Targeted development of skills and abilities featuring high levels of interactivity

4

#### EDUTAINMENT FORMATS

These formats include musical improv, story slam, point-counterpoint, and Associations Ignite

10

#### WORKSHOPS AND MASTERCLASSES

In-depth practical instruction and preconference primers

2

#### KEYNOTES

World-class experts sharing unique experiences, knowledge, and ideas

## 4 TIPS FOR NAVIGATING THE CONFERENCE VENUE

Navigating one of Canada's largest convention facilities can seem downright daunting for first-time visitors. Here are four quick tips to find your way around the Metro Toronto Convention Centre (and its North and South buildings):

### 1. Register down south

The less time you spend at registration, the sooner you get to learn and have fun. After entering the South Building, make your way to Level 600, one level down from street level, where registration is located.

### 2. Find your lounge

Lounges are the perfect spaces to unwind, recharge your devices, and network. There are lounges for CEOs, CAEs, and small-staff association professionals, just to name a few. Many of the lounges can be found on Level 700 of the South Building.

### 3. Join the Exchange

Level 700 of the South Building is also the site of the Association Exchange, your destination for all things ASAE. Check out the bookstore, ask questions, and find out about various ASAE programs and resources. See page 19 for more on the Association Exchange.



### 4. Go north

Don't forget about the North Building. That's where you'll find some of the Learning Labs, Deep

Dives, and Express Talks (on Level 200), and it's also where tonight's Community Section Receptions will take place (on Level 100).



**Mike T**

May 16 at 10:03pm

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## RAPID-FIRE INSPIRATION AT IGNITE

Speed is the name of the game for Ignite talks. Eight presenters have just five minutes each to get their ideas across, carrying on a tradition at ASAE's Annual Meeting & Exposition. And this year at least one presenter is prepared to serenade you with the sweet melodies of his PowerPoint.

Come to room 701A in the South Building at 4 p.m. this afternoon to hear from speakers inspired by their dog, geckos, and Finland. The topics are off-center, but the lessons are sure to hit the mark for association leaders.

### 5 Lessons I Learned From My Dog



Man's best friend can teach us a lot. See how a rescue dog named Kato pulled an association executive back from the brink of grief.

**Krista Paternostro Bower, CAE**  
Executive Director  
Pennsylvania Psychological Association

### Singing the History of Apps



Michael Jones rented a guitar to prepare for his Ignite talk. He'll be belting out some tunes that detail the history of apps.

**Michael Jones**  
Director, Mobile Technologies  
Results Direct

### Beyond Politics



What do you do when politics gets personal? DJ Johnson talks openly about his experience with political conflict, and how it eventually brought people closer together.

**DJ Johnson, CAE**  
Vice President, Membership  
American Society of Interior Designers

### Associations Changed Me



Associations can improve our quality of life, life expectancy, and democracy. Cecilia reflects on four ways that associations transformed her personally.

**Cecilia Satovich**  
Senior Vice President, Client Services  
Results Direct

### You Are What You Eat



John Chen is a carnivore who learned to love a vegan and, in the process, became a better eater and person.

**John Chen, CAE**  
Director of Marketing  
MCI USA

### Face Your Fears



Chuck Fazio once had a fear of geckos. Then he came face-to-face with one and quickly realized that it's better to "embrace your lizard."

**Chuck Fazio**  
Artist-in-Residence  
American Forests

### Demystifying Mission



Based on his travel experience, Zack Wahlquist will share lessons he learned from devout missionaries in Finland.

**Zack Wahlquist, CAE**  
Director of Education  
ACUI

### Best Year Ever



Want to make this year your best year ever? Emily Reineke explains how she decided to live courageously and focus on intentions rather than resolutions.

**Emily Reineke**  
Senior Associate  
MCI USA

## Attendee Profile



**NAME:** Johnny Y. Higa

**TITLE:** Executive Vice President

**ASSOCIATION:** General Contractors Association of Hawaii, Honolulu

**YEARS WITH ASSOCIATION:** 28

**CONSTITUENCY:** General/specialty contractors, construction equipment/material suppliers, and affiliated companies

**MEMBERS:** 525

### HOW IS THE ASAE ANNUAL MEETING DIFFERENT THAN OTHER INDUSTRY MEETINGS YOU ATTEND?

The ASAE Annual Meeting focuses on educational opportunities and presenters that impact association management, and not necessarily industry issues. The legal, legislative, HR, and financial updates are critical to the success of the association and its CEO.

### WHAT SESSION OR EVENT ARE YOU MOST LOOKING FORWARD TO?

The keynote speakers and the Game Changer sessions.

**IF YOU COULD GRAB COFFEE WITH ONE PRESENTER, WHO WOULD IT BE?** All of the speakers and presenters share a different view, insight, and topic that could contribute to a successful association.

### WHAT'S MORE STRESSFUL, GOING THROUGH CUSTOMS OR MEETING NEW PEOPLE AT A NETWORKING EVENT?

Definitely going through customs in my experience.

**WHAT OR WHO IS YOUR FAVORITE CANADIAN EXPORT?** Crown Royal Canadian Whisky and Celine Dion

**SOCIAL NETWORK OF CHOICE:** Facebook

**FAVORITE APP:** United Airlines

**STREAM OR DOWNLOAD?** Download

**EARLY MORNINGS OR LATE NIGHTS?** Early mornings

**IF I COULD CHANGE ONE THING, IT WOULD BE ...** world peace.

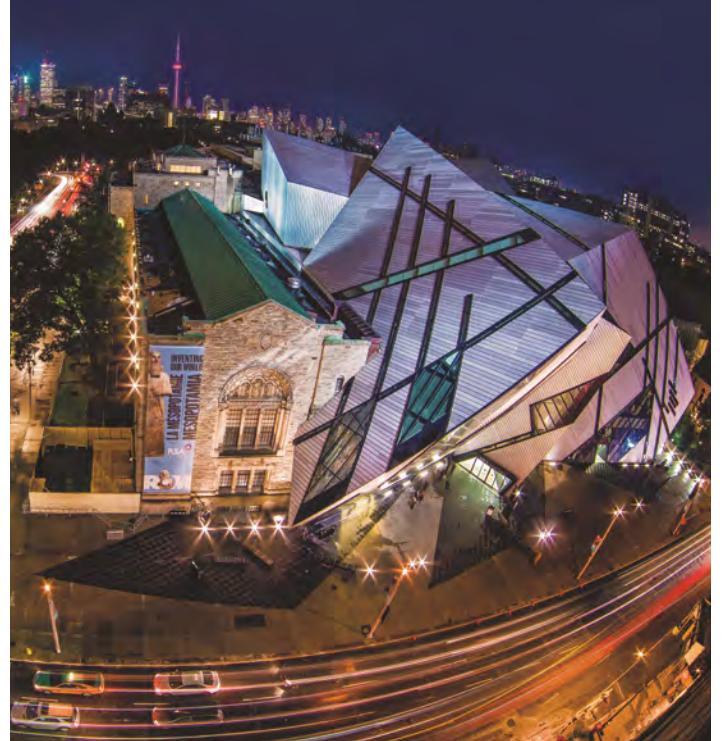


I am inspired by ...

