

THE **OFFICIAL** NEWSPAPER OF ASAE: THE CENTER FOR ASSOCIATION LEADERSHIP'S ANNUAL MEETING & EXPOSITION
www.asaecenter.org **MONDAY, AUGUST 20**



NEW VALUES

WORTH MEANS MORE THAN JUST MONEY, SAYS FORMER KICKSTARTER CEO YANCEY STRICKLER

BY MARK ATHITAKIS

If you're rethinking how your organization operates, says Kickstarter cofounder and former CEO Yancey Strickler, rethink how you define "value."

At Sunday's Opening Keynote of #ASAE18, Strickler challenged attendees to look beyond profit and expansion when thinking about what's most beneficial for their organizations, their members, and society at large. Ideas such as community, future orientation, knowledge, purpose, security, and tradition can be just as valuable and transformative—and more ethical than what Strickler calls a fixation on "financial maximization."

"To say that financial value is the only thing we can think about is a very limited way of thinking," he says.

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Tonight's ASAE Foundation's The Classic takes place at Navy Pier overlooking Lake Michigan.

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Take a tour of the expo hall and check out this year's award-winning booths.

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ART SCENE

McCormick Place houses one of the largest collections of public artwork in Illinois.





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ON TAP

MONDAY,
AUGUST 20

7:30 – 8:45 a.m.

Awards &
Recognition
Breakfast

7:30 – 10 a.m.

Business
Connection
Lounge open

7:30 a.m. – 5 p.m.

Registration open

8 a.m. – 4 p.m.

ASAE Bookstore
and Engagement
Center open

9 – 10 a.m.

Game Changer
session and
Learning Labs

10:15 a.m. – 1:35 p.m.

Express Talks in
the expo hall

10:15 a.m. – 1:45 p.m.

Association
Solutions
Marketplace
(Expo) open with
lunch

2 – 3:30 p.m.

Game Changer
session and Deep
Dives

2 – 4:30 p.m.

Business
Connection
Lounge open

4 – 5 p.m.

Game Changer
session and
Learning Labs

6 – 7:30 p.m.

ASAE
Foundation's
The Classic VIP
Reception at Navy
Pier

7 – 9:30 p.m.

ASAE
Foundation's
The Classic at
Navy Pier

EXPRESS TALKS

MAXIMIZE MEMBERS' MICRO-MOMENTS

Many of your members are device-addicted. They text or surf the web on mobile devices in between work and life commitments. These small moments add up to big engagement value if you're an association that knows your members well.

"Just think about where your members are, and what it is they're doing at any given moment," says Adam Hostetter, owner and founder of NotchPoint Consultants. "Those moments are opportunities to deliver highly personalized and relevant experiences."

This is what Hostetter refers to as "micro-moments," a phrase originally coined by Google and a customer-experience strategy that can be used to market to members using instant communication like text, chat, or push notifications.

During a Sunday afternoon Express Talk on the expo floor, Hostetter mapped out three steps to maximize micro-moments.

Step one is to create a compelling call to action. To do this, Hostetter says, you must grab members' attention in a voice that feels authentic. Step two is to deliver that message at the

right time and place when they're most likely to engage. "Think about your member's job, schedule, or daily routine," Hostetter says. "You want to fit into those moments."

His third and final point about micro-moments: Don't be afraid to experiment and test your message. And, if necessary, be skeptical and ask if your product or service is worth it. The answer may cause your association to change its marketing or refocus how you message or sell.



Adam Hostetter

"When people are searching online for something, what they're asking is: Is this thing right for me?" Hostetter says. "Messaging around that question can be a great way to market, sell, and create content."

ADD APP POWER WITH LOW-CODE/NO-CODE OPTIONS

In today's digital world, applications are the workhorses powering organizations' technology systems. But it usually takes a highly sophisticated team of front-end and back-end developers to maintain apps to ensure they're working properly and securely. Meanwhile, some legacy apps can be a burden to an organization's bottom line, especially if they operate on technical programming, like PHP.

Joanna Pineda, CEO of the Matrix Group International, Inc., considers hard-to-configure apps "technical debt" because they

require a lot of resources to maintain. There may be easier low-code/no-code apps available, she says.

In a Sunday morning Express Talk on the expo floor, Pineda explained that low-code/no-code options help "enable rapid delivery of digital business tools with minimum hand-coding or upfront investment in setup, training, or the app deployment

process." That means less time toying with app updates and more

time developing digital tools that go immediately to work for your members and customers.

Take, for instance, a no-code app like Gravity Forms, which has drag-and-drop features. Using the app in WordPress, it's possible to quickly streamline something like a membership application or vol-



Joanna Pineda

unteer sign-up sheet into an online form that's quicker and easier to process, Pineda says.

"Low-code/no-code apps can make many of your digital projects easier," she says. "And the magical thing about low-code/no-code is that many of these options are subscription-based or a one-time fee, so you're operating within budget too."

Some of Pineda's favorite no-code apps include Nintex, Betty Blocks, Quick Base, and AppSheet, and she likes low-code options like Appian, Mendix, Spring Boot, and Salesforce Lightning.

WHAT WOULD YOU DO ON YOUR FERRIS BUELLER'S DAY OFF?



"I'm very passionate about helping homeless people, so I would probably spend my time off at homeless shelters. I would spend my entire day helping the homeless—talking to them, feeding them, and clothing them."

Deborah Young, CAE

Program Officer
National Academy of Engineering
Washington, DC



"I would love to spend the day in nature because I'm indoors at my office on a daily basis, and the element of nature relaxes me. I would most likely go hiking in Brussels near where I work."

Panos Zachariadis

Senior Marketing and
Communications Manager
MCI Benelux S.A., Brussels, Belgium



"I would definitely unplug and relax. I would watch my favorite show, *GLOW*, and eat my favorite food. You get into an everyday routine and you need to unwind. I would also spend it with my husband, of course."

Maria Schaff

Director of Membership Records and Retention
American Council of Engineering Companies
Washington, DC



"I would probably wake up, have breakfast out with my family and kids, go play tennis, then maybe go see a baseball game. Then maybe I would go out to dinner with my girlfriends."

Ginnie O'Neill

Membership Experience Manager
The American Phytopathological Society
St. Paul, Minnesota



"I would start out at one of the south Florida beaches, do a two-mile run, get out on the water, do another run, and then go back on the water. I would probably do that for half of the day and then drive down to the Keys, find one of those Tiki hut bars, and then go back to where I'm staying and chill at the pool the rest of the day."

Ryan McDavis

Executive Director
Association of Title IX Administrators
Berywn, Pennsylvania

DEEP DIVES

HUMANIZE YOUR ASSOCIATION WITH STORYTELLING

Too often associations market and sell to members with logical appeal, detailing a long list of member benefits or pricing out the return-on-investment value of membership. This isn't always the most effective way to persuade. Samantha Lake, vice president of marketing for the Public Relations Society of America, Inc., suggests aiming instead for the heart. In yesterday's Deep Dive "Develop a People-First Mentality: Campaigns That Humanize Your Association," she

presented Annual attendees with strategy and tactics to gain members and humanize associations' brands through storytelling.

"Eighty to 90 percent of human decisions are based on emotions," Lake says. "Telling human stories can resonate in a much more powerful way." The strategy she favors: emotional-based branding and storytelling—something associations can put into practice daily if they prioritize it first.

"People, time, and budget are often the most important and biggest barriers to

storytelling," Lake says. Look for tactical ways to overcome these challenges. She suggests starting with active members in your online community. They could provide fodder for stories with a human interest angle. She also recommends finding industry influencers on social media who can speak to your association's value. And be on the lookout for members or companies who might be willing to underwrite or sponsor content and storytelling costs.

Finally, before you begin any storytelling project, Lake suggests asking three questions: "Am I cultivating positive feelings? Can I create emotional complexity? Is there a surprise factor to my story?"

FIND GRANT MONEY IN NEW PLACES

Imagine that an important initiative of your association has been supported by a federal grant, and suddenly that funding dries up. Other sources can provide a lifeline, according to Katie O'Connell, development officer at the American College of Obstetricians and Gynecologists, and Dan Miller, vice president at the Foundation Management Group.

In their Sunday Deep Dive, "Help! What to Do When Government Funding Ends," O'Connell and Miller described alternatives that helped ACOG continue its Alliance for Innovation on Maternal Health initiative after a federal grant ended. The association adopted a 50-state fundraising strategy, turning to public community foundations and large and small private foundations to replace the lost grant.

Small foundations, in particular, can become sources of long-term support. "Often, if they like you, they'll give you money in the second year, they'll give you money in the third year, and then it's a matter of, you send in a letter once a year and request the money and they'll give it to you," Miller says.

Research is key to finding the right funding sources, he says. "If there's another organization doing a lot of similar work, and they're getting a lot of private foundation funding, go look at where they're getting that money and apply to the same people," Miller says.

He recommends using tools like Foundation Center Online and Guidestar to search for foundations that are interested in initiatives like yours and to find out who they give to.

STEPS FOR GOING GLOBAL

If your association is global—or thinking about getting there—what countries should you consider? Do you lead with membership or products? Do you need a partner, lawyer, or a remote office?

