

THE **OFFICIAL** NEWSPAPER OF ASAE: THE CENTER FOR ASSOCIATION LEADERSHIP'S ANNUAL MEETING & EXPOSITION
www.asaecenter.org **TUESDAY, AUGUST 15**

POSITIVE PASSION

TO BRING SUCCESS AND HAPPINESS TOGETHER, CHOOSE HARMONIOUS PASSION OVER OBSESSIVE PASSION, SAYS DAN LERNER

BY JULIE SHOOP

They say it's possible to have too much of a good thing—too much sugar, too much free time, too much information. Passion can be like that. While passion drives people to succeed, it also can lead to spectacular personal failures and generally unhappy lives.

If you need evidence of that, Daniel Lerner can provide it, from both scholarly research and real-life anecdotes. Lerner—a performance coach who works with high-potential musicians, athletes, and executives and who teaches New York University's most popular elective course, “The Science of Happiness”—can tick off the names of familiar high achievers (Steve Jobs, Kanye West, Bobby Knight) who don't exactly summon a picture of stability and well-being.

“Happiness and success don't always go together the way we expect,” Lerner told #ASAE17 attendees during Monday morning's Game Changer session, “Balanced Obsession: The Science of Happiness and Success.”

A former agent to musicians and opera singers, Lerner observed over time a stark difference between clients who were happy and fulfilled in their lives onstage and off, and others who were miserable despite their professional success. “I saw this and I thought, I need to understand what's going on psychologically with these enormously successful people,” he says. “So I left the business with one question: Where do success and happiness coexist?”

The most recent research on that question points to a powerful factor—passion, which, Lerner notes, can be a force for good or ill. “When we talk about success and happiness, [the research shows] there are two very different kinds of passion,” he says. “One is harmonious passion, which blends into your life with great harmony, and the other is obsessive passion, and it's not something you necessarily want in your life.”

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Learn how Closing Keynote speaker Jeff Henderson rebranded himself after a prison sentence.



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Retiring baby boomers are redefining the post-career years as ‘freetirement.’



16 LAST TRAIN OUT

Don't miss tonight's Closing Night Celebration at Roundhouse Park, a former railway yard.



17 CHICAGO STYLE

We head back to the U.S. next year for #ASAE18 in Chicago, Aug. 18-21, at McCormick Place.

A low-angle photograph of the St. Louis Gateway Arch against a blue sky with scattered white clouds. The arch's metallic surface reflects the light, and its iconic curve dominates the frame.

the **ARCH**

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EFFORTLESS COLLABORATION

Collaboration is the key to making sure your next project remains on track. Organizations can avoid drifting off course by maintaining a culture that supports collaboration at every step, says Pamela Green, president and CEO of HR Coaching and Career Institute.

In her Monday Learning Lab, “6 Simple Rules and Tools for Successful Collaboration,” Green detailed six ways that associations can collaborate and lead on their next project. Effective collaborators exhibit what Green calls the six C’s—people who are connectors and curators and who can constructively confront, communicate, coach, and lead courageously. “For folks who are trying to pull together teams across the organization, you want to be on the



“For folks who are are trying to pull together teams across the organization, you want to be on the lookout. You want someone who can connect, gather and share information in a group.”

Pamela Green

lookout,” Green says. “You want someone who can connect, gather, and share information in a group.”

Once you have the right people, then it’s time to get to work. Start with an assessment of external factors, including your direct business competitors. Green also recommends establishing a project charter: a high-level outline of the work’s scope, objectives, stakeholders, budget, and timeline.

In addition, she designates staff roles, including a project manager who interfaces at all levels of the organization. Green likes to use is the RACI model, which designates staff roles for team members who are either responsible, accountable, consulted, or informed. With the right talent in place, collaboration will happen, she says, and it may look effortless.

GOVERNANCE OVERHAUL

In one year, the American Art Therapy Association revolutionized its governance structure by streamlining committees, giving the board nominating responsibilities, and creating the board’s first strategic plan.

During Monday’s Learning Lab “Lead a Governance Revolution in 12 Months,” AATA Board President Donna Betts and Executive Director Cynthia Young Woodruff discussed how they won and are keeping member buy-in.

“You need a lot of trust to go to somebody on your board or volunteers to say, ‘We really need to make these changes,’” Betts says. Having that trust already in place “has really been an asset to our ability to move forward with some of these necessary structural changes,” she adds.

But it has also taken communication, training, and a conversation shift to prepare the board to lead and stay mission-focused. AATA also included its president-elect and incoming president-elect on the board to ensure a seamless transition and a continuation of the strategic plan.

“There will be a lot more consistency, which will enable us to ... continue with these priorities that we’ve identified in the strategic planning process,” Betts says.

ON TAP

TUESDAY, AUGUST 15

- 8 a.m. – 3 p.m. Registration, The Hive open
- 8:30 a.m. – 12 p.m. Business Connection Lounge open
- 8:30 a.m. – 12:30 p.m. Association Exchange open
- 9 – 9:20 a.m. Express Talk
- 9 – 10:30 a.m. Deep Dives
- 10 – 10:20 a.m. Express Talk
- 11 a.m. – 12 p.m. Game Changer Session, Edutainment, and Learning Labs
- 12:30 – 2:30 p.m. Luncheon and Closing Keynote with Chef Jeff Henderson
- 2:45 – 5 p.m. Community Connection Activity and Toronto Experiences

7 – 10 p.m. Closing Celebration at Roundhouse Park

IMPLEMENTING A PMO

A project management office (PMO) is essential for streamlining and clarifying project expectations across an association, according to Cammie Kovalick, PMP, CAE, senior vice president of administration at the American Geophysical Union. Kovalick and Christine McEntee, MHA, CEO of AGU, described the process of creating a PMO during Monday’s Learning Lab “Ready, Set, PMO: Increase Productivity and Bottom Line.”

Make it a project. The first phase is when you clarify your expectations for the office. You plan it, execute it, monitor it, and close it. “Contrary to popular belief, projects should close,” Kovalick says. “There should be a clear beginning and a clear end.”

Keep it simple. There’s no one-size-fits-all project management office. Start with the bare minimum and keep the process only as difficult as it needs to be.

Keep it smart. Being smart gives you the flexibility and agility organizations need today. “Think about it as a baseball bat,” Kovalick says. “Think of one side as rigidity and one as responsiveness. Then there’s that sweet spot. You want that sweet spot. If you’re too rigid, you’re checking boxes that don’t add any value.”

Build to be dynamic. Change is inevitable and the new norm. Build your office to be dynamic, which lends itself to continuous improvement.



Cammie Kovalick, PMP, CAE

HOW DO YOU MAINTAIN WORK-LIFE BALANCE?



“Very easily. I’m great at compartmentalizing. I know my strengths in terms of work are early in the morning, so I start my day at 7:30 a.m. and get all my tough work done before the noon hour. Then, the balance starts in the afternoon.”

Richard Green, CASE, FSAE
Vice President of the Hospitality Practice
Vetted Solutions
Washington, DC



“I have a couple hobbies that I’m passionate about and make sure I get time to enjoy those at least a couple times a week. One of them is curling. We are in North Carolina, so curling is kind of a totally unique thing to do there. We raised money and started a club.”

Debra Michie, CAE
Executive Director
Association for Corporate Growth
Youngsville, North Carolina



“I try not to take anything to heart. It’s easy to get sucked into the emotional side of work. You want to be empathetic, but you also have to know how to release that at the end of the day so you don’t carry that home with you and you can get a good night’s sleep.”

Chiquita Carey
Customer Service Associate
Physician Assistant Education Association
Washington, DC



“I time-block my calendar so everyday I know what I have to get done. Then, at 4:30 at the end of the workday, when I’ve gotten everything accomplished, I can kind of sign off and go home from there.”