people who choose a bigger purpose in life to help others rather than just themselves.

## #ASAE17 READING LIST

In advance of this week's Annual Meeting & Exposition, several expert content leaders shared their wisdom in articles and interviews with *Associations Now*. Want to get a preview of a session or know where to go to learn more later? Your reading list is below. To find these articles online, visit <http://bit.ly/asae17reading>.



### GAME CHANGER

#### SESSION

Nyle DiMarco, "Living Out Loud," 4 p.m. Monday in the South Building, room 718AB

#### FURTHER READING

"Embrace Your Identity: Finding Strength in Your Weaknesses," by Samantha Whitehorne, *Associations Now*, July/August 2017



### CLOSING KEYNOTE



#### SESSION

Chef Jeff Henderson (pictured above), "If You Can See It, You Can Be It," 12:30 p.m. Tuesday in the South Building, Level 800, Halls F&G

#### FURTHER READING

"Celebrity Chef Jeff Henderson: 'America Is a Gumbo,'" by Mark Athitakis, *Associations Now*, May/June 2017



## AN OPENING NIGHT TO REMEMBER

To kick off the 2017 Annual Meeting & Exposition, attendees hit the dance floor, browsed exhibits, and raised their glasses at Canada's largest museum, the Royal Ontario Museum.

For Saturday night's after-hours visit, the museum opened its exhibit halls, including its collections of dinosaurs, precious gems, ancient artifacts, and art from around the globe. Among the highlights, attendees visited the museum's temporary exhibit, *Out of the Depths: The Blue Whale Story*, which is dedicated to the study and conservation of the blue

campfire songs in the Muskoka Country area while attendees roasted marshmallows over the fire. In Chen Court, the area inside the building's crystal-like structure, attendees took a trip to Wine Country, sipping from their glasses and sampling local foods. And as an introduction to city life, Bronfman Hall was decked out in white furniture, dramatic lighting, and graffiti art while a DJ kept attendees dancing. Hopefully, no one missed out on the ethnic and cultural foods featured in this space.

Throughout the venue, whale—the world's largest animal.

The event also offered opportunities for dining and entertainment as different sections of the venue were dedicated to Canada's regional specialties, giving attendees a taste of our host country. Out front, an acoustic guitarist performed



### FUN FACT!

The *Out of the Depths: The Blue Whale Story* exhibit at the Royal Ontario Museum features the world's largest heart, which was taken from a 150-ton blue whale and transferred to the museum from the coast of Newfoundland where it died in the ice.

there were plenty of picture-perfect spots to capture post-worthy photos for Twitter, Facebook, or Instagram—of course, using #ASAE17—whether seated in the oversized Muskoka chair at the campfire, posing in front of the Lee-Chin Crystal, looking up at the mosaic ceiling in the Rotunda, or dancing amid urban graffiti art.

### LEARNING LABS



#### SESSION

"CEO Temperament and Leadership Success," 9 a.m. Monday in the South Building, room 714AB

#### FURTHER READING

"What a Recruiter Looks for in CEO Candidates," by Mark Athitakis, *Associations Now Leadership Blog*, July 17

#### SESSION

"CEOs, Is Your CFO Keeping You Out of Hot Water?" 4 p.m. Monday in the North Building, room 203AB

#### FURTHER READING

"3 Banking Hacks That Will Save You Time and Money," by Emily Bratcher, *Associations Now Money & Business Blog*, May 11

#### SESSION

"Capital Campaigns: Not for the Faint of Heart," 9 a.m. Tuesday in the North Building, room 202AB

#### FURTHER READING

"Conduct a Feasibility Study Before Launching a Fundraising Campaign," by Emily Bratcher, [asaecenter.org](http://asaecenter.org), June 12



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## HAPPY 150th ANNIVERSARY, CANADA

This year marks 150 years since the British North America Act recognized four colonies—Quebec, Ontario, New Brunswick, and Nova Scotia—as an independent nation, creating the Canadian Confederation.

The country and its citizens are celebrating the milestone throughout the year.

“Our celebration gives Canadians the opportunity right now to celebrate together all our shared values, our achievements, our majestic environment, and our country’s place in the world and what we represent in the world,” says Business Events Canada Executive Director Chantal Sturk-Nadeau.

Celebrations are taking place coast to coast, focusing on diversity and inclusion,

reconciliation with indigenous peoples, the environment, and youth. Canada’s Passport 2017 website ([passport2017.ca](http://passport2017.ca)) helps individuals locate celebrations no matter where they are in the country.

Canadian people, places, and things to experience in and around the city.

With help from Tourism Toronto, ASAE meeting attendees also get to enjoy and participate in the

celebration, as the theme will be incorporated into a handful of Annual Meeting exhibits, sponsorships, and events—namely the closing ceremony called “Toronto Night” and the “Toronto Experiences.”

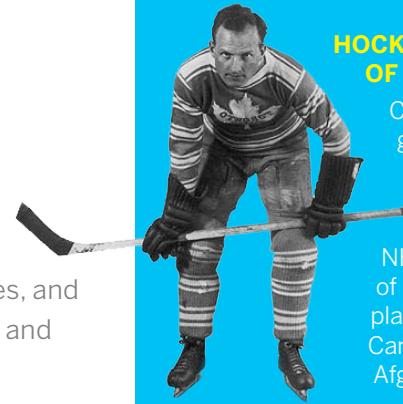
“We’re always happy to have visitors come to

our country—not just come to our country to see it, but to really experience it and get to know our people and get to know what we’re all about from our attractions and our cultural events,” Sturk-Nadeau says.