At Sunday's "Global Brainstorm" Deep Dive, attendees had the opportunity to tackle these questions with a group of their peers through roundtable discussions led by members of ASAE's International Section Council. The conversations centered on six themes: strategic management; partnerships; legal and regulatory issues; programs, products, and services; membership development; and cultural management and communication.

Kellen Vice President Steven Basart, who moderated the session, encouraged participants not to look for one-size-fits-all solutions, because the effectiveness of an initiative can vary wildly depending on the association and the region. "What's successful in Asia or the Middle East might struggle in Africa," he says.

At the table dedicated to strategic management, Elissa Matulis Myers, executive director of the Academy for Eating Disorders, said that associations can go global for a variety of reasons—to earn a profit from a meeting or credential, or simply to spread the association's mission. Regardless, associations need to have high-level discussions around foundational questions before booking flights. "Where should we be?" she says. "What are the needs there? What are the economic realities on the ground?"

"Eighty to 90 percent of human decisions are based on emotions. Telling human stories can resonate in a much more powerful way."

Samantha Lake

FOSTERING INCLUSION

Inclusion is: Welcoming and hearing all perspectives. Being open to all, regardless of age, sex, origin, education, or physical ability. And diversity is "inviting me to the party; inclusion is asking me to dance."

Those were a few attendees' definitions of diversity and inclusion during Sunday's Deep Dive session "Foster Inclusion in Daily Practice." Co-content leader Sherry Marts, president and CEO of S*Marts Consulting, LLC, shared her favorite corporate inclusion statement with attendees: "Individuals who are different from the majority feel psychologically safe enough to express themselves without having to fake it to fit in."

Marts says inclusion is about how individuals feel and asked attendees to identify things getting in the way of making them feel included. These include cultural inertia, how people treat each other, and implicit bias, she says.

"I like to say implicit bias is like armpits," Marts says. "Everybody has them, but most of the time, we don't think about them or think about the fact that we have them until those armpits become offensive to someone else. Then we are reminded that we have armpits, and that it's our responsibility to deal with our own armpits."



Sherry Marts

TIPS FOR JOB TRANSITIONS

Starting a job at a new association—or taking on a new role at the same place—can be stressful for the new employee and the staff alike. At the Sunday Deep Dive "New Role? New Job? What Next?!" four staffers shared war stories, tips, and some sympathy in response to those challenges.

"Starting any new job is like trying to get on

a moving train," says Nabil El-Ghoroury, CAE, executive director of the California Association of Marriage and Family Therapists. "You're hanging on to the caboose, your feet aren't even on yet, and people are saying, 'What do we do now?'"

If you're taking on a new job at the same association, don't dwell on how it used

to be done, says Wendy-Jo Toyama, CAE, executive director of the American Cleft Palate-Craniofacial Association. "Establish yourself, don't try to be your predecessor," she says. She also recommended establishing new relationships by developing a "management by walking around" leadership style that emphasizes engagement.

El-Ghoroury recommends spending the first months on the job gathering others' perspectives, be they from stakeholders within the organization or among professionals who have a similar role. And don't try to pretend that you have all the answers. "For the first six months, you can say, 'I'm learning,'" he says.

"Starting any new job is like trying to get on a moving train. You're hanging on to the caboose, your feet aren't even on yet, and people are saying, 'What do we do now?'"

Nabil El-Ghoroury, CAE

★★★★

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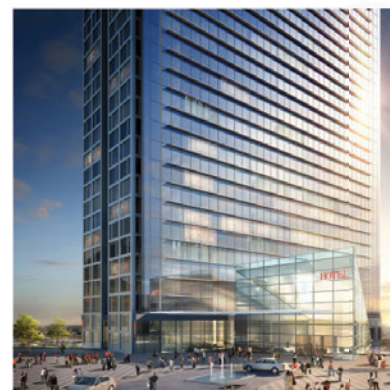
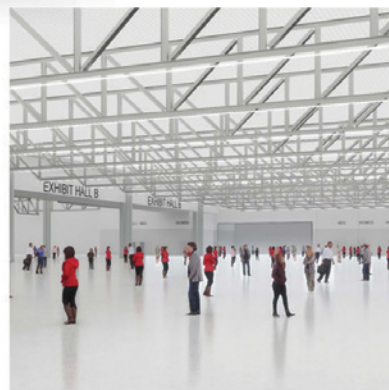
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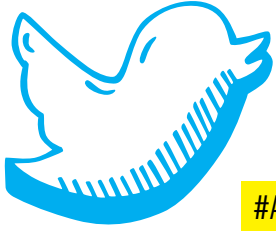
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#ASAE18

Entrepreneurship numbers have dropped more than smoking rates over past 40 years despite sites like Kickstarter! #whowouldhavethunk #asae18 @jimcudahy

Thank you @ASAEcenter for your firm commitment to diversity and inclusion, and opposing legislation that seeks to discriminate. #ASAE18 #PowerofA MT @Power_of_A #assnchat @JohnSegota

The mullet economy – biz first, people last. Income inequality through only financial maximization. Doesn't have to be the only way capitalism works #ASAE18 @carolnhamilton

@ystrickler "As CEO, you're never not worried about everything." Leaders, where r u on this? #asae18 @MDorseyCSI

@asaecenter knows how to throw a party! We had a blast at tonight's opening reception. 🍷 @ASAEannual #ASAE18 @ClowderApps

I continually question when is the right time to justify hiring more people. There is not a formula for that. It's nice to know Kickstarter had and has the same problems. #ASAE18 @Coashjohnson

Okay @bretteldredge is now my favorite artist. He brought his dog! 🐾🐾❤️❤️ #ASAE18 @MelissaSHunt

Co-founder of @kickstarter @ystrickler was an ENGLISH MAJOR! Just like me! #writinglife #ASAE18 #amwriting @lesliepwriter

For all of you wondering where Drake is, you can find him in the #ASAEfdn lounge in W470! #ASAE18 @ASAEfdn

"Books were my best friends." @ystrickler me too! Books take you places you never think you'll go. #ASAE2018 #ASAE18 #zestforlife #rurallife @wenlman

Wow – you realize just how big a 5,000-person conference is when you visit the trade show – #ASAE18 @twotat2

"The odd duck is the only interesting duck." Great opening keynote from @ystrickler, CEO and Cofounder of @kickstarter! #ASAE18 @MemberClicks

Nothing says #ASAE18 like bourbon b4 11:30 a.m. on a Sunday in the ASAE Exhibit Hall @sherisinger

Kickstarter founder @ystrickler points out that there are as many Subway restaurants as Subway stops in NYC. Are we losing ability for small businesses to thrive and be creative as a result? #asae18 @AlexBardakh_LTC

In love with my "sassy pants" ribbon from @pcnametag! Accurately describes every pair of pants I own. 🙄🇺🇸 #imalwayssassy #ASAE18 @LaurenSGaynor

Huge shout out to @bretteldredge for the special Chicago welcome at #asae18! Loved being front row center at your show!!!! @KateSigety

You will never own your association. (Nor will anyone else.) Your job as a CEO is to impact it. #asae18 @misscylewis



INSTAGRAM



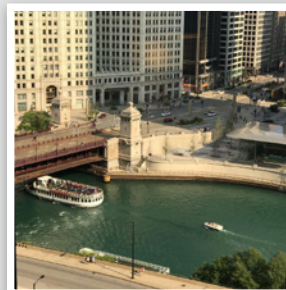
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LITTLE ESCAPES

It's Day 2 of ASAE Annual, and you spent Sunday cooking with gas, moving from keynote to expo hall to Deep Dives to networking. But you risk running out of steam before the conference wraps up tomorrow night if you don't pace yourself.

If you need a brief respite to power you through the day, you don't need to go far. Here are a few little escapes right here at McCormick Place where you can take a few minutes to rest your feet, clear your mind, and catch your breath. (And yes, if you insist, check your email.)

Skyline Ballroom hallway

Pass the main entrances to the ballroom on Level 3 and take a right. This long expanse of wide hallway has loads of natural light, thanks to a wall of floor-to-ceiling windows. You'll find padded benches and artwork to ponder. (For more on McCormick's

extensive art collection, see page 37.) If you feel like really hiding out, do a U-turn at the Cheonae Kim painting *Checkerboard Lounge*: You'll find a cozy, secluded nook for quiet conversation or reading.

McCormick Square

If you need to feel the sunshine and the outdoor summer air, take the escalator nearest the Hive down to Level 1, exit the building and cross Rev. Martin Luther King Jr. Drive, and then take a brief stroll around McCormick Square. You'll find benches, a grassy expanse, a stand of low trees with lovely curving trunks, and the soothing sound of running water from a large water feature.

Book nook

This may be Level 3's best-kept secret. Stop in the ASAE Bookstore to pick up a good read, then head behind the store to a grouping of large white easy chairs. Sit down, relax, and turn to page 1.



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SPEAKER SPOTLIGHT



Eloiza Altoro, MS, CAE

*Principal Consultant
Mind Redesign Consulting
Milwaukee, Wisconsin*

SESSION: "Limited Resources, Big Opportunities: Small Staff Success Story," 4 p.m. Monday, Room W184d

HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET: Want to learn about doing more while working with less? Check out these association best practices and case presentations.