Cassy LaRussa
Director of Meetings and Conventions
Consumer Specialty Products Association
Washington, DC



“When you find things outside the office, it gives you a break from the day-to-day in the office and it exposes you to new people who give you creative ideas. I think it really helps out with work-life balance by having a different perspective from people outside of the office.”

Shomari McCrimons, MBA, CAE
Data Analytics Director
AARP Services
Washington, DC

A NECESSARY LEADERSHIP TEMPERAMENT

“Temperament can help you win a job, it can kick you out of a job, it can help you lose a job, and it can help you stay in the job,” says Pamela Kaul, president and founder of Association Strategies Inc., who spoke during Monday’s Learning Lab “CEO Temperament and Leadership Success.”

Given this fact, all association leaders need to practice and strengthen those different qualities—like relational skills, emotional intelligence, curiosity, and self-awareness.



Pamela Kaul

Grassroots and grass-tops advocacy are effective and inexpensive approaches to raise your government relations profile. Three panelists discussed the difference between the two tactics and shared tips for implementing each strategy during Monday's Learning Lab "Effective Government Relations for Any Size Association."

Grass-tops advocacy is high quality, but low quantity. “For example, maybe you have a member who used to be college roommates with a legislator or a chief of staff of somebody in office,” DarConte says.

But for a grassroots campaign to work, you have to identify the right people, educate them on the topic, and get them in front of decision-makers. “It’s not just writing that email,



Anne DarConte, CAE

One of the benefits of both tactics is that they're usually low cost. Potential costs to the association include purchasing software to distribute emails and travel expenses to attend an organized day on Capitol Hill.

Piggybacking off Sunday's Global Good Morning session, association leaders gathered Monday for "Global Brainstorm," an hour-long Learning Lab about some of the biggest international issues affecting associations. The discussions were led by members of ASAE's International Section Council and moderated by Steven Basart, vice president of Kellen's Beijing office. The groups discussed a handful of topics, including:

Forming business partnerships. As more associations push products globally, it's important to consider forming relationships with like-minded organizations. These partnerships often are mutually beneficial and can be effective at giving association executives the on-the-ground support they need.

A man in a dark blue suit, white shirt, and purple tie is holding a notepad and a microphone. He is looking upwards and to the right with a slight smile. The background is a plain, light-colored wall.

Steven Basart

Badge screening, radio frequency identification (RFID), and Bluetooth low-energy beacons are a few of the new and emerging technologies that were discussed during Monday afternoon's Deep Dive "Behavioral Data: The New Membership Currency."

Many associations are already using beacons and trackers to collect data on members and conference attendees. If you're considering trackers, Scott says it's important to consider tag and reader costs, as well as the technology's main purpose. On the simpler and less expensive end, associations can use simple badge scanning or RFID scanners to know when an attendee checks in. On the more technical and costly side, associations can use fixed or wearable beacons to track attendees in real time.

Scott says this type of solution might work best for an association that's looking to do an analysis on booth visits, conference floor traffic, and after-hour attendance rates. "You need to measure and evaluate the technology that's going to give you the best return on investment," he says.

In our connected world, association members want easily accessible information, and they want it *now*. That's why it's essential for associations to create a consistent content strategy across all committees, departments, and staff to curate all content, according to Hilary Marsh, president and chief strategist of the Content Company, Inc., who spoke at Monday's Deep Dive "The Content Strategy Journey."

Association departments often publish information that's isolated from other parts of the organization, making it difficult for members to locate the information they need. One way to combat that is to think about your content strategy as "knowledge integration," says Robert Bartel, chief innovation officer of the Endocrine Society, who recently implemented the strategy at the society by creating a task force.

Marsh and Bartel surveyed attendees about the maturity of their content strategy with questions like: Do you have policies to ensure consistency? Do you have a content calendar identifying plans for publishing and promoting content? Do you have a common taxonomy used by everyone who creates and publishes content?

“Content is the way our work is manifested in the world,” Marsh says. “Everything represents your work, whether you have an economic research program, a class, clinical practice guidelines, or news articles. A content strategy is making sure our work can get out there so it succeeds.”

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#ASAE17

Congratulations to all the new CAEs at @ASAEannual! Great way to start this beautiful Monday in #Toronto #ASAE17 @torontolife @WLSRealty

@DanLernerTweets: success does not equal happiness. The quality of our relationships with family & others are what give us happiness #Asae17 @psmoeller

Team CAE for life. #ASAE17 #ASAECAE @GBorelloCAE

You don't need to be obsessive to be great. There's an equal likelihood of mastery. #ASAE17 @torimillerliu

Ah, everyone's favorite words from an attorney, 'It depends.' #ASAE17 #copyrightlaw @rebecca_brandt

Getting our headshots at #ASAE17. But first, makeup! #fingerscrossed-itsgood @rustymusty

How to develop passions? "Choose easy. Work hard." #ASAE17 @jimflanigancae

It doesn't start with a lightning bolt, but with a spark. #ASAE17 @JohnSegota

Be decisive & persistent. Stand by your decisions & guide your Board to move forward. #asae17 @NichOliver401

Learning about a new session style – Story Slams. Each speaker has 5 minutes to speak on a topic – no notes. #ASAE17 @frankaota

I ❤️ Canada #ASAE17 @LThompson65

Celebrating my CAE this morning at #ASAE17. Thank you @AMRMS for the support. @emilyalane13

#ASAE leaders of today and tomorrow – the new class of #DELP scholars #asae17 @lowellmatthew

So looking forward to my new mentor mentee relationship started at #ASAE17 with @CTBesore @Felicia1719

Eating kangaroo @RealMoMos in @SeeTorontoNow – what are you doing? #asae17 #omnom @JDavisLRC

1 thing I've learned from briefly watching #partywithmultiview: it's good we're good at assn mgmt 'cause we'd struggle as dancers... #asae17 @brucehammond

The energy at #ignite was freaking amazing! Take me to church, I've got the feelz in this session!!! #ASAE17 @drnabil

#ASAE17 I found my onlyness – Nutella-filled donuts @TimHortons. Get one (or more) before heading back to the states. You're welcome. @janetmcewencae

The best #Conference #Events include catching up w/old friends & making new ones! Thanks #asae17 for 20+ years of A+ #leadership networking @RandiSumner

Sockies are the new selfies 😊 #ASAE17 #LoveYourAMS @MemberClicks

Excited to see @Luvvie at #ASAE17. That's the @Power_of_A at work for you. @FranklinLDavis



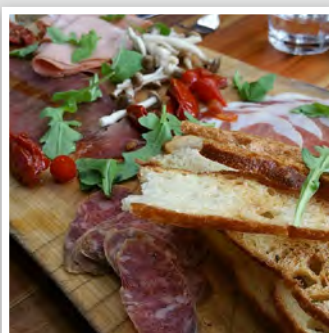
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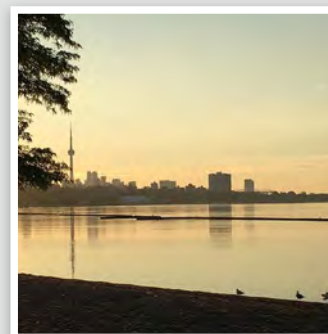
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A CHALLENGE TO DO BETTER

Luvvie Ajayi came to #ASAE17 with a message she's been spreading around the world: You can do better.

In her Monday afternoon Game Changer session, the digital strategist and author of *I'm Judging You: The Do-Better Manual* shared the story of how her "cute hobby" of "saying what I wanted to say the way I wanted to say it"—via her popular blog,

AwesomelyLuvvie.com—grew into a thriving career as a social media consultant, pop culture critic, and activist. One key to her success, she says, is a willingness to speak up when others don't, and especially for others who can't.