Canada celebrated its 150th anniversary with fireworks at the CN Tower on Canada Day, July 1.

In Toronto, museums, art galleries, historic spaces, and other cultural institutions are embracing the Canada 150 theme by hosting events and exhibitions. The “All Canadian, All in Toronto” mini-mag documents 150 iconic



### HOCKEY HALL OF FAME

Check out relics of the game, including pieces of the Kandahar Airfield ball hockey rink, where soldiers, NHL players, members of Parliament, and others played the sport during Canada’s engagement in Afghanistan.

### ONTARIO SCIENCE CENTRE

Visit the “Canada 150: Discovery Way” installation, featuring important Canadian inventions and innovations, such as the lightbulb and the flight recorder.



### THE MARKET GALLERY IN ST. LAWRENCE MARKET

View photographs and artifacts in the gallery’s “Becoming Canadian in Toronto: Snapshots Through Time” exhibit and the “Maple Leaf Forever: Toronto’s Take on a National Symbol” exhibit.



## HELPING CANADA’S MILITARY HEROES AND HOMELESS ANIMALS

Attendees ready to give back during their time in Toronto are invited to honor and help Canada’s soldiers and veterans and the city’s population of homeless animals.

Working with the Highway for Heroes Living Tribute, Annual Meeting attendees will help the organization honor soldiers who lost their lives in conflict by planting trees on Tuesday along a highway-turned-memorial called the Highway of Heroes.

The 100-mile stretch between the Canadian Forces Base Trenton and Toronto is where funeral processions for lost soldiers pass before they are taken back to their hometowns. When the country began bringing their lost soldiers home and holding

these processions in 2006, Canadians would line the route to show their respect.

“What the Highway of Heroes Living Tribute looks to do is to underscore the importance of this stretch of roadway,” says Manager of Fundraising and Communications Mike Hurley. “We’re looking to convert this roadway into a living, breathing memorial to all Canadians who have served and lost their lives during times of conflict.”



ASAE attendees will contribute to the organization’s goal of lining 117,000 trees along the route to represent each lost Canadian soldier by planting trees at Sunnybrook Health Sciences Centre, the largest veteran care center in Canada.

“We’re planting trees for every hero, a tree for every Canadian, a tree for every life that has been lost while serving in the armed forces,” Hurley says.

Annual Meeting attendees also helped commemorate Canada’s armed forces on Saturday by planting a memorial garden at the Todmorden branch of the Royal Canadian Legion, an organization that provides veterans and their families with support as they transition to civilian life.

Meeting attendees can also care for the lost animals of Toronto during a Tuesday event with the Toronto Humane Society, which follows no-kill principles. Participants will get a look into the shelter operations where the society helps more than 16,000 animals each year. Last year, the society administered 12,000 vaccines, received 1,839 animals for medical attention and care, and placed 1,334 animals in foster homes.

# FIT FOR FOODIES

Toronto is known as one of the most diverse cities in the world, and its food scene reflects that reputation. There are more than 7,000 restaurants with a wide range of culinary options, including Cuban, Indian, Korean, Italian, southern Ontario barbecue, Tibetan, Vietnamese, and Chinese. From my travels to Toronto, recommendations from locals, and several food articles, here's a quick glimpse at some of the great options you can choose from over the next few days.

—Sabrina Kidwai, CAE



### CLOSE TO THE CONVENTION CENTER

If you want a good steak, seafood, and cocktails, **The Shore Club** is a great spot. The restaurant also displays interesting art from Canadian artists.  
155 Wellington St. W  
www.theshoreclub.ca

**Drake One Fifty** is a modern take on brasseries and taverns and creates classic dishes with a twist. Plus, it has an artist-in-residence program and showcases custom video art.  
150 York St.  
www.drakeonefifty.ca

The city's first upscale Mexican restaurant, **Los Colibris** focuses on traditional food—the executive chef uses her family recipes. Downstairs is its sister space called **El Caballito**. It's known for its homemade tortillas, tequila bar, and weekend brunch.  
220 King St. W  
www.loscolibris.ca  
www.elcaballito.ca

Looking for great Italian food in the middle of Toronto? **The Badali Bar and Cucina** incorporates sustainable seafood, handcrafted cocktails, and great food.  
156 Front St. W  
www.joebadalis.com



Drake One Fifty

At **360 Restaurant**, located on the top of the CN Tower, you can dine more than 1,100 feet in the air. The restaurant offers locally sourced food and ingredients, and you'll have a 360-degree view of the city.  
301 Front St. W  
www.cntower.ca/en-ca/360-restaurant



Salt

### UNIQUE NEIGHBORHOOD DINING

**Bonjour Brioche**—a cozy, cash-only French restaurant that serves breakfast and lunch—is open today and Tuesday but closed Monday.  
812 Queen St. E  
www.bonjourbrioche.com

One of Canada's favorite steakhouses is **The Keg**. The Esplanade location is near the city's nightlife and offers everything from steak and seafood to chicken and ribs.  
26 The Esplanade  
www.kegsteakhouse.com

**The Good Son** incorporates the local Queen Street neighborhood. The menu, which lends itself to shared plates, uses locally sourced and seasonal produce.  
1096 Queen St. W  
www.thegoodsonontario.com

Situated in a repurposed garage, **Gusto 101** serves southern Italian classics and a variety of vegetarian options. If you visit, make sure to hit the rooftop patio.  
101 Portland St.  
www.gusto101.com

### TASTE OF TAPAS

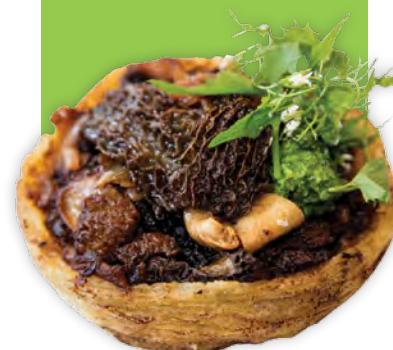
**Bar Raval** is named after the Raval neighborhood in Barcelona, Spain. There are beer barrels throughout the space that guests can use to share food. They also serve coffee, breakfast, and snack items throughout the day.  
505 College St.  
www.thisisbarraval.com