HOW I GOT INTO THE ASSOCIATION INDUSTRY: I have always worked in nonprofits. My first job as an executive director was with a credentialing organization with an international affiliation. The person who I succeeded was a CAE and a member of ASAE. He was also my mentor. He was the one who introduced me to the world of associations and explained how valuable both ASAE and a CAE would be to my career. He was right!

I WOULDN'T BE WHERE I AM TODAY WITHOUT ... my perseverance. When I was younger, I was often told that I could not do certain things because I was a girl. I would get so frustrated! As an adult, I decided that I was never going to accept that I could not do anything, especially because of my gender or skin color. I am used to turning obstacles and challenges into opportunities.

THE BEST DAY OF MY CAREER WAS WHEN ... I accomplished many of my career goals. I wanted to teach at the college level, run an international organization, have my own business, and learn to work smarter and not harder. I was able to accomplish all of these things and more before I turned 35.

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Mavis Staples



Navy Pier

PARTY AT THE PIER

Get ready for ASAE Foundation's The Classic tonight—the VIP reception starts at 6 p.m. and general admission entry is at 7 p.m.

This year's celebration takes place at the historic Navy Pier, one of Chicago's most breathtaking vistas overlooking majestic Lake Michigan.

The event is inspired by the Chicago blues and gospel festivals that take place each summer in Millennium Park. The night promises to be a similar soul-stirring experience, celebrating the energy, spirit, and history that bind the two musical genres together.

Attendees will enjoy live performances, including a very special concert by Chicago blues and gospel legend Mavis Staples.

"Rather than go the Blues Brothers route, we are trying to channel

another significant music milestone that took place in Chicago," says Lori Adlesick, vice president of industry relations and special events at Choose Chicago. "It was a very special performance when Muddy Waters was at the Checkerboard Lounge on the South Side of Chicago. That night, he ended up having this amazing live jam session with Mick Jagger and The Rolling Stones."

The night's entertainers will work their way through that legendary setlist that Muddy Waters and The Rolling Stones played 37 years ago.

The food and beverage lineups are sure to impress, too. It's a curated mix from Chicago's top restaurants, including offerings from RPM Italian, Bub City, and Rokit Bar and Grill, just to name a few. And that's in addition to an outdoor beer garden featuring local craft brews.

"If all this sounds exciting, just wait," Adlesick says. "We have some fun surprises to finish off the night that will make it a memorable Chicago experience."

If you're still looking for a ticket to The Classic, head to registration and ask about last-minute availability.

DID YOU KNOW?

Daniel Burnham, who is the famous American architect behind the 1893 Chicago World's Fair, originally envisioned building five piers into his master plan of Chicago. However, Navy Pier was the only one built, opening to the public in 1916.

attendee profile

Debbie Trueblood, MSW, IOM, CAE

Executive Director
Illinois Park and Recreation Association, La Grange

Years with association: 6

Constituency: We serve the professionals in the park and recreation industry in Illinois.

Members: About 2,700 individuals, most of whom are in Illinois.

How does your association make a difference? Parks and rec (yes, I hear there's a show about that) is an exciting industry with many aspects you might not think about. Illinois has wonderful park districts, but we also have municipal departments, forest preserves, and special recreation associations that are like park districts for people with disabilities. Parks and rec is the largest employer of young people in our state, with many people having their first jobs as lifeguards and camp counselors. Our professionals

go on to run huge agencies that provide free, subsidized meals for seniors, offer before- and after-school programs, open gym time for teens, summer camps, fitness training, and host huge community celebrations and firework displays.

What session are you most looking forward to at this year's meeting? My favorite session is always Associations Ignite! But, overall, I'm most excited that ASAE will be in Chicago this year. As a state association in Illinois, our annual conference is always in Chicago, so this really feels like home.

If you could arrange a one-on-one coaching session with one presenter at the meeting, who would it be and why? Rich Karlgaard, who is presenting the Game Changer session "Megatrends and Best

Practices Will Shape Your Future" [9 a.m. Monday in Room 196]. I'm fascinated by future planning. Often, in these types of sessions, I learn about exciting innovations that will be here before you know it.

Please describe one travel hack that helps you make the most of your time at the Annual Meeting: I travel a lot for my association. My mentor taught me to have a second set of all your travel cosmetics and just keep your basic travel bag fully stocked and ready to go all the time. Then, when you travel, you just grab your clothes. Saves a lot of time, and you're less likely to forget things.

What's your favorite ASAE Annual Meeting memory? I loved the closing social in Salt Lake City. We were all out sitting on blankets outside near the mountains during sunset listening to music and having fun. I still think of that night as my happy place.

Most memorable ASAE session:

I greatly enjoyed the keynote speaker, Derreck Kayongo, who talked about his international soap company—how he was working with hotels to clean and reuse leftover soap to help people in Africa with sanitation.

How has working in the association industry impacted your life?

I have been in the association industry since 2001 and it has allowed me to meet so many people, learn about several different industries, and learn so many new skills. In the association world, you never know what you're going to be doing next and if you keep an open mind, you'll keep learning new things.

Front or back of the session room? Center/center or back row if I'm running late.

Favorite Pandora or Spotify channel? Broadway Showstoppers

New emails in your inbox each day: Too many



Social media or channel surfing before bed? Social media and reading books

After the ASAE Annual Meeting concludes, I plan to ... switch to full conference mode getting ready for my association's conference back in Chicago in January.

What do you know about Columbus, Ohio, site of next year's Annual Meeting? I look forward to being in Columbus next year. My husband grew up in Ohio and has friends in Columbus. It's a great place for food and shopping.



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WHAT LEADERS NEED NOW

What does it take to lead effectively in 2018? We asked the recipients of ASAE's highest individual honors, who were recognized for their exceptional leadership at Sunday's Opening General Session.

Arlene Pietranton, FASAE, CAE, chief executive officer at the American Speech-Language-Hearing Association, received the Key Award, honoring an association CEO.

Cynthia Mills, FASAE, CAE, president and CEO of The Leaders' Haven, LLC, received the Academy of Leaders Award, recognizing an industry partner.

Janet McEwen, CAE, director of corporate relations at the American Society of Radiologic Technologists, received the Professional Performance Award, honoring a senior association executive who is not a CEO.

How must leaders lead differently today compared to when you were a young professional?

Pietranton: It's still all about engaging the time and talents of others by helping to articulate clear and compelling goals. That said, I believe that it's more important than ever to be nimble, a systems thinker, comfortable with ambiguity, and authentically inclusive.

Mills: Today's effective leaders are adept at being courageous, leading change, shaping culture, discerning strategic opportunity, and authoring tailored stories that captivate. Leaders must master a broader, complex skill set and invest significant time in talent development.

McEwen: Leaders today are more nimble and collaborative. They tap into rich feedback from their

diverse communities and use it to shape, create, or make changes in products or services.

When you need leadership inspiration, where do you look for it?

Pietranton: Mostly from the people, places, and things around me—especially those that are new or different, where I can learn something I don't already know.

Mills: My parents, many mentors, and association colleagues—all pillars of courage and perseverance.

McEwen: I live in Albuquerque, not DC or Chicago, so digital connections are vital. *Associations Now Daily News* is a quick read that gives me new ideas, and I regularly check Collaborate. I'm also a fan of Dan Pink's newsletter and the 99% *Invisible* podcast.



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INTRODUCING THE 2018 SUMMIT AWARD WINNERS

It's a high-powered crowd here at #ASAE18, with professionals representing associations that make a positive difference in nearly every walk of life. Each year, ASAE recognizes the impact of associations on the world in its annual Power of A Awards. This year, 50 exemplary association programs received gold and silver Power of A honors. Six Summit Award winners were then selected from the gold winners. The 2018 Summit Award winners are:

The Actuarial Foundation

Program: Math Motivators Tutoring Program
A program that provides free math tutoring to low-income middle and high school students who are paired with volunteer experts in the mathematical field.

American Counseling Association

Program: Competencies for LGBTQ-Affirmative Counseling
The program provides free online learning modules to school counselors and other professionals to help them better understand the experiences and world views of their LGBTQ clients and students, and also to help them prepare LGBTQ youth for higher education and the workplace.

American Diabetes Association, JDRF, Insulin for Life, Endocrine Society, T1D Exchange, Research!America, American Association of Diabetes Educators, and American Association of Clinical Endocrinologists

Program: Diabetes Emergency Relief Coalition
Made up of eight leading diabetes care and research organizations, the coalition provided 4,000 pounds of diabetes supplies to individuals left without access to water and electricity in the wake of hurricanes Harvey, Irma, and Maria.

Institute of Food Technologists

Program: *Food Evolution*
The documentary film explores global food-related challenges and highlights

the critical role science and innovation play in building a safe, nutritious, and sustainable food supply for everyone.