"Doing better comes from making sure that even when it's uncomfortable, we are saying the things that need to be said. That

we are making sure that those who are more marginalized than us don't have to bear the brunt of also having to speak up for themselves, especially when you have the power to do it," she says. "If I'm sitting in a room where I have the power, I can definitely ruffle feathers on your behalf, because I know I have less to lose. Part of doing better comes down to that."

Ajayi urged attendees to understand their own power on their teams and to use it when the moment is right. "I want to make sure I don't walk out of a room and say, 'Dang, I wish I had said that when I had the chance. Dang it, I wish I had stopped that from happening,'" she says. Chances are, other people in the room are thinking the same thing, but "nobody wants to be the domino that falls first. Sometimes, if it's important enough, be the domino. The peanut gallery will be like, 'Yup, I agree, that's a bad idea.' Be the person that inspires the peanut gallery."

Ajayi acknowledges that fear is a powerful obstacle to speaking up. "Sometimes push past the fear and do it anyway, because it's worth it," she says. "You can't be silent about the things that matter. Speak up more. That's part of doing better."

She left attendees with a quick checklist she uses when she's about to say something difficult: "I ask myself three questions: One, am I saying it with love? Two, do I mean it? Three, can I defend it? If the answer is yes to all of it, I say it, and we'll see where the chips fall."

Luvvie Ajayi



GEICO's Founders Leo and Lillian Goodwin

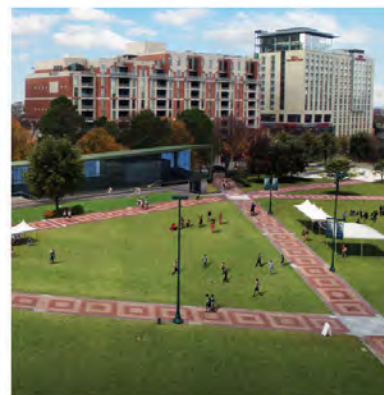
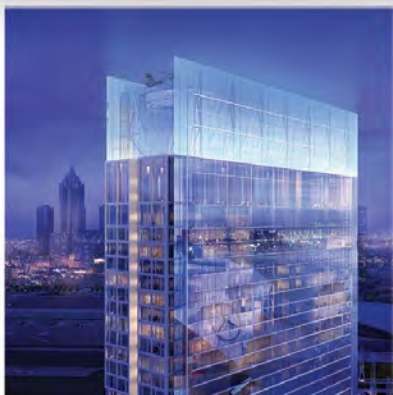
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A PERSONAL REBRAND

Closing Keynote presenter Jeff Henderson had to reinvent himself to build a new life after prison. To become the Food Network chef and bestselling author he is today, he took a hard look at how people would perceive him and what steps he could take to change those notions. Here’s a brief exchange on that subject from his interview with *Associations Now*:

YOU’VE TALKED ABOUT HOW, BECAUSE YOU HAVE A PAST AS A FELON, YOU HAD TO WORK A LOT HARDER AT NETWORKING AND RELATIONSHIP BUILDING. HOW DID YOU CULTIVATE THOSE SKILLS?

Henderson: I had to be a chameleon. I had to make sure the prison stigma, the street stigma, the drug-dealer stigma disappeared. I had to rebrand myself, changing the way I walk, the way I talk. I had to clean-shave my face. I had to take a portrait of a black man in America who had no formal education and who’d been to prison and create an image acceptable in corporate America. I also needed insider information. I needed to have a relationship on the inside so I could have someone pull

that resume. Everything I had to do was unorthodox in order to get in.

WHAT WAS THE HARDEST PART OF THAT TRANSFORMATION?

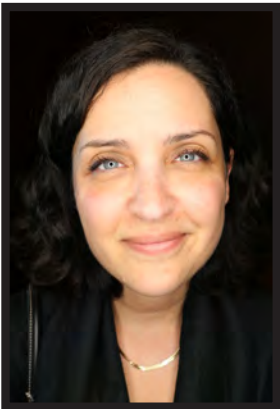
Learning middle-class values. I had to understand the hidden rules of the middle class. I learned early on that people judge you by the cover of the book. People judge you by the color of your skin. People judge you by the clothes you wear, how you dress, how you eat. What you order on the menu tells your story when you’re out with middle-class clients. So I had to understand how middle-class people think, from the cars they drive, the type of shoes, the socks, their vocabulary. I had to pretty much rebuild myself.



LUNCHEON AND CLOSING KEYNOTE

If You Can See It, You Can Be It
 Chef Jeff Henderson | Twitter: @Chefjefflive
 12:30 – 2:30 p.m. today in Halls F&G, South Building

Attendee Profile



NAME: Pamela Belfer

TITLE: Coordinator,
Corporate Support

ASSOCIATION:
Canadian Dermatology
Association, Ottawa

**YEARS WITH
ASSOCIATION:** Two

CONSTITUENCY: Certified
Canadian dermatologists

MEMBERSHIP: 775

HOW IS THE ASAE ANNUAL MEETING DIFFERENT THAN OTHER INDUSTRY MEETINGS YOU ATTEND? It’s an amazing opportunity to learn from industry professionals and meet other association executives who work in a similar landscape as you.

WHAT SESSION OR EVENT ARE YOU MOST LOOKING FORWARD TO? The Expo—a great place to reconnect with vendors and partners, and to make new connections for future business.

IF YOU COULD GRAB A COFFEE WITH ONE PRESENTER AT THE MEETING, WHO WOULD IT BE? Jeff Henderson. He would know where to get the best coffee, and treats to go with it.

WHAT’S MORE STRESSFUL, GOING THROUGH CUSTOMS OR MEETING NEW PEOPLE AT A NETWORKING EVENT? Customs! With an American husband who travels on a Canadian passport, we always are stopped for questions.

WHAT IS YOUR FAVORITE CANADIAN EXPORT? Coffee
Crisp chocolate bars (p.s. we spell it favourite)

SOCIAL NETWORK OF CHOICE: Facebook

FAVORITE APP: Pinterest

STREAM OR DOWNLOAD? Download

EARLY MORNINGS OR LATE NIGHTS? Early mornings

IF I COULD CHANGE ONE THING, IT WOULD BE ... that people would be more responsible with the resources of our planet. We only have one.

NEXT YEAR’S ANNUAL MEETING IS IN CHICAGO. CAN WE EXPECT YOU? If U.S. customs allows it.



I am inspired by ... those who give their lives for our freedom.



Elizabeth M

December 12 at 9:34pm

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Q&A WITH THE NEW CHAIR



Matthew Shay, president and CEO of the National Retail Federation, is the new ASAE Chair. *Daily Now* asked him a few questions about where ASAE stands today and where it's going.

TURNING RETIREMENT INTO 'FREETIME'

Baby boomers have reshaped economics, marketing, and politics, and they're now in the process of redefining retirement.

A relatively new phenomenon known as "freetirement" is defined as the period when recent retirees have the time, freedom, and energy to do the things they really want to do. Retired boomers everywhere are exploring their passions, volunteer opportunities, and new work opportunities following their full-time careers.

Today's Deep Dive session "The 'Freetirement' Movement" will explore this new phenomenon. The session's five panelists will share their experiences with freetirement and offer advice to help attendees and associations prepare for and understand the transition.

Daily Now caught up with the panelists for a preview of the *Meet the Press*-style session, which will begin at 9 a.m. in room 716AB in the South Building.

What reservations do boomers have about retirement?

I think the million-dollar question for succession planning is, "What's the right amount of time for transition?" People are concerned if they give notice too soon, they'll start to be marginalized and be considered a lame duck. Timing is part of the mental preparation in the process. Associations and employers also need to create a safe environment for people to begin the dialogue about retirement and put a plan in place that will provide an optimal transition for the association and the staff.



Tara Withington, CAE
Vice President,
Executive Director
Incorporated

What's one tip you have for baby boomers preparing to enter freetirement?