If you're looking for tapas with an Iberian and Canadian focus, **Salt** is your place. The menu includes ravioli, beef, and duck dishes. And for all you oenophiles, the cellar has an extensive list of Portuguese and Spanish wines.  
225 Ossington Ave.  
www.saltrestaurant.ca

### HISTORIC AND ADVENTUROUS OPTIONS

**Borlino** celebrates the historic origins of Canadian cuisines. The menu includes recipes that settlers enjoyed in the 18th and 19th centuries. Dishes range from a variety of fishes to whelk, which is a sea snail (pictured above).  
59 Ossington Ave.  
www.borlino.com

At **Antler Kitchen & Bar**, the dinner and brunch menu features local, seasonal, and wild foods like boar, deer, duck, bison, hen, and rabbit.  
1454 Dundas St. W  
www.antlerkitchenbar.com



## TAKE A SPIN AT THE ALLIANCE PARTNER WHEEL

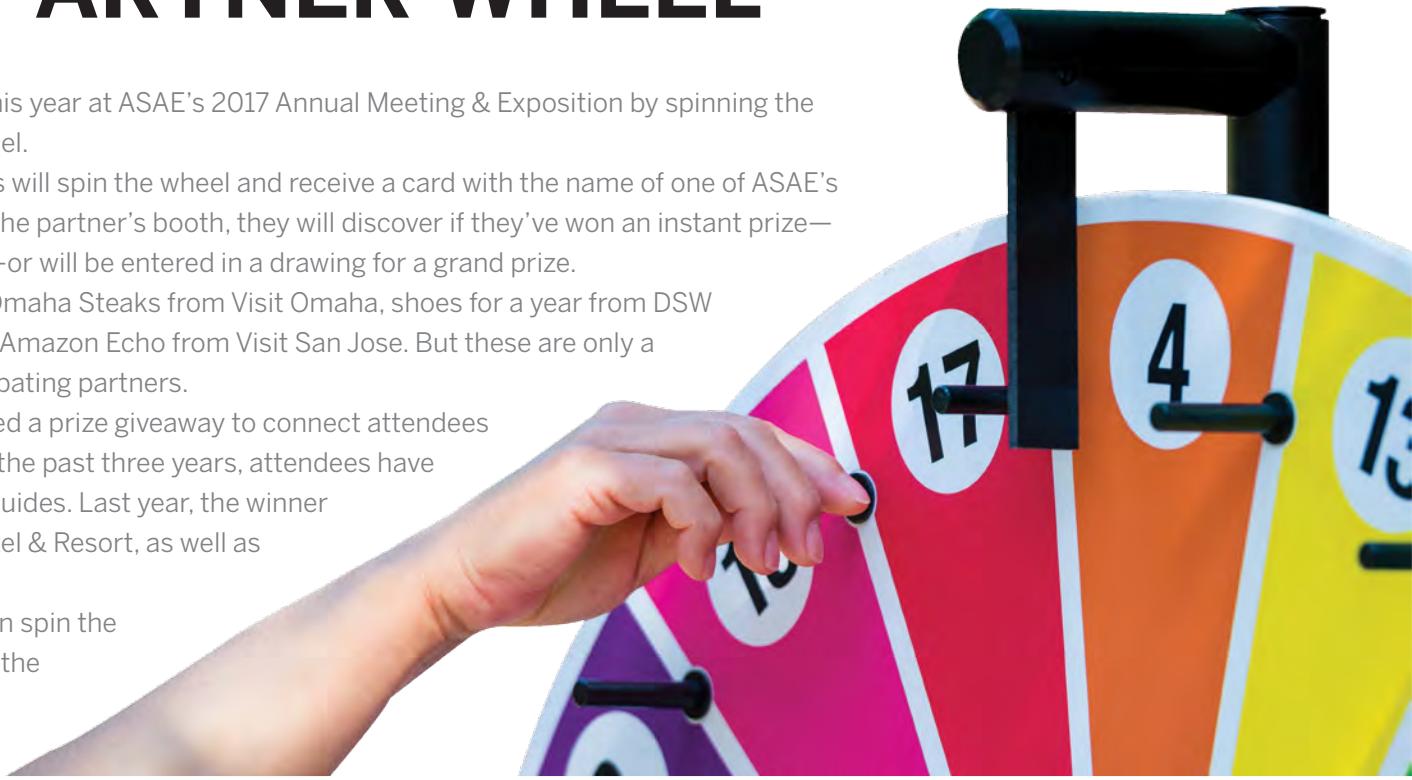
Attendees have a new chance to win big this year at ASAE's 2017 Annual Meeting & Exposition by spinning the "Spin, Win, Connect" Alliance Partner Wheel.

Much like *Wheel of Fortune*, participants will spin the wheel and receive a card with the name of one of ASAE's alliance partners. After taking the card to the partner's booth, they will discover if they've won an instant prize—like a \$10 giftcard to Starbucks or iTunes—or will be entered in a drawing for a grand prize.

Grand prizes include a year's worth of Omaha Steaks from Visit Omaha, shoes for a year from DSW courtesy of Experience Columbus, and an Amazon Echo from Visit San Jose. But these are only a sampling of giveaways from the 20 participating partners.

This is not the first time ASAE has hosted a prize giveaway to connect attendees with alliance partners in the expo hall. For the past three years, attendees have found scratchers in their onsite program guides. Last year, the winner received a four-night stay at any Omni Hotel & Resort, as well as Tumi luggage.

Those interested in testing their luck can spin the wheel at the Partner Lounge, located near the Association Exchange and bookstore, on Sunday and Monday until 1 p.m.



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The advertisement features a central image of a smiling couple in business attire. To their left is a large stadium filled with spectators. To their right is a golfer in a red shirt on a green field, and a family with a stroller in a park. A map of North Carolina highlights Greensboro's location, showing it is 5 hours from Washington D.C. and 5 hours from Atlanta. A blue arrow points from the stadium towards the couple, and a green arrow points from the golfer towards the couple.

## SPEAKER SPOTLIGHT



**NAME:** Hannes Combest  
**TITLE:** CEO  
**ASSOCIATION:** National Auctioneers Association  
**SESSION:** Future Impact 2017: Foresight Implications & Applications for Associations

**TIME AND LOCATION:**  
 2 p.m. Sunday, North Building, room 202AB

**HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:** The future of YOUR assn is at stake & ASAE's Foundation's new research & tools on foresight will help! Sun, 2 to 3:30 in 202AB

**IF I COULD GIVE ONE PIECE OF ADVICE, IT WOULD BE:** Select two different programs for each time slot—you never know when one is way too full or when one doesn't meet your particular needs!