American Speech-Language-Hearing Association

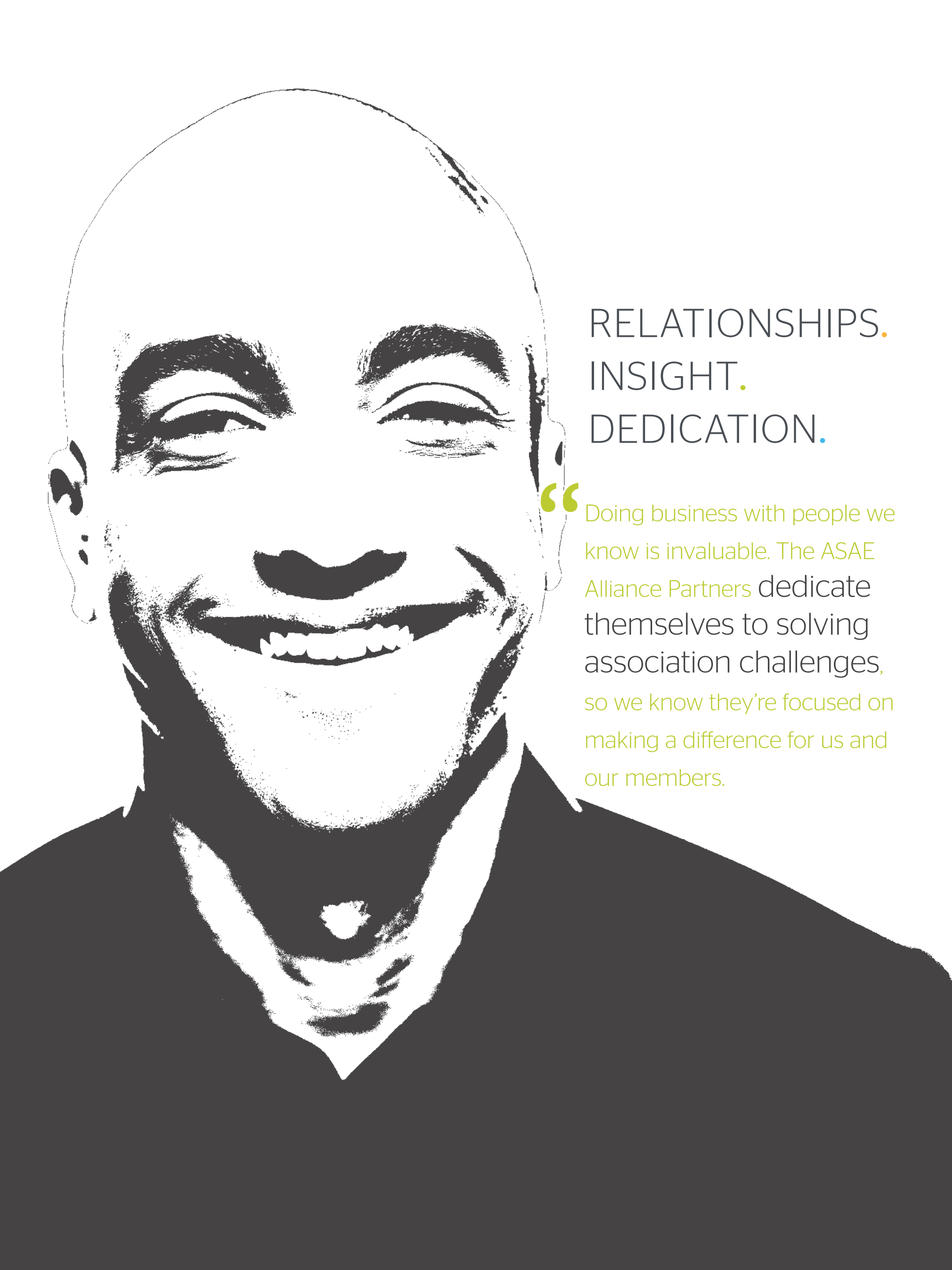
Program: ASHA's Country Capacity Building Initiative with PAHO/WHO
ASHA members volunteer in the Caribbean and Latin America, conducting various educational activities and workshops that are designed to equip these nations with sustainable resources for addressing communication disorders long-term.

National Retail Federation Foundation

Program: RISE Up (Retail Industry Skills & Education)
The training and credentialing program

helps train and advance entry-level retail associates and first-time job seekers, regardless of education, background, economic means, or age.

ASAE's Power of A Awards highlight the association community's valuable contributions to society on the local, national, and global level. The winners will be formally recognized on October 3 at the 19th Annual Power of A Summit Awards Dinner at the National Building Museum in Washington, DC. For more information, visit www.asaecenter.org/summitdinner.



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DOES YOUR CONTENT STRATEGY HAVE IT ALL?

Associations produce mountains of content across multiple platforms. You're having a (hopefully pleasant) hike up ASAE's mountain right now: reading in print about the goings-on at Annual Meeting between attending

in-person sessions, scanning digital articles from *Associations Now*, and checking out the latest research from the ASAE Foundation.

Given the increasingly crowded content environment, it's more

important than ever to take a holistic view of the content your association produces and how you distribute it to your members and other audiences. A magazine editorial calendar, a digital strategy for the website, and a schedule

for learning programs are all necessary tools. But to more effectively support your association's mission and business goals, you need an all-encompassing content strategy for your organization.

Association Content Strategies for a Changing World, a research project from the ASAE Foundation, looks at how associations are tackling content strategy for more effective content production and dissemination. The research team from Distilled Logic, Tanzen, and Content Company identified 17 tactics that are essential to a holistic content strategy. Using a survey and qualitative research, they explored how associations are using these tactics and gleaned lessons that leaders have learned as they developed organization-wide content strategies.

The full set of findings won't be released until the fall, but you can get a sneak preview today: Researchers Carrie Hane, Dina Lewis, and Hilary Marsh—joined by Maggie McGary—will present data and takeaways from the study during the session “Leading With Content: Using Content Strategy to Advance Business Goals,” which begins at 2 p.m. in Room W184d. —Jenny Nelson



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CEO to CEO

WHAT HAS BEEN YOUR MOST VALUABLE PROFESSIONAL DEVELOPMENT EXPERIENCE?

Gayathri Kher

COFOUNDER AND PRESIDENT
FUSIONSPAN
ROCKVILLE, MARYLAND

It was ASAE's Technology Conference and Exposition. I was a newbie to the association and technology space who was also unsure of her future. Attending that conference gave me insight into organizational business needs and exposure to a professional network that I still rely on to this day.



Scot McRoberts

EXECUTIVE DIRECTOR
VIRGINIA COUNCIL OF CEOS
RICHMOND, VIRGINIA

One experience that stands out is my peer roundtable. We formed this group of small-association CEOs more than 10 years ago. Eight of us meet for two hours every other month sharing experiences, both good and bad. It serves as a sounding board, and in this confidential, trusted space, we open up about sensitive issues. We also easily admit that we don't know it all and learn from one another. It can be lonely at the top of a small organization, and my peer roundtable solves that problem for me.



Matt Kormann

PRESIDENT AND CEO
ARCHERY TRADE ASSOCIATION
NEW ULM, MINNESOTA

One-on-one mentoring has offered me more value than any classroom PD. It's a much greater time and resource commitment, but when I've been fortunate to mentor, I've learned just as much as in instances where I was the mentee.



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DEMYSTIFYING THE VIRTUAL OFFICE

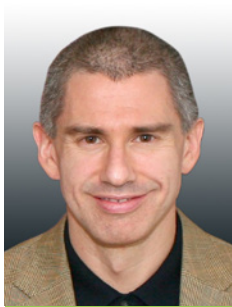
Thomas Cooper calls his publishing director in Baltimore as he sits in his San Francisco office clicking through emails from his administrative assistant in Dallas. This cross-country communication is normal for Cooper, who transitioned the International Anesthesia Research Society (IARS) into a semi-virtual office more than 10 years ago.

The result is better talent, better continuity, and reduced expenses, says Cooper, who will be joined by two other virtual office proponents in

Tuesday's session "Remote Control: How Going Virtual Skyrockets Productivity...and the Bottom Line," which will begin at 11 a.m. in Room W178a. The speakers will try to



Thomas Cooper



Michael Cummings

demystify the distributed office while sharing pros and cons of working virtual.

One of the pros of a virtual office is hiring talent based on merit and experience rather than geographical location, says Michael Cummings, principle of Tate/Cummings.

"This is a candidates' market," says Cummings, who admits he is obsessed with the U.S. Bureau of Labor Statistics. "We're going to touch a little bit on what it means for an association that's based in a smaller U.S. city to all of a sudden have unlimited access to talent."

The virtual office is particularly appealing to millennials, who are clamoring for work-life balance, says Megan Markowski, CAE, executive director of the United Dance Mer-

chants of America, which has always maintained a virtual office.

"With the technology that's available—online/collaborative file sharing, videoconferencing, the ability to take your work anywhere with you—working remotely is just as easy as being in an office, if not more so," Markowski says. "But there's still a stigma of working remotely that hinders some people from being open to the advantages."

Cooper, Cummings, and Markowski hope to break down the barriers preventing associations from going virtual. But, they caution, it's not for everyone. It takes a specific leadership style, work ethic, and employee makeup to make it work, not to mention board approval and support, says Cooper, executive director of IARS. An employee working remotely

must be a self-starter and a manager must instill trust in employees.