Planning is key. What I've learned is that people have a hard time imagining and planning what their freetirement will look like. In the session, we want to give them the permission and tools to think about what they want to do and what they like to do, so they can plan for that eventual time when they will separate from their big job and do something else.



Marilyn Jansen
Executive Director,
Business Development,
Association Management
Center

What are some of the most common roles that full-time employees scale back to after retirement?

We see a lot of people retire from full-time work, but they are not ready to completely stop working. One possibility for them is a short-term—three- to six-month—interim assignment, which can help them ease into retirement. There are also an increasing number of organizations looking to fill part-time, senior level or advisory roles, which offer flexibility to both parties.



Jim Zaniello, FASAE
President and
Founder,
Vetted Solutions

What's one lesson you learned by starting your own consulting business in your post-career life?

I made the assumption that everyone was going to immediately value my expertise. There are a lot of people out there who consult. I think you need to be able to come up with something that sets you out from the rest of the crowd and not make the assumption that people will be flocking to your door.



David Westman, MBA, CAE, CPA
CEO,
Westman &
Associates
Consulting, LLC

As someone who was involved in association management for 40 years and is now pursuing different, but related career opportunities, what advice do you have for people seeking the next gig?

If you're younger in your career, get involved. People are always watching you, whether it's in a volunteer capacity or at work. Your engagement in the community shows your skill and commitment in a networking capacity without going to a cocktail party. I was making friends along the way in my career without the intent of future references, which helped me get the gigs I have now. Someone once told me, "By the time you need a friend, it's too late to make a friend."



Sue Pine, CAE
AMC National Accounts
and Vice President
of Professional
Development,
AH-Association
Headquarters, Inc.

What's your favorite part of the Annual Meeting & Exposition?

Shay: Normally, my favorite part of the Annual Meeting is the opening reception on Saturday night because everyone is there, there's so much energy, and it's like one big family reunion. This year, as incoming chairman, I get the chance to visit many of our committees on Saturday and Sunday and thank many of our volunteers for their hard work on behalf of ASAE and the association community. So that might be my favorite part of the meeting this year.

What's the biggest challenge ASAE and the ASAE Foundation face?

Like any good association leader, I would characterize them as opportunities rather than challenges! The greatest of which may be the opportunity to continue educating local communities, elected leaders, and the public at large about the work associations do every day that improve lives and solve problems facing our communities. That's a real success story that we need to keep telling.

What are the greatest strengths of ASAE and the ASAE Foundation?

Our greatest strengths are our members and their passion for the association community and the work they do.

Please complete this sentence. A year from now, ASAE will ... be stronger, bigger, and deliver more value for the association community.

SELF-CARE FOR SUCCESS

The weight of the organization can weigh heavily on an association CEO. Today's learning lab "Relax, Relate, Release: Self-Care for Association CEOs" is designed to equip association CEOs and executive directors with strategies to help them improve their work-life balance, and to help their staffs cope with stress as well.

"Not taking care of yourself has negative impacts financially on productivity and attendance, so there's costs with not taking care of yourself," says Nabil El-Ghoroury, Ph.D., associate executive director of the American Psychological Association. "Self-care strategies have benefits in the same kinds of variables."

Dr. El-Ghoroury will be joined by copresenter Stefanie Reeves, MA, CAE, executive director of the Maryland Psychological Association, during the one-hour session, which begins at 11 a.m. in room 203AB in the North Building. The presenters offer the unique perspective of working for organizations that cater to mental health professionals.

"I appreciate the value of having not just a physical break, but also having mental health breaks to maintain balance in the work I do, and also for my staff," Reeves says. "Encouraging them to take their leave and not being afraid to close the office early if it's slow—those types of things really help everybody's mindset."

Modeling self-care is especially important to keep staff productive and focused, Dr. El-Ghoroury notes.

"If your staff is stressed and burning out, that affects your bottom line and their productivity. For my staff, when 5 p.m. hits, I tell them 'Go home, you've done your responsibilities for the day,'" he says.

MY FAVORITE SELF-CARE STRATEGIES



Stefanie Reeves, CAE
Executive Director,
Maryland Psychological Association

In the Office: The value of being able to get up from my desk, go outside and walk around and just breathe can do wonders, even if it's for five minutes. I make sure that in that span of time I do not take my phone, so I'm not looking at email.

Out of the Office: One of my biggest challenges is email outside of normal business hours. It's difficult as an executive director to totally get away from email, but I'm doing a better job of prioritizing and setting boundaries. I love to dance and will not hesitate to dance around my house when the mood strikes me. A nice glass of wine also helps me unwind after a busy day.



Nabil El-Ghoroury
Associate Executive Director,
American Psychological Association

In the Office: I have a little meditation bowl. When I start to feel myself getting wound up, that's a nice time to hit it and break up that pattern. Also, just getting up and away from the desk and walking around for five minutes can help.

Out of the Office: I don't check email after 8 p.m. There's no reason to answer an email at 9 p.m. Most crises can wait until morning. The other thing I do is listen to my music in the morning. I have some songs that get me motivated and get me energized. I have a portable waterproof speaker that I bring when I travel to meetings. At ASAE, I will have my music playing in the shower when I'm getting ready. You might hear me singing if you are in the room next to me.

Dr. El-Ghoroury will share research about stress and self-care for professionals. Reeves will discuss ways that the research is put into practice. They hope the discussion will inspire attendees to share their own self-care strategies.

"The aim is to make it fun, interesting, and informative,"

Reeves says. "There's some culture change they may need to undergo, but my hope is that those who attend will come away with something they can bring back to office and say, 'Here's some of the things I can do to help my staff and here's some of the things I can do to help me.'"

SPEAKER SPOTLIGHT



NAME: Michael R. Fraser, Ph.D., MS, CAE, FCPP

TITLE: Executive Director

ASSOCIATION: Association of State & Territorial Health Officials, Arlington, Virginia

SESSION: Prepare Your Board to Lead—Best Practices

TIME AND LOCATION:

9 a.m. Tuesday, North Building, room 205AB

HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:

@mfraserdc1 shares best practices for preparing your board to lead—how are you setting you and your board up for success?

IF I COULD GIVE ONE PIECE OF ADVICE, IT WOULD BE:

Start conversations about your performance as executive director/CEO and member performance early and often. One question to ask your president or chair early in their tenure is, "What does success in my role look like to you?" And then ask, "What does success look like for our organization under your leadership?" These easy questions can uncover important, unsaid expectations and set the stage for regular conversations about your performance.

OTHER THAN MY PASSPORT, MY MOST INDESPENSIBLE TOOL IN TORONTO IS ...

my iPhone, of course! I can use it to get the conference program, call a ride share, keep up with ASAE tweets, and look up great places to visit while I am in Toronto!

I FEEL MOST SUCCESSFUL WHEN ...

I see individuals learn, grow, and change based on feedback they have received. Success to me is having people on my team that are smarter, better, and offer perspectives that differ from my own. And, of course, being recognized by a member for a job well done is always a great feeling of success.

I AM INSPIRED BY ... learning how other colleagues solved significant challenges in their leadership journey. I'm also inspired by how our members manage to thrive given all they face in their work in state and territorial government.

HOW I GOT INTO THE ASSOCIATION INDUSTRY:

I started a job with a national association doing research and evaluation work and never looked back! I love being the voice of a strong constituency actively changing the world through the work they do.

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CELEBRATE CANADA AT THE CLOSING NIGHT CELEBRATION



The meeting may be wrapping up, but there's still time for one more spectacular party.

Tonight's Closing Night Celebration from 7 to 10 p.m. centers around one of Toronto's most recognizable landmarks, Roundhouse Park, a 17-acre public space located minutes from the convention center that was once home to a large railway switching yard.

The location is an appropriate setting for a celebration as big as Canada's 150th anniversary. Railways

helped to revolutionize Canada's transportation system in its early years, and the park features a preserved locomotive roundhouse, which is home to the Toronto Railway Museum and one of city's best breweries—Steam Whistle Brewing.