**OTHER THAN MY PASSPORT, MY MOST INDESPENSIBLE TOOL IN TORONTO IS ...** my phone. I keep my notes on it, my schedule, and my contacts—and, of course, photos of my grandchildren!

**I AM INSPIRED BY ...** my colleagues—so many bright people who give me lots of ideas!

**HOW I GOT INTO THE ASSOCIATION INDUSTRY:** I had been teaching for 10 years at a small college and wanted to see if I could "do" instead of just "teach." I applied for and got a job at the Golf Course Superintendents Association of America developing curriculum. Spent 13 fantastic years there and then moved on to the National Auctioneers Association and found my passion—association management!

# ASSOCIATION EXCHANGE IS YOUR RESOURCE HUB

As you enjoy the sights and sounds of ASAE's Annual Meeting, be sure to stop by the Association Exchange, located in the Level 700 foyer of the Metro Toronto Convention Centre's South Building. This one-stop shop offers plenty of innovative ASAE resources for your association management needs.

The Association Exchange is a great place to get ques-

tions answered about earning or maintaining your Certified Association Executive credential. It's also home to Association CareerHQ, which provides career resources tailored to those who lead, manage, and work in associations.

Plus, the Association Exchange is a great place to learn how to get involved with APAC, ASAE's political action committee. And

be sure to stop by the bookstore to pick up some great resource books to take home.

The Association Exchange also features a slate of brief presentations about ASAE programs each day. ASAE staff will be on-hand throughout the conference to welcome members and answer questions.

The best part about the Association

Exchange is that everything is all in one place. So, if you are looking for a one-stop shop featuring an in-person experience you won't find anywhere else, this is the right destination for you.

Stop by the Association Exchange between 7:30 a.m. – 5 p.m. today, 8:30 a.m. – 5 p.m. tomorrow, and 8:30 a.m. – 12:30 p.m. Tuesday.

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# LOOKING FOR NEW HORIZONS?

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

## #ASAE16 SOCIAL ENGAGEMENT WINNER ‘PAYING IT FORWARD’ AT #ASAE17

Usually, when you hear of someone “paying it forward,” it’s for something small like a cup of coffee at a drive-thru window. These random acts of kindness are designed to surprise and delight the recipient.

So imagine Sultan Shakir’s surprise when he received an email from his colleague and friend DJ Johnson, CAE (pictured at right in photo), last year’s ASAE social engagement winner and vice president of membership for the American Society of Interior Designers.

“DJ told me that he was paying it forward on my conference registration,” Shakir says. “It was amazing, and this opens my organization up to new possibilities.”

As the executive director of Supporting and Mentoring Youth Advocates and Leaders (SMYAL), Shakir oversees and manages a regional nonprofit that’s committed to building opportunities for LGBTQ youth as they grow into adulthood. This is his first time attending ASAE’s Annual Meeting, and he’s looking forward to learning from a group of peers in association and nonprofit leadership.

So how did this opportunity present itself?

Johnson is an ASAE Diversity Executive Leader-

ship Program scholar and received complimentary registration as part of his two-year leadership development training. He also attended last year’s Annual Meeting and

scored the highest point total for social engagement using ASAE’s conference app. He narrowly beat the competition by 50 points and won a free conference registration for this year’s meeting.

“Basically, I was the most obsessed and maniacal about posting and commenting on the conference app,” Johnson says. “I noticed I was at the top of the leaderboard, but I did it because it was an interesting way to connect with people who I might have missed.”

Johnson says he didn’t initially realize that his top score—3,317 points—came with a free conference registration.

“My Annual was already paid for as a DELP scholar because ASAE invests in me,” he says. “So I thought, how great it would be if I could invest in the development of another organization and leader.”

It feels just as good to give back, says Johnson, noting that he won’t be competing in this year’s social engagement contest.

“It’s time for me to pass on the crown, and I’m excited to see what people do with it,” he says.



### Attendee Profile



**NAME:** Laura Lewis

**TITLE:** Chief Marketing Officer

**ASSOCIATION:** CREW (Commercial Real Estate Women) Network, Lawrence, Kansas

**YEARS WITH ASSOCIATION:** Two

**CONSTITUENCY:** Commercial real estate professionals

**MEMBERS:** 10,000-plus

#### HOW IS THE ASAE ANNUAL MEETING DIFFERENT THAN OTHER INDUSTRY MEETINGS YOU ATTEND?

The educational content and the networking are superior. It’s incredibly valuable for me to come to one event for both leadership development and marketing resources/best practices.

#### WHAT SESSION OR EVENT ARE YOU MOST LOOKING FORWARD TO?

I look forward to many of the sessions, but “Build an Experience-Driven Organization” (2 p.m. Sunday, North Building, room 205AB) is high on the list.

#### IF YOU COULD GRAB COFFEE WITH ONE PRESENTER, WHO WOULD IT BE?

Nilofer Merchant. I’d ask her advice on building top teams and innovation without fear of risk or failure.

#### WHAT’S MORE STRESSFUL, GOING THROUGH CUSTOMS OR MEETING NEW PEOPLE AT A NETWORKING EVENT?

Customs!