"You really have to manage to outcomes, not to tasks," says Cooper, who will discuss how



Megan Markowski, CAE

he shepherded IARS' transition to semi-virtual.

Good communication is also critical to success, all three presenters agree. Emails can be misinterpreted and camaraderie can be slow to develop when coworkers are thousands of miles apart.

"It's really hard to build a relationship with somebody when they're not face-to-face," Cooper says. "When you've built that relationship, you can carry on fairly successfully without being face-to-face as long as you refresh it from time to time. I recommend coming into the office to refresh relationships."

attendee profile

Tim Jackson, CMP, CAE

CEO/President

Colorado Automobile Dealers Association, Denver

Years with association: 14

Constituency: New car and truck dealers

Members: 300-plus

How does your association make a difference? We're primarily an advocacy association, although we also promote the industry through the third-oldest auto show in the country that dates to 1902. The association also created a nonprofit foundation charged with taking high-emitting cars off the road to recycle and improve air quality.

What session or event are you most looking forward to? Opening and closing events, as well

as the innovative seminars and sessions throughout.

If you could arrange a one-on-one coaching session with one presenter, who would it be and why? Opening Keynote speaker Yancey Strickler would be great to have a one-on-one coaching session with. As founder and creator of Kickstarter, I would want to ask how, as an association with volunteer leaders and members, we can find new creative tools to increase participation and activation. Our association, now with 104 years of success, has doubled in assets and annual budget in the past 10 years, although almost all of the effort has

been led by staff versus member involvement. To take an organization from AAA level to AAA+++ level, it will require more from members in the form of time (participation), money (dues or uptake of member services), and a way to track that greater level of commitment and participation.

Please describe one meeting hack that helps you make the most of your time at Annual: Laura Stack, known as The Productivity Pro, is my best travel and meeting hack.

What's your favorite ASAE Annual Meeting memory? I was on the host team when the meeting was in Denver in 2002. At the time, I was serving as president of the allied society, CSAE (Colorado), and served on

the host committee. I also thoroughly enjoyed the meetings in Atlanta, Salt Lake City, Nashville, and Toronto, among others.

How has working in the association industry impacted your life? The association profession has impacted my life by being my life. I live it, breathe it, preach it, guide it, grow it, and enhance it. Everything I do, both personally and professionally, is about associations.

Front or back of the session room? Front

Favorite Pandora or Spotify channel? Beatles

New emails in your inbox each day: 800 to 1,200 (mostly junk!), and worse during peak project times.



Social media or channel surfing before bed? Social media—Twitter, Facebook, Strava (fitness for cycling), and LinkedIn.

After the ASAE Annual Meeting concludes, I plan to ... become better than ever, even if I have to increase my consumption of Red Bull. Buy stock!

ASAE FOUNDATION INNOVATION GRANT HELPS CHARITIES COLLABORATE

A shelter for battered women discovered that their clients often don't leave their abusers because they fear for the safety of the family pet—so the shelter partnered with an animal rescue group to find stable homes for the pets while the women get help.

A cancer care organization saw the struggle many patients have in getting to their medical appointments so it paired with the local Meals on Wheels, and now patients get rides to their appointments along with hot meals.

These partnerships reflect the greater impact charities can have when they join forces. Wanting to inspire more nonprofits to create partnerships of their own, the Better Business Bureau's Wise Giving Alliance—which also goes by give.org—launched its Advancing Collaboration initiative.

“In our sector, organizations are reluctant to collaborate because there's a sense of potential loss of money,” says H. Art Taylor, president and CEO of Wise Giving Alliance.

“They need to use the resources they have to keep current programs going, so there's not a lot of money left over to innovate.”

But, says Taylor, “the best way to innovate without taking a lot of risk is to use assets that are currently underutilized and share them with other [organizations] that may have additional assets they can bring to a collaboration that will ultimately create something new.”

The Advancing Collaboration initiative was one

of five recipients selected for this year's Innovation Grants Program (IGP). The \$10,000 grant it received from the ASAE Foundation has helped give.org expand its website to promote the collaboration program.

On the website, other charities will find articles and profiles of leaders promoting the benefits of collaboration, a pledge affirming an organization's intent to seek collaboration, and—most potent of all—an area where charities can post the kind of collaborations



they're interested in, which others can respond to and pursue.

Associations have until October 1 to complete next year's

IGP application, with 2019 winners to be announced in January. Criteria and further details can be found at www.asaecenter.org/igp.

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PREPARE FOR FUTURE TECH CHALLENGES

Technology brings us together, entertains us, and makes our lives better—but new technologies also invite challenging questions that are at the heart of two new ASAE ForesightWorks action briefs: “Ethical Edge of Innovation” and “Taming Big Tech Dependency.”

The “Ethical Edge of Innovation” brief asks association executives to imagine a role for associations in dealing with the shifting ethics of technology. The “ethical edge” of innovation is

not a fixed line—what we find acceptable changes in response to scandal, tragedy, or new information (“How many companies have my data?”). The line will always be moving—and laws will change, too—so leaders must be prepared to protect their members and industries as new

technologies test legal and ethical standards.

“Taming Big Tech Dependency” focuses on the growing influence of

big tech companies like Apple, Google, and Amazon that bring us the products and services that increasingly shape the way we live and work. If these companies suffer a data breach or scandal—

like the Facebook-Cambridge Analytica scandal—people around the world are affected. The brief asks executives to consider the future of big tech and how association leaders can mitigate risks for their organizations and members.

These are just two of five new action briefs from ASAE ForesightWorks, the ASAE Foundation’s future-focused research program. ForesightWorks offers briefs on 46 drivers of change that will affect the future of association management. For more information about ForesightWorks, visit the ASAE bookstore on Level 3, Central Concourse.

—Jenny Nelson

Future-Focused Boards

Get tips and tools to help your volunteer leaders bring foresight to strategic conversations and decision-making during Tuesday’s Deep Dive session “Prime Boards to Talk Foresight and Act for the Future,” which will begin at 9 a.m. in Room W183a.

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Today’s Hours: 9 – 11:30 a.m.
Location: Level 3, Central Concourse (near the ASAE Bookstore)

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CAREER COACHES AVAILABLE ONSITE

Beyond providing attendees with a chance to learn about the latest association industry trends and partake in ample networking opportunities, ASAE's Annual Meeting also offers onsite career coaching via Association CareerHQ. Whether you need advice on crafting the perfect resume, navigating your next career change, or sharpening your executive skills, Association CareerHQ's coaching program gives attendees personalized career guidance.

Association CareerHQ coaches are professionally trained and certified. Hailing from a variety of backgrounds, each of the eight coaches holds a current coaching accreditation, has three or more years of career-coaching expertise, and has worked specifically with nonprofit and association clients.

COACHING OPTIONS

Regardless of what career stage you're in, Association CareerHQ offers something for all professionals:

- **Executive coaching** for high-level managers to enhance their decision-making skills and leadership abilities
- **Career- and leadership-development coaching** to help people at all organizational levels find a job, make career transitions, or re-enter the job market after extended time off
- **Personal-development coaching** for people who want to improve their personal lives—including their health and relationships—as well as their professional lives
- **Resume review and enhancement** to assist job seekers in crafting a resume and cover letter that'll get them noticed
- **Interview skills development** for industry professionals who are either currently interviewing for jobs or those who want a refresher for future interviews

BOOK A COACHING SESSION

To register for a private ACHQ coaching session, attendees can go to Room W470a, and sign up for an open slot.

CAREER ADVICE AT THE ENGAGEMENT CENTER

For attendees who have more burning questions about career advancement or talent management, Association CareerHQ is hosting two demo and Q&A sessions at the ASAE Engagement Center located on Level 3, Central Concourse. The Engagement Center showcases ASAE's most exciting new products and member benefits, including how to best use the career center and a slew of other services.

PREVENT WORKPLACE BURNOUT WITH A FOCUS ON EMPLOYEE WELL-BEING

Eight hours a day, five days a week—plus the extra hours answering emails at night. Not all employees maintain that work schedule, but most employees invest a considerable amount of time and effort into their jobs.

Jodi Whiteman, MEd, CEIM, codirector of professional development and workforce innovations at Zero to Three, says it's important to implement workplace programs to keep employees fired up, or they could start experiencing signs of burnout.

Whiteman will discuss strategies that association leaders can use to establish a relationship-based, reflective workspace and support employee well-being during Monday's 90-minute session "Promote Well-Being for Staff to Prevent Burnout," which begins at 2 p.m. in Room W185d.



Jodi Whiteman, MEd, CEIM

Daily Now spent a few minutes with Whiteman to discuss employee well-being and the warning signs of burnout.

How do you define employee well-being?

Whiteman: Well-being has a simple definition—it's feeling very positive and functioning in a positive

way. Employee well-being includes all aspects of well-being that are determined and influenced by the workplace or workplace intervention. In the session, participants will learn how to support well-being as a leader, since productivity requires a staff that's experiencing this positive feeling and positive functioning.

What are the symptoms of burnout?

Stress is a sure sign and can look differently in different people. It could be irritability, loss of energy or enthusiasm.