Get ready for an outdoor party that will transform the park into a representation of Canada's diverse cultures and landscapes. Hosted by Business Events Canada, the celebration will highlight regional favorites in



Roundhouse Park

food, drink, and entertainment.

Sip, savor, and explore what makes Canada unique—all while listening to local cover band Dwayne Gretzky, known for its boundless energy on stage. It's not uncommon for

a Dwayne Gretzky show to span multiple genres and artists as diverse as

Bruce Springsteen, Michael Jackson, David Bowie, and Alanis Morissette.

Following the Closing Night Celebration, Choose Chicago hosts a special Chicago-themed after party at

Steam Whistle Brewing from 9:30 to 11 p.m.

Dance along to some authentic Chicago blues and get a sneak preview of ASAE's

2018 Annual Meeting & Exposition at Chicago's McCormick Place.

Attendees can also tour the historic brewery and sample one of Canada's signature beers—Steam Whistle Pilsner. Or simply kick back on the patio and enjoy one of best views in town.



Dwayne Gretzky

DATA NUGGET

MEDIAN CEO SALARIES

ON THE UP AND UP

The past five years have been good for association CEOs' paychecks. According to ASAE Foundation research, supported by Naylor Association Solutions, CEO salaries increased 40 percent at trade associations and 30 percent at professional associations since 2012.

	TRADE ASSOCIATIONS	PROFESSIONAL ASSOCIATIONS
2012	\$152,000	\$148,000
2014	\$181,562	\$169,686
2016	\$212,088	\$193,000

Source: ASAE Foundation Research Brief: "CEO Salary Dynamics: Changes in Association Chief Executive Base Salaries from 2012 to 2016"

THE WINDY CITY AWAITS #ASAE2018

As you enjoy your final hours in Toronto, keep in mind that it's never too early to start making preparations for next year's event. ASAE's 2018 Annual Meeting & Exposition will be held August 18-21 at McCormick Place in Chicago. Here's a glimpse of what to look forward to in the Windy City.

Vibrant, Sprawling District

The McCormick Place convention center district is growing thanks to new developments within The Collection at McCormick Square. The area boasts many specialty shops, breweries, and restaurants offering everything from Chicago-style pies to barbecue. Visit the lakefront for a selfie or explore Chicago's Chinatown neighborhood, where you'll find landmarks such as the Nine Dragon Wall, which is made of glazed tile from China, and the 12-acre Ping Tom Memorial Park.

River Sightseeing

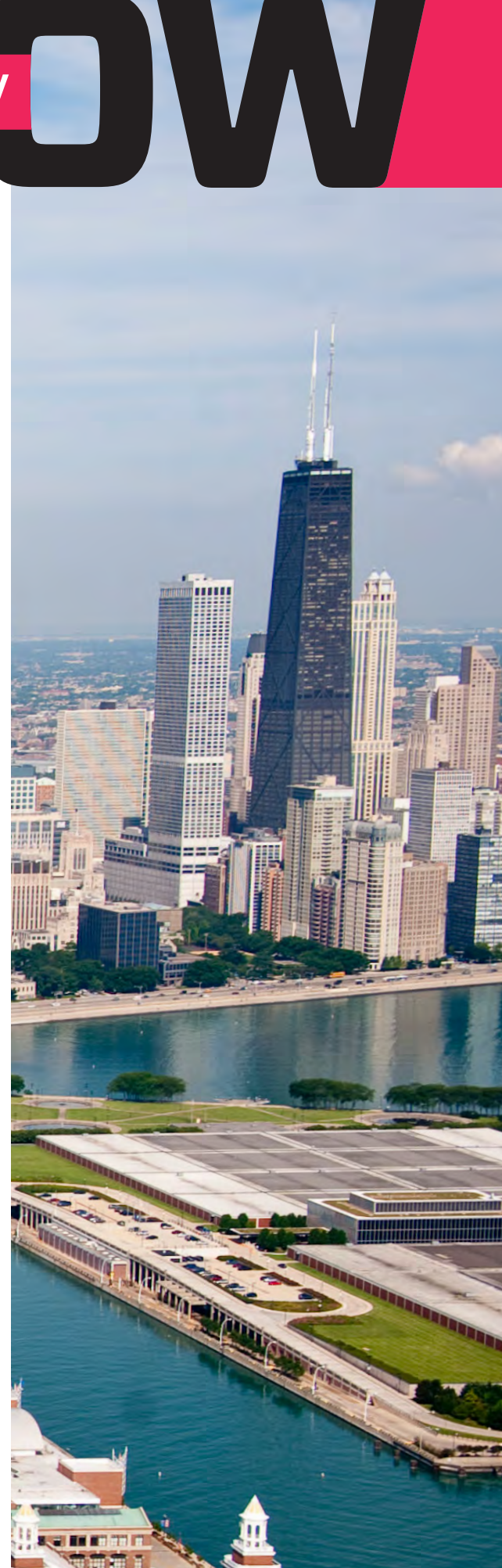
If you're looking for a relaxing getaway, head to the south bank of the Chicago River to explore the Chicago Riverwalk, a 1.25-mile pedestrian waterfront trail stretching from Lake Shore Drive to Lake Street. You'll get to see breathtaking architecture, enjoy fine dining, and access kayak rentals, pier fishing, shopping, and water taxis.

Renowned Dining

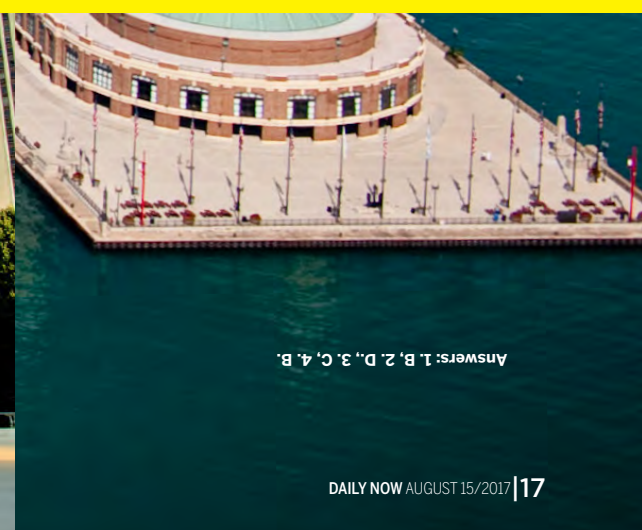
Chicago features a plethora of world-class restaurants, celebrity chefs, and ethnic cuisine. Home to 26 Michelin-starred restaurants, the city hosts the annual James Beard Awards Gala, celebrates the best and brightest culinary professionals in America, through 2021.

CHICAGO TRIVIA

- Which legendary animator, born in 1901 in Chicago, studied drawing at Chicago's McKinley High School and the Institute of Fine Arts?
 - Tex Avery
 - Walt Disney
 - Dr. Seuss
 - William Hanna
- What signature treat did Oak Park resident Jimmy Dewar, at the time the manager of Chicago's Continental Baking Company, invent during the Great Depression?
 - Milky Way
 - KitKat
 - Baby Ruth
 - Twinkie
- What best-selling dystopian novel by Chicago-area author Veronica Roth takes place in a post-apocalyptic version of Chicago?
 - The City of Ember*
 - American Gods*
 - Divergent*
 - The Hunger Games*
- In what year was Chicago's landmark Sears Tower renamed to Willis Tower?
 - 2004
 - 2009
 - 1998
 - 2013



NEXT UP COLUMBUS 2019: AUGUST 10-13 LAS VEGAS 2020: AUGUST 8-11 DALLAS 2021: AUGUST 14-17



Answers: 1. B, 2. D, 3. C, 4. B.