#### WHO IS YOUR FAVORITE CANADIAN EXPORT?

Wayne Gretzky

#### SOCIAL NETWORK OF CHOICE:

Instagram

#### FAVORITE APP:

Pinterest

#### STREAM OR DOWNLOAD?

Stream

#### EARLY MORNINGS OR LATE NIGHTS?

Early mornings

#### IF I COULD CHANGE ONE THING, IT WOULD BE ...

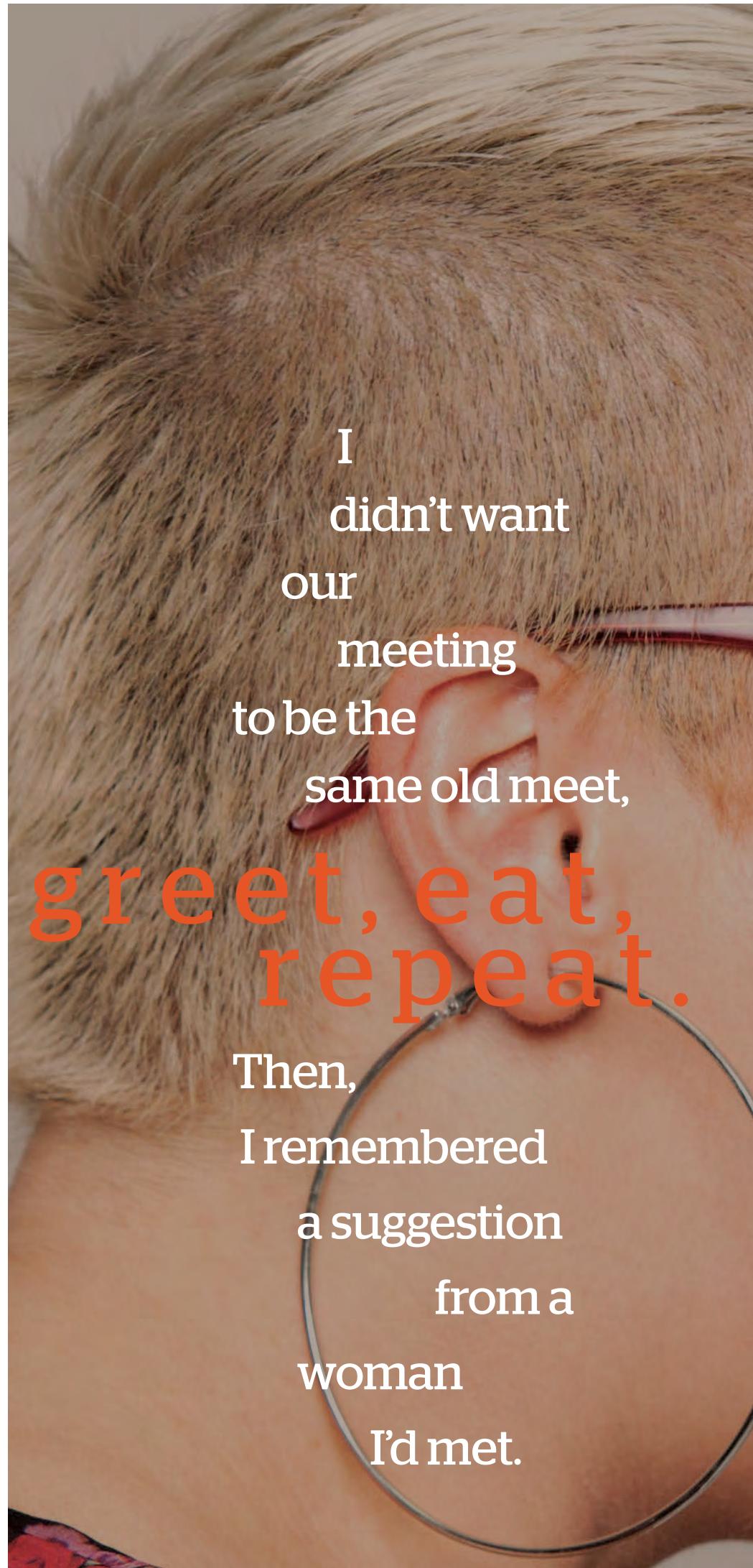
to provide safe, happy, and healthy environments for all children. They are our legacy and future.



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# THE WORLD OF ASSOCIATIONS COMES TO TORONTO

By Kristin Clarke, CAE

From Korea to Mexico, Dubai to Hong Kong, and the Netherlands to Singapore, hundreds of international association leaders have traveled to Canada to add their multicultural perspectives to the ASAE Annual Meeting & Exposition.

The good news is you don't have to study abroad to meet the two Australian delegations or other international innovators. International attendees can be found in the Global Solutions Lounge (room 705), presenting at one of the international sessions in almost every learning block, or speaking one of 20 expected languages at numerous networking events.

The lounge is open daily for pop-up learning sessions and delegation meetings and programs. Drop-in visitors are also invited to join ASAE Alliance Partner leaders for coffee to learn how business works best in Hong Kong, Korea, Mexico, Dubai, and Canada.

Greta Kotler, ASAE's Chief Global Development Officer, is especially pleased with a new networking event for international delegations, which will take place at 10:30 a.m. Tuesday in the lounge, as well as a crowdsourced Conversation That Matters session about the key issues people are facing internationally.

For attendees looking to chat with their non-U.S. counterparts, head to tonight's International Reception at 5 p.m. in room 104A. Attendees can also spend several days "traveling abroad" amidst colorful booths helmed by exhibitors from afar.

Other global sessions worth flagging include this morning's "ASAE Global

Maturity Assessment: How Does Your Organization Measure Up?" and tomorrow's "Get Ahead: How Learning About the EU Data Protection Regulations Can Save You a Bundle." The former, hosted by the ASAE Foundation and MCI Group, identifies benefits and goals of their multiyear study of associations' global operations.

"It's an opportunity for any association to fill out an assessment and get a sense of where you are with your international strategy," says Kotler, noting that participants receive study results for benchmarking.

Wherever your multicultural interest, make time to take a trip around the world of associations.

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## ASAE, BOARD GEAR UP FOR 2018

With the ASAE board's approval of the FY2018 budget at its Friday meeting, ASAE is set to expand its member offerings—from new education opportunities to greater support for organizations.

"We had a great discussion about the strategic initiatives coming up for ASAE as well as the ASAE Foundation," says ASAE President and CEO John H. Graham, IV, FASAE, CAE.

"The board is very excited because we are continuing to develop and introduce new resources, programs, and products to meet the evolving expectations that will help our members engage, learn, and enhance their skills and knowledge."

On Monday, ASAE Business Services, Inc., will launch its ASAE Insurance Source platform, which provides expertise in selecting insurance coverage to reduce an organization's risk and liability.

In addition, the ASAE Foundation has created new AssociaMetrics assessments to gauge associations' global maturity and technology readiness, as well as a new research initiative, ASAE ForesightWorks (see article at right), to evaluate association trends and provide resources to help organizations respond.

Also new in 2018, the Innovation Lab—a two-day event held in conjunction with the Sundance Film Festival in Salt Lake City—will bring together groups of up to six people from three associations to develop solutions to a common challenge.