You could even see a decrease in work performance. Everyone is susceptible to burnout, even if they seem fulfilled at work. If you see some of these early signs, it's important to evaluate why they are happening and see what you can do to alleviate them.

What can associations do to promote employee well-being and prevent burnout?

Taking a reflective and relationship-based approach to leadership and being in tune to the early signs of burnout are key. It could be something as simple as communicating and interacting with staff regularly and being very intentional about creating that reflective space. There are also protective factors you can build into your organizational culture that will help build camaraderie in your workplace. Maybe it's yoga, lunch, or maybe it's an organizational 3K walk. Those protective factors can really support staff from an organizational space and even from an individual space.

attendee profile

Andy T. O'Hare, CAE

Vice President, Public Policy
The Fertilizer Institute
Washington, DC

Years with association: 4

Constituency: Fertilizer manufacturers, wholesalers, distributors, and retailers

Members: 200ish

How does your association make a difference?
The product our members produce and distribute helps feed the world!

What event are you most looking forward to at this year's meeting?
Networking with my fellow association executives.

If you could arrange a one-on-one coaching session with one presenter at the meeting, who would it be and why? Too many to mention, though my top topic would be mastering implementation of strategic plans to provide outstanding member value.

Please describe one meeting hack that helps you make the most of your time at Annual: I make efficient use of the ASAE meeting app.

What's your favorite ASAE Annual Meeting memory? I attended the Annual Meeting in Atlanta a few years ago and the opening event held at the aquarium was awesome. The Henry Ford Museum in Detroit was a close second.

Most memorable ASAE session: A few years back when the topic was hot, I appreciated the insights from Sarah Sladek on key traits of millennials. My two children are millennials, as are many coworkers and colleagues.

How has working in the association industry impacted your life? I love being an advocate for an industry or group. Working in associations has provided me the opportunity to be an advocate for a living!

New emails in your inbox each day: 50 to 60 on average

Front or back of the session room? Generally front

Social media or channel surfing before bed?
The Economist



After the ASAE Annual Meeting concludes, I plan to ... implement at least one new idea/recommendation I learned at the meeting and share with my colleagues.

Favorite Pandora or Spotify channel? Anything danceable, especially from the '70s.

What do you know about Columbus, Ohio, site of next year's Annual Meeting? Lovely city, been many times. Should be a great venue.

BUSINESS MODEL NOT CUTTING IT? NEW BOOK HELPS ASSOCIATIONS PIVOT

As the author of the new book *Pivot Point: Reshaping Your Business When It Matters Most*, Sheri Jacobs, FASAE, CAE, appreciates the irony in how her original premise for the book, well, pivoted.

“I noticed a trend over the last five years [as I was] getting requests from organizations saying, ‘What got us here is not going to get us where we’re going,’” Jacobs says. “They had a business model and an audience that worked, but they recognized they needed to make changes.”

Jacobs, who is president and CEO of Avenue M Group, says

she expected to write about best practices and highlight three to four good business models. She changed direction when she realized the real guidance

that CEOs and other leaders needed was how to cultivate nimble organizations that can adapt as conditions change rapidly around them.

One such change is the increasing importance of frictionless transactions over the more traditional loyalty model.

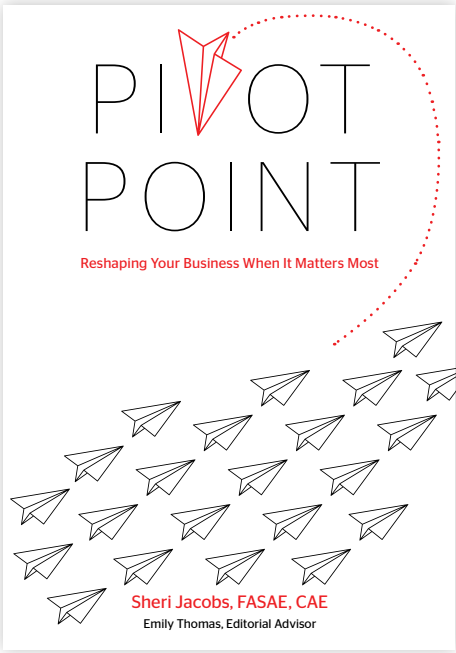
She illustrates this by pointing to something we now see every day: Taxis standing idly by as sidewalks full of people check their smartphones to see when their

Uber or Lyft ride will arrive.

“If you’re an organization and you don’t make it easy for [people] to interact with you and get what they need easily, quickly, and in the format they want, and you’re forcing them into this old model, then

you will start to see an erosion of use, engagement, and customers,” she says.

Among the tools *Pivot Point* delivers is a pivot readiness



checklist, which can benefit an organization whether it is “at its peak, chasing a turnaround, or in between,” says Jacobs. “You need to know where you are on that spectrum.”

Published by ASAE with net proceeds benefiting the

ASAE Foundation, Pivot Point: Reshaping Your Business When It Matters Most is available in the ASAE Bookstore (Level 3, Central Concourse) and online.

DIVERSE, DRIVEN, DESTINED: NEW DELP SCHOLARS CELEBRATED

For the next two years, 12 association professionals will take part in an ASAE accelerated leadership program to prepare them for a future as association executives. They were recognized as members of the 2018–2020 Diversity Executive Leadership Program (DELP) at a breakfast yesterday, as were the recent “graduates” of the program.

The DELP scholars, members of underrepresented identity groups in the association community, were welcomed by ASAE President and

CEO John H. Graham IV, FASAE, CAE, and Larry Alexander, president and CEO of Detroit Metro Convention and Visitors Bureau.

“DELP has advanced more than 180 diverse and inclusive leaders throughout the association industry,” says Graham, noting that DMCVB “has supported and advocated this effort with ASAE since its inception.”

ASAE and DMCVB congratulate the following professionals:

Wesley Carr

Senior Program Manager, Chapter & Volunteer Relations
Regulatory Affairs Professional Society

Telesia Davis, PhD

Director, Education and Research
National Association for Campus Activities

Gwen Fortune-Blakely, MBA

Director, Enterprise-wide Marketing
American Speech-Language-Hearing Association

Renee Harris-Etheridge, MBA, CAE

Director, Membership and Business Development
Ambulatory Surgery Center Association

Kimberly Jones, JD

Vice President, Public Policy and Communications
Council for Opportunity in Education

Richard Luna, HMCC

Director of Publishing
Meetings Professionals International

Heba Mahmoud, MBA

Director, Chapter Engagement
Association of Fundraising Professionals

Sharon Newport

Director of Operations
Door and Hardware Institute

Jacqueline Price Osafo, CAE

Membership and Development Director
Water Quality Association

Sharleene E. Cano Quiara, CAE

Director, Membership and Publications
American Thyroid Association

LaShawn Sidbury, CMP, CAE

Director, Meetings & Special Interest Groups
Association of Schools and Colleges of Optometry

Brenda Villarreal

Senior Manager of Professional Development and Executive Director, PRSM Foundation
PRSM Association

People of color, people with disabilities, and lesbian, gay, bisexual, and transgender people are invited to apply for DELP. For more eligibility information, visit asaecenter.org/DELP.

STOMACH GROWLING?

Be sure to grab some food while the 2018 Association Solutions Marketplace (Level 3, Halls F1 & F2) is open today from 10:15 a.m.

to 1:45 p.m. Lunch will be served starting at 11 a.m. Here's a sampling of what's on the menu:

- Summer berry salad
- Southwest chicken salad
- Protein bowls with quinoa
- Black bean, corn, calabaza, and queso fresco empanadas
- Banana tarts
- Mini chocolate Bundt cakes





Elizabeth M

December 12 at 9:34pm

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FUN AT THE ASAE FOUNDATION LOUNGE

The ASAE Foundation Lounge (Level 4, Room W470b) will welcome attendees with drinks and snacks, networking opportunities, and even affordable, professional headshots, which are a key way association execs can ensure they “don’t fall off the map,” according to Garet Turner, VP of development for the ASAE Foundation.

“Headshots are so important to personal brand,” he says, and maintaining one’s personal brand is important for association execs who are trying to

promote their associations.

As in years past, Chuck Fazio and his team of photographers are taking headshots in the lounge for a suggested \$20 donation to the ASAE Foundation’s Annual Fund, which helps support industry research.

In addition to headshots, the lounge offers attendees coffee and pastries in the morning and a happy hour in the afternoons. Sponsors, including Visit Miami, Visit Asheville, Visit Tampa Bay, Discover the Palm Beaches, Meet in Québec City, and Citrin Cooperman, have pods in the

lounge with information and giveaways. “Folks can come in and chat with them,” Turner says, or just simply sit in the lounge and relax while they catch-up on emails.

Of course, representatives from the ASAE Foundation are also available to talk about ASAE’s research and upcoming research agenda. Even better, the lounge is a convenient place to donate to the Annual Fund or learn more about ASAE Foundation’s Leadership Society.

“We’re looking forward to creating a very fun and relaxing environment,” Turner says.

The Foundation Lounge is open from 7:30 a.m. to 5 p.m. today and from 8 a.m. to 3 p.m. Tuesday.