UPCOMING EVENTS

As the 2017 Annual Meeting & Exposition in Toronto comes to a close, ASAE still has plenty of opportunities for you to learn and stay involved. For a full listing, visit www.asaecenter.org/calendar.

15-18

Sun-Wed
October

Associations @ Work

Baltimore Marriott Inner Harbor
at Camden Yards, Baltimore
Pricing varies
CAE credits: 10.75

This business conference addresses the interrelated functions in associations, including human resources, finance, fundraising, and operations. Attendees will identify and apply solutions to accomplish goals and resolve operational challenges.

23-24

Mon-Tue
October

Exceptional Boards: Strengthening the Governance Team

Belmond Charleston Place, Charleston, SC
\$995 member; \$1,195 nonmember
CAE credits: 11.75

This intensive workshop, designed specifically for leadership teams, offers CEOs and their elected officers the opportunity to explore strategies for strengthening their working relationship and enhancing the board's performance.

16-17

Thu-Fri
November

CEO Symposium

Hilton Baltimore, Baltimore
\$995 member; \$1,195 nonmember
CAE credits: 11.75

This symposium for chief executive and chief elected officers will feature facilitated conversations and interactive exercises focused on maximizing leadership partnership. The event will explore roles, responsibilities, and relationships in association governance and strategy.

8-12

Mon-Fri
January '18

Association Management Week

J.W. Marriott, Jr.-ASAE Conference Center/
ASAE Building, Washington, DC
\$1,475 member; \$1,675 nonmember

The five courses offered during Association Management Week will help those who are new to the profession develop a strong understanding of the fundamentals and core functions of association management. Visit www.asaecenter.org for an itinerary of the five different courses offered once each day.

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SPEAKER SPOTLIGHT



NAME: Donna Jarvis-Miller, CMP, CEM

TITLE: Director, Membership and Events

ASSOCIATION: American Public Human Services Association, Washington, DC

SESSION: You Want to Add What? Helping Stakeholders Understand the Finances of An Event

TIME AND LOCATION: 9 a.m. Tuesday, South Building, room 203CD

HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET: Discover how to create opportunities in associations by educating stakeholders on event costs—from the boardroom to C-Suite offices.

IF I COULD GIVE ONE PIECE OF ADVICE, IT WOULD BE: Do your research, use data to inform, and follow your gut!

OTHER THAN MY PASSPORT, MY MOST INDESPENSIBLE TOOL IN TORONTO IS ... my cell phone.

I FEEL MOST SUCCESSFUL WHEN ... members experience a fun, energizing, and flawless event.

I AM INSPIRED BY ... Passion. Joy. Mentors.

TURNING CONFERENCE LEARNING INTO ASSOCIATION ACTION

By Kristin Clarke, CAE

All of those exciting “a-ha” moments and ideas from educational sessions mean little if they sit in a neglected file once you return home from Toronto. To gain the most value from three days of learning, you need a knowledge-management plan.

For Club Managers Association of America CEO Jeffrey Morgan, FASAE, CAE, the plan is based on his disciplined inputting of thoughts into a highly usable format throughout the meeting.

“I always have an iPad or iPhone with me, so I am keeping notes and pictures of presentations or products from sessions and from the expo

hall that move automatically between devices,” Morgan says. “These notes might also include takeaways from conversations I am having with peers about challenges. So when I leave, I have [a list of] instant actions of key learning moments. Then it’s about ease of distribution.”

Morgan uses his return flight to cut and paste items into staff emails and to prioritize tasks for his to-do list. “It’s not a glamorous system but it fits my workflow,” he says. “... My system has also definitely evolved from my first ASAE conference and note-taking 20-plus years ago. So if you see me tapping on a device at conference and you think I am not listening to the session, don’t judge!”

Other tips for transforming new knowledge into practical action include the following:

1. Ensure colleagues attend different learning sessions and summarize their notes for broad sharing upon your return. Staff newsletter articles or summaries posted to the organization’s internal network can be effective vehicles.
2. Maintain your out-of-office message the first day you return to the office so you can sort notes, business cards, and ideas. Send LinkedIn invitations and questions to new contacts and
3. Download session materials you haven’t accessed, sharing observations with others and filing comments in frequently used folders.
4. Schedule a post-meeting brownbag and ask fellow staff attendees to prepare short summaries of how their learning might address the organization’s challenges.
5. Set regular calendar reminders to revisit conference materials and reach out again to new meeting contacts.



OMAHA BREAKS THE STATUS QUO - NOT THE BANK.

We’re bringing a taste of Omaha’s Old Market Entertainment District to you. Friendly pubs, farm-to-fork dining and eclectic shops, all within walking distance from the downtown convention district. It’s what makes Omaha comfortable, convenient - not to mention, affordable.

Use the Omaha Bucks in your ASAE attendee bag and come shopping at Omaha Booth #1337 to sample some of what Omaha has to offer.

WE LOOK FORWARD TO **WELCOMING YOU TO DUBAI!**

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11th -12th December 2017 | Dubai, United Arab Emirates

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DISCOVER TORONTO ON A TUESDAY TOUR

There's an old adage attributed to the famous Renaissance man Leonardo da Vinci that "learning never exhausts the mind."

From 2:45 to 5 p.m. today, Business Events Toronto is offering a lineup of educational tours to further your learning adventure in our vibrant host city. With so much to discover about Toronto's rich history, these

educational tours are sure to provide an enlightening experience.

Did we mention that each tour supports a good cause? Tickets are \$40 and all proceeds benefit Royal Canadian Legion, a nonprofit that helps veterans transition to civilian life while also supporting their families. Take a look at the four afternoon options:



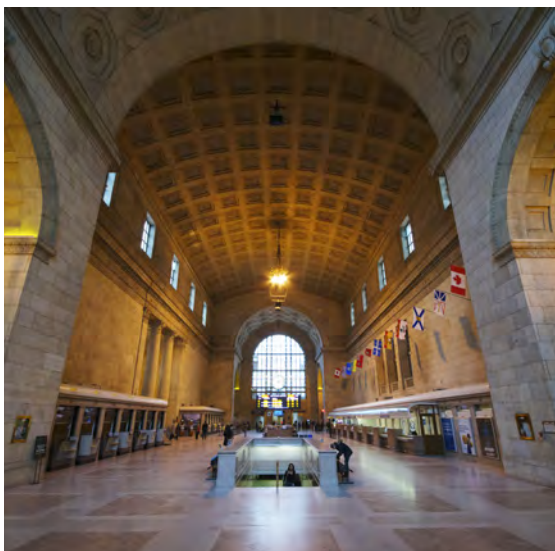
Toronto's Cultural Mosaic

Immerse yourself in Toronto's various cultural heritages with a visit to Chinatown, Kensington Market, The Grange, Queen Street West, TIFF Bell Lightbox, and Roundhouse Park. This tour provides an oral history of urban settlement patterns. Get acquainted with the food and local economies that have supported generations of Torontonians.



Graffiti Tour

Whether you view graffiti as public art or vandalism, you'll appreciate learning about the history and cultural aspects of graffiti during this 90-minute guided jaunt through downtown Toronto.



Power, Towers, and the PATH

Walk through Toronto's Financial District as you learn how the city emerged as an economic powerhouse in Canada. You'll get to travel the famous PATH, the world's largest underground shopping complex, which features an array of shops, services, and food courts. The tour begins at Toronto's Union Station, a major transit hub, and concludes at Old City Hall and the current City Hall.



Summer Harbour Sail

Fancy a cruise on a tall ship? Hop aboard the Kajama, a 165-foot, three-masted schooner featured on *The Amazing Race*. As an ASAE Annual Meeting attendee, you get a 90-minute VIP tour of Toronto Harbour and Lake Ontario.

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I
didn't want
our
meeting
to be the
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**greet, eat,
repeat.**

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I remembered
a suggestion
from a
woman
I'd met.