"ASAE continues to push the envelope on learning and meeting innovation, strategically developing new products and services that benefit our members and the association industry, and raising the visibility for how associations impact their communities," says Scott D. Wiley, FASAE, CAE, ASAE board chair and the Ohio Society of CPAs' president and CEO.

## HEADING FOR THE C-SUITE

Are you ready to take that next step on your journey to the C-suite? During yesterday's preconference masterclass, "Build Leadership Confidence and Executive Presence," several CEOs offered their insight about the top association role.

CEOs must have the ability to visualize the association's future direction and mission. Endocrine Society CEO Barbara Byrd Keenan, CAE, says she has contributed most to her organization by "helping people not only see a broader vision, but be excited by it, have energy



Endocrine Society CEO Barbara Byrd Keenan, CAE, shares advice for future CEOs.

about it, and not be intimidated by it."

When described by a colleague as someone who only takes on impossible association goals, she responded: "It wasn't that I look for monumental challenges; it's that I don't see them as

monumental. I see them as something that needs to be done. I have a clear vision about how it will be accomplished, so in my mind it's done before we start."

In addition to operational, strategic, and quantitative skills, CEOs also

need to have strong leadership qualities. "We're in a time where managerial courage is what is called for if you really want to be successful in the space," said Scott Wiley, FASAE, CAE, president and CEO of the Ohio Society of CPAs.

Leading is not just about solving problems day-to-day, but about being aware that "we have difficult decisions to make, and we have to make them often on the fly," he says. "And once you've made one, don't think that more aren't coming."

Before an individual can step into the CEO role, he or she needs an intentional plan to get there, says Paul Pomerantz, FASAE, CAE, CEO of the American Society of Anesthesiologists. The plan should include where you're going, how you're getting there, and what transitions and skills are necessary to do so.

## ASAE FOUNDATION ANNOUNCES NEW FUTURE-FOCUSED RESEARCH

To help association professionals think about what lies ahead—and to help them lead their associations into the future—the ASAE Foundation is returning to future-focused research with the ASAE ForesightWorks program.

The foundation teamed up with futures consulting firms Signature i and Foresight Alliance to create ongoing, practical, and actionable research that explores what the future holds for the association sector. Several elements set this program apart from ASAE's previous environmental scanning research.

ASAE ForesightWorks promises to be continuous—updated trend

analyses and related tools will be released regularly, and opportunities for members to engage with the research will be ongoing. The program will also help leaders to create a culture of foresight in their associations, not only by providing trend updates, but also by giving them tools and resources to practice scanning on their own.

**Drivers of change** Key resources from this program are analyses of drivers of change—the shifts or trends that spell change ahead for association professionals and the industries they serve. Signature i and Foresight Alliance followed a systematic

environmental scanning process to identify 41 drivers of change that were singled out as particularly relevant to the work of associations.

Each driver-of-change analysis, presented in a concise action brief, provides a forecast for the change. The analyses also discuss strategic insights and action steps for leaders, along with searchable keywords for professionals who want to track the trend more closely.

The first three ForesightWorks action briefs, available online now, examine three very different challenges facing associations:

**Aging.** The number of elderly people is poised to rise steeply, and countries will grapple with issues re-

### LOOKING FOR MORE?

For additional details about ASAE Foundation's ForesightWorks program, head to today's Deep Dive session "Future Impact 2017: Foresight Implications and Applications for Associations," which begins at 2 p.m. in room 202AB.

lated to aging populations. These issues will play out for associations in areas such as workforce management and benefits.

**Anticipatory intelligence.** Big data, data analytics, and artificial intelligence are enabling the use of predictive analytics to anticipate needs, opportunities, and threats in an organization's environment.

**Virtualized meetings.** Telepresence technologies are advancing rapidly and could enable remote collaboration and participation at meetings and events far beyond what we know today.

An introductory brief on the ForesightWorks program titled *Why Associations Need Foresight* is currently available on the ASAE website. Action briefs on the 38 remaining drivers of change will be released by early 2018.

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## SPEAKER SPOTLIGHT



**NAME:**  
Tom Quash, CAE

**TITLE:**  
Vice President,  
Marketing,  
Communications,  
and Publications

**ASSOCIATION:**  
Association of  
Women's Health,  
Obstetric and  
Neonatal Nurses

**SESSION:** What's Keeping Healthcare Association Executives Up?: 10 Roundtable Discussions on Hot HC Topics

**TIMES AND LOCATIONS:** 4 p.m. Sunday, North Building, room 205AB

**HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:** What happens when 10 hot healthcare topics are moderated by 10 assn leaders thru active roundtable discussions? Join in a future-focused firestorm of ideas!

**IF I COULD GIVE ONE PIECE OF ADVICE, IT WOULD BE:** Polish your personal brand. What are those positive attributes that make you stand out in our profession, as a volunteer leader, or in your community? I believe the more you build upon a positive personal brand, the greater your chances of success and the better you'll feel overall.

**OTHER THAN MY PASSPORT, MY MOST INDESPENSIBLE TOOL IN TORONTO IS ...** a writing pad. Like many others, I might use my phone to take a picture of a PowerPoint slide or add a new contact, but sometimes it's what's mentioned off script or at your session table conversation, or even in dialogue with a colleague on a break, that's worthy of capturing with pen and paper. Typically, I have several pages of new ideas that I bring back home from Annual. Yeah, I'm nerdy like that.

**I FEEL MOST SUCCESSFUL WHEN ...** I exceed my own goals and expectations and I have learned something new in doing so.

**I AM INSPIRED BY ...** people who give so much of themselves to make a difference in other people's lives. It reminds me that there's so much more that I should be doing to help others, and I'm inspired to try and do more.

**HOW I GOT INTO THE ASSOCIATION INDUSTRY:** Early in my career, I worked in the marketing departments at a few different publishing houses in New York City. When I moved to DC, the only large industry I associated with the area was the federal government. But during my job search, I kept seeing several association positions pop up, and I quickly figured out DC was also a hub for these type of organizations. So I thought I'd see if I could transition my for-profit marketing experience into the association industry. That was about 20 years ago, and I've been here ever since.

# THERE'S NO HONEYMOON FOR THE NEW CEO

100 days. That's about how much time a new CEO has to learn the industry, find out where the bodies are buried, and create a culture where staff can thrive.