SPEAKER SPOTLIGHT



Thomas J. Coté, MBA, CAE
Executive Director
Capitol Hill Management
Services, Inc.
Albany, New York

SESSION: Effectively Manage Others, 2 p.m. Monday, Room W185bc

HERE’S HOW I WOULD DESCRIBE THE SESSION IN A TWEET: From hiring to firing, onboarding to promotion, we got you covered in “Effectively Manage Others.” Talk lessons learned and how to be the #bestboss

HOW I GOT INTO THE ASSOCIATION INDUSTRY: After a few years as a legislative director in the New York state legislature, I was offered a position at an association as a government affairs director. From there, I received my CAE and became an executive director a few years later.

I WOULDN’T BE WHERE I AM TODAY WITHOUT ... my running shoes.

THE BEST DAY OF MY CAREER WAS ... the day I was notified that I was selected as an ASAE DELP Scholar. It has been an amazing opportunity to enhance my career on the national stage and give back to ASAE.

WORDS I LIVE BY: “Who you are is defined by what you’re willing to struggle for.” –Mark Manson

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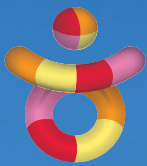
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Over the years, Salt Lake has collected an impressive number of stereotypes – some warranted, some not, some downright hysterical. Regardless, we're always amused with how quickly visitors shed those stereotypes once they're here. With over 200 bars, 150 hotels, 2000 restaurants, and nearly 1 million square feet of diverse convention and meeting spaces, you'll be asking yourself, "This is Salt Lake?"



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GET YOUR ASSOCIATION'S HIVE MIND BUZZING

A beehive is often used as an analogy to describe a community working together for the greater good.

During today's Learning Lab "Activate Your Association's Hive Mind," Maddie Grant, CAE, and Susan Cato will discuss how a hive mindset can transform an association. "Users" of the community

become more than member segments, and "content" is no longer created only by the association's staff, but collaboratively conceived and executed through partnerships with many different kinds of people, says Grant, culture consultant and digital strategist for Human Workplaces.



Maddie Grant, CAE



Susan Cato

"One of the most important things about this is to think about your association community more broadly than paying members," adds Cato, director of digital strategy and member services at the American Society of Plant Biologists and the chief strategist behind Plantae, a hive mind for the plant science community.

"This speaks to the ability for associations to partner with the community to provide an experience that truly engages individuals and nurtures relationships to essentially create members for life."

Digital disruptions have made it possible to collaborate, engage, and communicate in multidimensional ways. Online engagement

can include Coursera-style programming, online meetups, voting and contests, teaching tools, mentoring and office hours, live online chat and video, seminars, and more, Grant says. But it's the strategy behind those tools that makes the biggest difference.

"Technology is the enabler, not the driver," Cato says. "It's much more about strategy and much more about your relationship with your community than it is about your technology."

And your online community shouldn't be separated from your overall community. "We meet in person and online—these are just places we meet," Cato says. "You have one community, period. It's really important to understand that this is a partnership, and approaching your community in this way creates opportunities and value which are agile and evolutionary, not just reactive."

Join Grant and Cato to continue the discussion at 4 p.m. in Room 179b.

PEDAL POWER

Looking to burn off some calories after indulging in all that delicious food and drink available in the expo hall? Or maybe you want something to help push you through a full day of learning and networking?

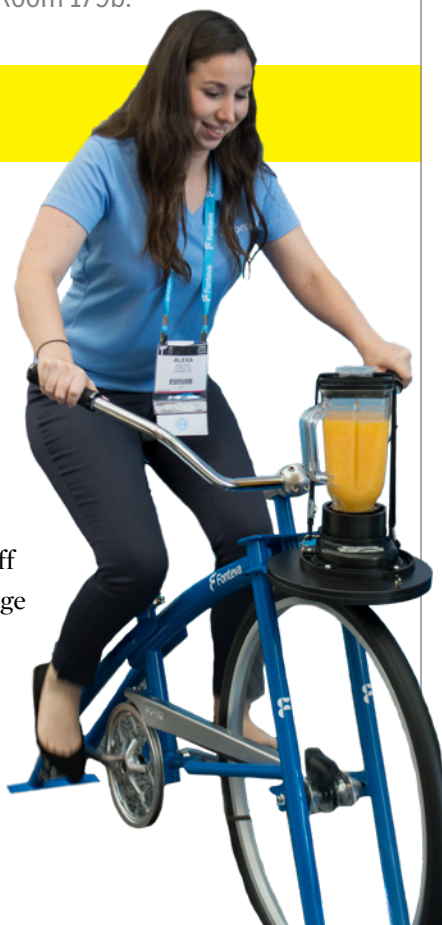
Either way, it's your lucky day.

Head over to Fonteva's Power Up Smoothie Bar, located on Level 3, Central Concourse. There, you can select your ingredients and then pedal away on the blue bicycle to blend them together. All the pedaling will be worth the effort when you

have a delicious smoothie in hand.

And Fonteva, one of ASAE's corporate partners, also has you covered if you're not up for jumping on the bike. Smoothies made the traditional way—with a blender—are also available. Plus, there are a few tables and chairs on hand if you want to get off your feet for a few minutes or charge one of your devices.

The smoothie bar will open today and tomorrow at 8:30 a.m.



ON-THE-GO EDUCATION

If you prefer to learn in short bites, check out today's 20-minute Express Talks in the expo hall (Level 3, Halls F1 and F2). Presenters will use storytelling to explore a single idea and illustrate practical tips. Here's a quick preview of today's Express Talks:

10:15 – 10:35 a.m.

What Makes Donors Tick? Prospect Segmentation for Fundraising Success

Presenter: Jeff Borchardt, Vice President, Association Development Solutions

What's the story? Come learn from a fundraising executive with over a decade of experience working with associations to identify and tailor fundraising messaging to best resonate with the various segments within the organization.

11:15 – 11:35 a.m.

Cybersecurity Risk Management

Presenters: Sarah McConnell, Partner, Johnson Lambert, LLP; and Kim Mobley, Partner, Johnson Lambert, LLP

What's the story? Cybersecurity costs are not a one-time expense, but require a continuous commitment of time, talent, and dollars. Attendees will explore the potential business impact of not addressing cybersecurity risk and discuss steps their organizations need to take.

12:15 – 12:35 p.m.

Education in Healthcare: The Next Fundraising Gold Mine

Presenter: Lieven Mariën, Senior Sponsorship and Exhibition Manager, MCI Benelux S.A.

What's the story? Medical associations and industry players share the goal of educating healthcare professionals, so it's in their common interest to design fundable initiatives and partner over educational opportunities while remaining neutral and cutting edge. Learn how medical societies are finding success.

1:15 – 1:35 p.m.

Capture More Members With an Accessible Website

Presenter: Nick Goodrum, Director of Front End Development, Americaneagle.com

What's the story? If your website is not accessible, it means you're missing up to 20 percent of potential members because they are unable to easily access information. Learn how accessibility aligns with bigger-picture usability issues and how organizations are providing better user experiences.

FABULOUS FINDS IN THE EXPO HALL

There's no shortage of booths in the #ASAE18 expo hall to imbibe and taste what different cities and states have to offer.

Pamela Heilmann, the first woman to serve as a master distiller at a Kentucky Distillers Association distillery since Prohibition, is showcasing Michter's boutique distillery by crafting Old Fashioneds for attendees who stop by the Louisville Convention & Visitors Bureau booth (923). Or you can stop by the VisitLEX booth (1623) for Moscow mules made with Woodford Reserve bourbon and served in copper cups.

You might meet your match if you stop by the Visit Omaha booth (1317), where they're handing out individual socks to showcase fun facts about the city. While you're there, sample the beef jerky or some famous Omaha Steak and wash it down with a craft beer.

If you're looking to quench your thirst in a different way, you can

take a test to determine your tea type—similar to a personality quiz—or have a traditional Korean fan stamped with your name on it at the Korea Tourism Organization booth (1117).

Test your Jenga skills at the Visit Raleigh booth (1632) or try your hand at curling and have a mini rock signed by Olympian Matt Hamilton, who is posing for photos in the Meet in Wisconsin booths (1101, 1103, 1105, 1107, 1109, 1111).

"We're celebrating curling, a big sport in Wisconsin, with Matt Hamilton, a 2018 Olympic gold medalist on the U.S. men's curling team," says John Leinen, vice president of sales at the Greater Madison Convention Center & Visitors Bureau. "He's here to curl, let attendees check out the gold medal, and try it on."



If souvenirs are your thing, stop by the Visit Anchorage booth (1732), where they're continuing their tradition of giving away stuffed animals that represent Alaska.

"Usually it's a bear, a moose, or a sled dog," says Julie Dodds, vice president of convention sales for Visit Anchorage. "Then we realized we were ignoring the sea mammals, so we decided to mix it up a little bit this year and bring harbor seals. A lot of people know that we have whales, but we also have harbor seals, sea lions, and otters."

Missing your dog while you're away? Visit Anchorage also



has all-natural salmon dog treats that you can take home to your furry friend.

If you're more concerned about keeping your kids happy, you can build your own stuffed bear at the ever-popular Explore St. Louis Build-A-Bear booth (1717).