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OPENSOURCE DISCUSSIONS

If you're interested in sharing your expertise, digging further into a topic, or engaging others in discussion, it's not too late to participate in OpenSpace—where attendees can create and lead their own learning experiences.

Join the OpenSpace topic channel on the app to propose a topic idea, sign up for a time slot, and promote your session—or check in for today's schedule. OpenSpace (Level 700 concourse) will be open from 9 to 11:30 a.m.

RhythmQ's Executive Director of Business Development and Innovative Marketing, Rishi Chandarana, and Carol Ayton, director of creative design and innovative marketing, led a session called "Program Outreach with Social Media and Email Marketing" on Monday as a follow-up to a successful OpenSpace session they led in Salt Lake City last year.

"What we found is people are much more open to discussing their challenges and are open to learning things from others, which usually doesn't happen at

the exhibition hall," Chandarana says. "[OpenSpace] creates a forum where people can interact easily, and being an open forum, it makes it easier for everyone to contribute."

The 30-minute OpenSpace talks can bridge the gap between conference sessions, giving attendees the chance to further their learning. Other OpenSpace topics at #ASAE17 include "Charlottesville: Pause and Reflect," "Navigating the Job Market in your 50s," and "The Process of Developing Chapters."

Connect in the Business Connection Lounge

Hours: 8:30 a.m. – 12 p.m. today

Although the expo hall is closed, it's not too late to sit down for a one-on-one conversation with an exhibitor in the Business Connection Lounge, located on Level 800 of the South Building. To use the lounge, you must make an appointment via the Expo Connector tool or be escorted by an exhibitor.



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A world where everyone and everything is connected through a network of smart devices and sensors is fast approaching—and in some cases, that world already exists.

A group of association thought leaders known as the Association 4.0 Think Tank will help #ASAE17 attendees prepare for and adapt to this new era of interconnectivity during today's Deep Dive session, "Association 4.0: New World of Work," which begins at 9 a.m. in room 717AB in the South Building.

on several tasks remotely,
humans will seek a new sense
of purpose and belonging,”

like fortune 100 companies, and provide purpose like an association.”

workforce—and discuss what can be done to stay ahead of ever-evolving technology.

by technology, especially since the rate of adoption is ever-increasing,” says Kevin Ordonez, consulting partner with .orgSource. “However, acquiring an understanding of specific technologies and how they impact the environment in which association members operate helps to make the process more manageable.”

Budziak says the think tank will share four major factors that will affect the future of work at all associations:

-

value propositions, it's important that association's don't lose sight of good governance.

“Advocate for a board structure that is reflective of the future your association

is working to build,” Meyer says. “Make technology-facilitated collaboration and digital-tool utilization standard practice between governance, volunteers, and operations, providing ongoing training and reinforcement to your board.”

Meyer says technology-enabled freelancing can be a bridge to a more specialized, agile, and activity-centric association workforce, offering associations of all sizes access to a much larger pool of talent regardless of geography.



Stuart Meyer

that are continuously improved (e.g., sensors providing constant feedback)

Stuart Meyer,
CEO of the National
Barbecue & Grilling
Association, says
that although
advanced technology,

NAME: David Tharp, CAE

TITLE: Executive Director/CEO

ASSOCIATION:

International Association for
Food Protection, Des Moines,
Iowa

YEARS WITH ASSOCIATION:
24 plus

CONSTITUENCY: Food scientists and food-safety professionals around the world

MEMBERS: 4.400

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

I have always found the ASAE Annual Meeting to offer both a wide-ranging educational component, along with the opportunity to meet with CVB representatives to learn about the development of new facilities around the USA. Networking with colleagues is also important when discussing new trends in association management.

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

Neither one sets me back too much. You need to be patient and respectful going through customs. When meeting new people, conversation is easy if you take an interest in what they do.

WHAT'S YOUR FAVORITE CANADIAN EXPORT?

It's the people of Canada! We have a large number of people in our membership who are Canadian-born and now living in the USA.

FAVORITE APP: Indy Car

STREAM OR DOWNLOAD? Not too applicable.

EARLY MORNINGS OR LATE NIGHTS? Both during Annual Meeting!

IF I COULD CHANGE ONE THING, IT WOULD BE ...
to eliminate hunger worldwide.

**NEXT YEAR'S ANNUAL MEETING IS IN CHICAGO.
CAN WE EXPECT YOU?** Certainly!

I am inspired by ... people from around the world who immigrate to the USA and work so hard to make a better life for their family.

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Meetings & Events

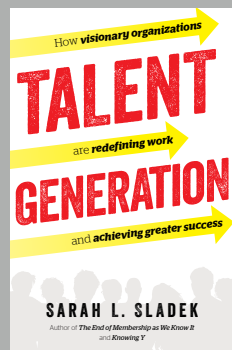
VISIT US AT BOOTH 1409
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TAKE THE LEARNING HOME

If you're interested in learning more after the conference ends, take home a book from ASAE's onsite bookstore (Level 700 concourse) to continue your education.

From membership and leadership to law and technology, you're sure to find reading material in topics that will help you grow and move forward. And if you were particularly inspired by a speaker or want to find out more about a session you missed, check out the speaker titles located next to the cashier.

Here are some of the top sellers this week. Be sure to snag your copy before they sell out.



Talent Generation

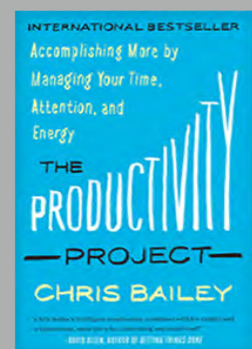
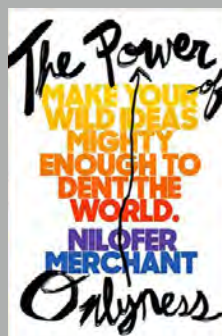
By Sarah L. Sladek

The world is coming up on a huge talent gap as job satisfaction decreases, employee turnover increases, profitability shrinks, and baby boomers prepare to retire. But associations may be the solution to the crisis—something author Sarah Sladek discussed in her Sunday book talk in the CAE Lounge. Dig deeper into the ways associations are engaging employees and young talent to boost their industries and fight the skills gap by cracking open *Talent Generation*.

The Power of Onlyness

By Nilofer Merchant

During Sunday's Opening Keynote, Nilofer Merchant introduced attendees to her concept of "onlyness"—the spot in the world where only one person can stand—and explained that real change comes when people build relationships based on that unique identity. If you're not sure how you can embrace your onlyness to improve yourself, your organization, and the world, *The Power of Onlyness* offers strategies and stories to help you rally people around your great ideas.



The Productivity Project

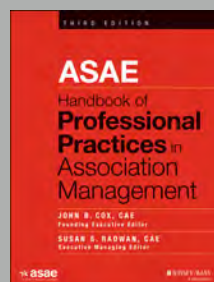
By Chris Bailey

Today's Game Changer Chris Bailey will share the lessons he learned from a year of researching productivity and how association leaders can use these lessons to better manage teams, deadlines, and workloads. But if you're curious to know more about how he learned those lessons, *The Productivity Project* details the experiments he performed on himself, like limiting phone usage, cutting out caffeine and sugar, and adjusting his schedule.

Professional Practices in Association Management

Published by ASAE

Has the 2017 Annual Meeting inspired you to earn your CAE? Make sure to start preparing for the exam by picking up the third edition of *Professional Practices in Association Management*, which provides an in-depth look at the ins and outs of managing and leading a nonprofit or membership organization.



The bookstore is open today from 8 a.m. to 2:30 p.m.



COMMISSIONING CARICATURES

Samantha Oliver (pictured above) sits attentive in her chair with a smile fixed on her face. Trying not to move a muscle, she observes the cartoon version of herself being illustrated and projected on the screen above.