A panel of four recently transitioned CEOs will share tips for making the process as smooth as possible during today's Deep Dive session "Transition to CEO: Brace for Impact," which begins at 2 p.m. in room 714AB in the South Building. They will discuss adopting a new mindset in the move from COO to CEO, learning a new industry or profession, the pros and cons of overlapping with a predecessor, and leveraging the tools and resources at hand.

*Daily Now* asked the panelists for a preview of the advice they will share during the session:

### What's one thing you wish you knew before your first day as CEO?

**Busky:** I wish I had a thorough understanding of the field of infectious diseases. To address this issue, I spent much of the first four months on the job visiting with members and other key stakeholders. I not only came away with key insights but also invaluable connections with hundreds of members.

**Green:** I wish I had known more about the unwritten metrics for success. I'm not talking about the strategic-plan goals or revenue targets. I'm referring to expectations from the board and staff that exist but can be unspoken. One example might be expectations around the CEO's communication style. Another is "sacred cow" programs that have a life of their own. While these issues come out over time, it would have been nice to have a bit more of a road map from members of the board and the search committee.

**Keane:** I wish I knew more about the staff, the day-to-day operations, the contracts, etc. Even though you can change it once you get onboard,

knowing ahead of time what the inner workings of the association are would have been helpful, particularly since change does not come overnight.

**Sloan:** I wish I had known who some of the members that really stand out as leaders in the industry and profession are—people who I might tap into for their insights during the first several months.

### What's one tool aspiring CEOs should equip themselves with?

**Busky:** Build a strong network of colleagues who can serve as part of your CEO kitchen cabinet. Find association executives who you admire and ask for their support. I'm always amazed by the willingness of those in the association community to help one another.

**Green:** Most CEO search committees we work with are listening for a candidate's true understanding of an industry or profession, and how they would use this knowledge to build visibility and influence. What's the *tool* in all of this? It's the story you can tell about how you have accomplished this on behalf of your current



**Chris Busky, CAE**  
Chief Executive Officer  
Infectious Diseases Society  
of America



**Alison Keane, Esq.**  
President and CEO  
Flexible Packaging Association  
of America



**Nancy Green, FASAE, CAE**  
Vice President,  
Washington, DC Office  
Vetted Solutions



**Lawrence Sloan, CAE**  
Chief Executive Officer  
American Industrial Hygiene  
Association

organization, and how you would do it as their new CEO.

**Keane:** Take as many ASAE, Chamber IOM, Association Trends, etc., classes as possible to get a well-rounded education on all aspects of running an association. Do not rely on the one or two aspects you know well. Study like it's a test, because it is.

**Sloan:** Always be yourself. You must feel there's good chemistry between you and the search committee for starters. If there isn't, do not force it. But know that the more comfortable everyone feels with one another, the more readily it will be to build trust, and the more readily you can set off accomplishing early wins.



Then there are his members at AAGO, who constantly push Tatum to do better and work harder. “The most rewarding and inspirational aspect is hearing from our members about how AAGO is an important part of their lives and how together we are elevating the industry,” he says. “We never want to rest on our laurels, but I feel like what we do matters and that AAGO is still relevant.”

For American Counseling Association CEO Richard Yep, FASAE, CAE, inspiration comes from the next generation of association leaders. “When I entered the profession years ago, I almost fell into it, rather than having planned to be an association executive,” he says. “But, now, given the impact of associations on society and the amazing work that they do, we have incredibly talented, energetic, and compassionate people joining our ranks.”

Outside of colleagues and peers, association execs often turn to family and friends for inspiration and to help them find solutions to problems they’re facing. That’s the case for Christina Garneski, CAE, director of marketing and communications at the Association for Psychological Science, who credits her husband with helping her throughout her career.

“He handles life’s road bumps with such aplomb. He’s taught me so much about being professional, finding work-life balance, and being a good leader,” Garneski says. “We have very different styles, and so we are able to help each other see situations from different perspectives.”

And, of course, inspiration often comes from younger family members.

“My children remind me every day to look beyond the horizon and see what is the most important in life,” says ASIS International CEO Peter O’Neil, CAE.

So, as you spend the next few days in Toronto, make sure you take the time to share, reflect, and listen. After all, you never know where you’ll find that next source of inspiration.

## INDUSTRY INSPIRATION

Daily Now asked several attendees how the association industry inspires them. Here are some of the other responses we received:

“Our association’s volunteers inspire me. I am constantly awed, and very grateful, for the time that volunteers spend from their busy business and personal lives to give back to the industry.”

—Nancy Tucker, Vice President, Global Business Development, Produce Marketing Association

“Knowing that the work we do impacts people every day, no matter where they live, whether they realize it or not.”

—Christie Tarantino-Dean, FASAE, CAE, CEO, Institute of Food Technologists

“The ability of an association to inspire and motivate its members to wholeheartedly commit, participate, and do great work for the association without anything in return. Priceless!”

—Jerome Bruce, CMM, CMP, CEM, CAE, Director of Meetings & Exhibits, Association of Government Accountants

“Helping groups of volunteers reach consensus, develop strategies, and then achieve their goals on behalf of their stakeholders.”

—Kirk Leeds, CEO, Iowa Soybean Association

“That people from around the globe collaborate, often on their own dime and time, to advance healthcare, technology, safety, commerce, and the human condition ... for no other motive than to make every human being’s existence better than previous generations.”

—Kevin M. Kelly, CMP, CASE, Director of Meetings & Special Events, ASTM International

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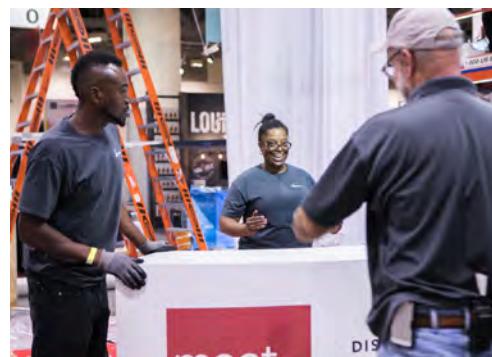
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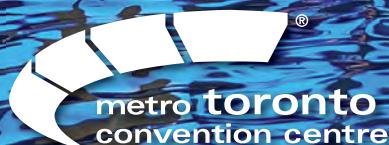
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