Before you leave the expo hall, don't miss entertainer Jeff Koziatek in the ASAE Business Solutions booth (501). You can't miss his green top hat and a multicolored patchwork vest, or the fact that he's juggling bowling pins while balancing on a ball and welcoming attendees to #ASAE18. If you visit all nine ASAE Business Solution areas, you can play the ASAE version

of Plinko (Solve. Save. Succeed!) for a chance to



win Beats by Dre wireless headphones, registration to the 2019 ASAE Annual Meeting in Columbus, Ohio, and more.

Speaking of 2019, stop by the Experience Columbus booth (1417) for a preview of next year's meeting.

"We're featuring Jeni's Splendid Ice Creams, which is headquartered in Columbus," says Lexi Sweet, CTA, public relations manager for Experience Columbus. "We have a couple different flavors people can choose from, and some are vegan and gluten-free, so everybody is covered no matter what. While you're here, you can also stop and learn a little bit about Columbus and what to expect next."

Today is your final chance to visit the expo hall and fill up on goodies. The hall is open from 10:15 a.m. to 1:45 p.m. Lunch is served beginning at 11 a.m.

Best in Show

More than 50 first-time attendees scoured the Association Solutions Marketplace yesterday in search of the best in show. Booths were judged on a number of factors, including brand identity, product presentation, design elements, exhibit personnel, and overall presence on the floor. Here are the 2018 Annual Expo winners:

Island Booths

FIRST PLACE

VisitLEX—
The Lexington, KY CVB
Booth 1623

SECOND PLACE

Explore St. Louis
Booth 1717

THIRD PLACE

Visit Omaha
Booth 1317

HONORABLE MENTION

Meet Hawaii
Booth 839

In-Line Booths

FIRST PLACE

Experience Grand Rapids
Booth 1511

SECOND PLACE

Visit Anchorage
Booth 1732

THIRD PLACE

Richmond Region Tourism
Booth 1635

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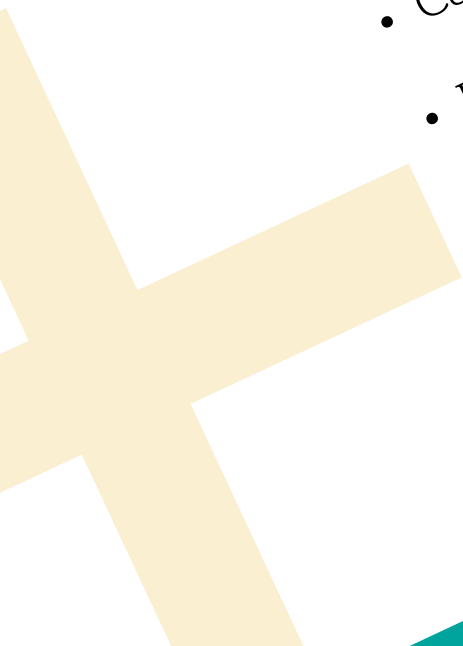
Sunday, 8/19: 7:00 a.m. – 6:00 p.m.

Monday, 8/20: 7:00 a.m. – 4:30 p.m.

Tuesday, 8/21: 7:00 a.m. – 12:00 p.m.

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TAKE AN ART WALK AT McCORMICK PLACE

While you're here in the Windy City, you might not have time to peruse the 300,000 or so pieces of art housed at the famed Art Institute of Chicago. But that doesn't mean you can't take a break to enjoy some prominent works of art.

McCormick Place is home to 100 pieces of commissioned art, many of which depict scenes from around the city. In the West Building, there are 50 original works by

30 Chicago and Illinois artists. If you have a few minutes to spare, consider taking a break to enjoy part of the collection.

Start your art walk on Level 4 by the escalators. There you will find a mixed-media piece—



On Friday, Choose Chicago donated a painting to ASAE. The colorful work was made by Chicago artist Anastasia Mak and depicts Chicago's skyline from Grant Park.

Turning in Closed Course—by American painter Herbert Migdoll.

The artwork depicts an action shot of Lee the polar bear from Chicago's Lincoln Park Zoo. The enormous scale of the piece and the movement it captures are examples of how Migdoll's

art conveys the power of Mother Nature.

Next, take the escalators down to Level 3 and walk around the perimeter of the Skyline Ballroom. Across from attendee registration, you'll notice a series of eight giant acrylic paintings by Dan Ramirez. The installation has a modernist style inspired by a 1952 poem, *Chicago: City on the Make*, written by Nelson Algren.

As you walk north and west, take note of



Universe by Nick Cave

several vibrant works by Midwestern artists. Nick Cave's *Universe* is a beaded and sequined masterpiece that's round in shape and meant to look like a kaleidoscope.

Around the corner are two enormous vertical

installations. The first, by artist Cheonae Kim, is called *Checkerboard Lounge* and is named after Chicago's legendary South Side blues club. Opposite that is Ken Fandell's *It Always Starts and Comes Back to Here*—a psychedelic depiction of different suns and moons.

End your art tour at William Conger's giant abstract oil painting, *Chicago*, which hangs adjacent to the entrance of Marriott's skywalk.



Strickler framed his argument around his own experience at Kickstarter, which he helped launch in 2009 as a crowd-sourcing platform for artists looking for outside funding for their projects through individual pledges. Kickstarter enjoyed rapid success: Since its launch, it has funded 150,000 projects with nearly \$4 billion from more than 15 million backers, and by 2012, a million-dollar project was fully funded every week through Kickstarter.

At each pivotal moment during the company's rise, Strickler says he encouraged the organization to take a step back and consider whether it was pursuing growth for its own sake. In 2012, the company published a blog post titled "Kickstarter Is Not a Store," which reasserted that the purpose of the site was to help incubate unfinished and unusual projects, not to sell polished ones. It required creators to talk about the risks

and challenges of their ideas when soliciting pledges, and prohibited simulations and product renderings that gave a false sense that their work was ready to market. That post received plenty of pushback from creators who had begun to see Kickstarter as a place to promote themselves in ever-flashier ways.

"We got a lot of comments, most of them saying, 'F you,'" Strickler says. "But we decided to pump the brakes. We said, 'This isn't leading to a healthy place.'"

Kickstarter expanded on that idea in 2015 when it became a public benefit corporation, which is "legally obligated to consider the impact of their decisions on society, not just shareholders," as the company's statement explains. As a PBC, Kickstarter has banned the use of forced-arbitration clauses with users and refused to take advantage of tax loopholes.

"We asked, 'What seems like the ultimate right thing to do? How can we set a positive example?'" Strickler says.

He says much of his concern about redefining value stems from his

experience living in New York City. Since moving there in 2000, when he started a career as a successful music critic, he has witnessed many of his favorite clubs, shops, and other small businesses get forced out to clear the way for bank branches and fast-food restaurants, to the point where 37 percent of the businesses in Manhattan are now chain stores. That change, he says, reflects how pursuit of profit has flatlined wages and "blocked a generation of entrepreneurs from pursuing their dreams."

Strickler understands that getting people to think about value in ways that go beyond profit is a steep challenge, but he says it's not an insurmountable one. Consider the three-point shot in basketball. When it was introduced in the NBA, coaches and teams avoided taking advantage of it, thinking it was too difficult or risky. But as data revealed that the three-pointer is often the smartest play, more teams have taken advantage of it, to the point where it is now a critical element of game strategy.

But those transformations in thought

are only successful if people are vocal and articulate about how they're redefining value, and Strickler says associations are well-equipped to play that role. "Associating and gathering based on nonfinancial interests is going to be crucial for the future," he says. "You all are on the right side of this."

Strickler encouraged attendees to ask themselves three questions to begin the change process: Why do you exist? What's different about you? What's success for you? The answers to those questions may be outside of the mainstream, but Strickler recommends embracing them anyway. "You may be an odd duck, but the odd duck is the only interesting one," he says.

Strickler also emphasized the importance of associations sharing their experiences with the community at large, in the same way Kickstarter encourages creators to share the challenges and risks inherent to their individual projects. "A commitment to a different set of values, and the courage to share them, can make amazing things happen," he says.

AND WE'RE OFF

SNAPSHOTS FROM THE FIRST FEW DAYS OF ACTIVITIES HERE IN CHICAGO



CHI-TOWN CHOW DOWN

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PHOTOS BY NICK HAGEN AND JASON KEEN

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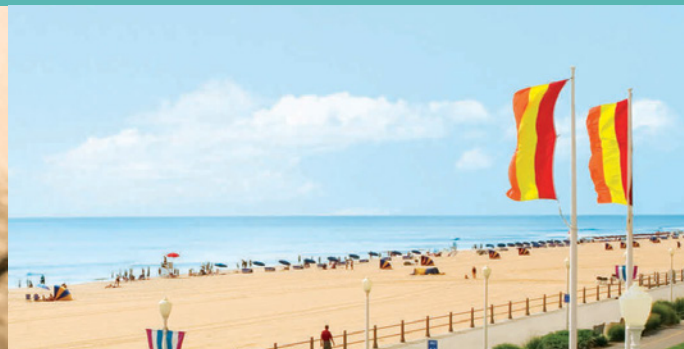
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