Oliver, meetings and conferences coordinator for the Association for Public Policy Analysis and Management, is one of approximately 150 ASAE attendees who have had their caricature digitally drawn by Jeff Mandell, the co-creator of Orlando-based Names & Faces. It only takes Mandell about five minutes to sketch the pictures on a tablet using Corel Painter. He carefully selects strokes and colors that match his subjects' features, which he exaggerates for humorous effect.

Oliver said she saw other attendees sporting their caricatures on their badges, which enticed her to wait in line and do the same. "I saw the others and they were so good, so I wanted to get mine done," Oliver says. "I want to put it on my desk when I get back home."

Mandell and his wife—who runs the "names" part of the company with her Asian Name Painting business—travel all over the world for gigs. Mandell started drawing caricatures on the boardwalk in Ocean City, Maryland, 41 years ago and has been doing digital versions for 27 years. This is his sixth year at ASAE.

"I've always been fascinated with people who can draw fast," he says. "A lot of artists don't like drawing faces because it's hard, so I said that's what I want to do."

Your last chance to get your caricature drawn is from 9 a.m. to 4 p.m. today in The Hive, but expect to wait—there's usually a line.



Harmonious passion generates activity for the simple love of it, Lerner says, while people pursue obsessive passions to please others or for status, glory, or money. A harmonious passion is a part of a person's life, while an obsessive passion is a person's whole life. People with harmonious passions are motivated to learn, while those with obsessive passions are driven to win at all costs and believe that "you are the best, or you are nothing," he says.

The outcomes are predictable: People with obsessive passions experience more negative emotions, engage in more self-destructive behaviors, and are more likely to burn out, according to research. "And here's the kicker," Lerner adds. "We tend to think that we need to be obsessive to be great," but the two types of passion create "an equal likelihood of mastery."

That means you have a choice, he says. If your passions are obsessive, you can change course.

"Maybe you want to see your family more often, twice or three times a week. Make a non-negotiable agreement with yourself that you will get home early to have dinner with your family—or exercise, or meditate, or whatever it is you're looking to do," Lerner says. "You will feel guilty, I guarantee, leaving your obsessive passion. But once you've done it, take five minutes to journal on it. Why is this something that I'm grateful for? Once you do that, you start to make

that jump, and you start to understand what it is that's actually important to you."

And if you think you have the opposite problem—that you don't have a passion at all—you're probably wrong, Lerner says. Researchers have defined passion as "an intense desire or enthusiasm for something" that a person does or wants to do at least 8.5

hours a day. And that doesn't necessarily mean work.

"Passions are not thunderbolt moments. The vast majority of us think we know a passion when we see it. But passions tend to take about three years to develop on average. It starts with a spark. It starts with you seeing something you're interested in"

and exploring it. "It's a slow build," he says.

"If you have one harmonious passion in life—let's say it's not the work you do, let's say its gardening or tennis or baseball—as long as you're getting that in on a regular basis, you are far more likely to start nurturing harmonious passion in other aspects of your life," Lerner says.

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#ASAE17 BY THE NUMBERS

75 PERCENTAGE OF ATTENDEES ARE FINAL DECISION MAKERS

EXPO HALL
675 BOOTHS
395 COMPANIES

26 PERCENT ARE FIRST-TIME ATTENDEES

ATTENDEES

Executives: **2,476** Others: **337**
Exhibitors: **1,750** Total: **4,563**

PICTURE PERFECT

#ASAE17 RECEPTIONS AND BREAKFASTS ALLOW FOR NETWORKING AND CELEBRATING



TRADESHOW TIME

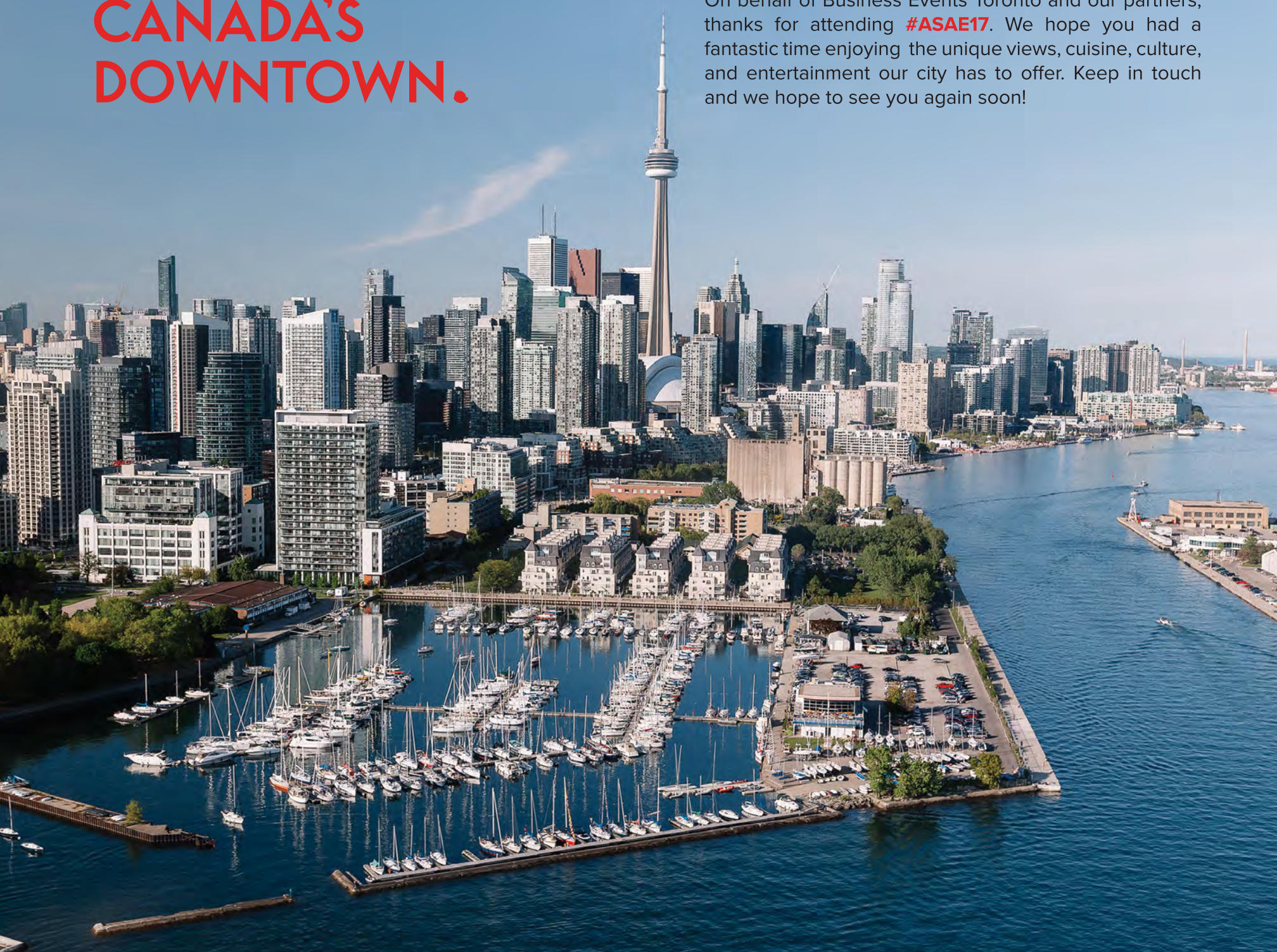
ATTENDEES GET DOWN TO BUSINESS IN THE ASSOCIATION SOLUTIONS MARKETPLACE



PHOTOS BY JENNIFER ROBERTS AND NICK IWANYSHYN

SEE YOU NEXT TIME IN CANADA'S DOWNTOWN.

On behalf of Business Events Toronto and our partners, thanks for attending **#ASAE17**. We hope you had a fantastic time enjoying the unique views, cuisine, culture, and entertainment our city has to offer. Keep in touch and we hope to see you again soon!



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