

THE OFFICIAL NEWSPAPER OF ASAE: THE CENTER FOR ASSOCIATION LEADERSHIP'S ANNUAL MEETING & EXPOSITION  
www.asaecenter.org **TUESDAY, AUGUST 21**



# UNIVERSE REMADE

MARVEL STORYTELLER GABBY RIVERA SAYS INCLUSION MAKES A NEW WORLD POSSIBLE

BY JULIE SHOOP

Gabby Rivera wears a broad smile as she bounds onto the stage, but the first thing she shares with the audience at her Sunday Game Changer session is that she's marking the anniversary of the death of a friend.

It was a devastating loss—"I was *not* OK," she says—but her grief led to a question that changed her life: "I realized, what are the things that I wake up for in the morning? For me, it was three terms: queerness, Latinx, joy. Joy is usually where I start. I had to find that for myself."

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# EXPRESS TALKS

## FUNDRAISE SMARTER WITH MEMBER SEGMENTATION

What do an executive member and student member have in common? They're both likely to donate to your association's foundation—if you tailor and personalize the ask, that is.

"Don't be afraid to drill down into your member database," says Jeff Borchardt, vice president of Association Development Solutions. "There are donors who are segments within segments of your membership."

Borchardt, a fundraising specialist, spoke about donor strate-

gies during a Monday morning Express Talk on the expo floor. He works with many foundations and channels his "inner data nerd" to target members with the right message. To do that, you need data intelligence.

"Data is knowledge, and knowledge is power," Borchardt says. "When you think about donors, look at many different segments: lapsed donors, donors by giving level, donors by age, or number of commitments made."

Borchardt recently worked

with the Water Quality Research Foundation to devise a fundraising strategy that raised more than \$1 million from its distributor-dealer network. He used peer-to-peer solicitations to attract high-dollar donations from organizations and businesses of all sizes.

"CEOs always want to hear from other CEOs when it comes to giving," Borchardt says. "Connect individuals within segments and have them make the ask."

Meanwhile, younger donors, including student members, might be

more inclined to give on new and emerging fundraising platforms. "One platform that resonates with millennials is Amazon Smile," Borchardt says. "It's a way to give to charities of your choice through Amazon, but first you have to know the members who are using it."

Finally, he suggests finding ways to solicit to members across multiple communication channels. "Test out a variety of approaches to see what works best," Borchardt says. "Segmentation ultimately will lead you to increased revenue."

## GET SERIOUS ABOUT CYBER THREATS AND RISK MANAGEMENT

As the name implies, the dark web is a bad place filled with cybercriminals. There you'll find hackers for hire who are willing to sell sensitive data or off-the-shelf guides to leverage cyberattacks. And since cyber threats

grow in sophistication and speed every day, it means your association could be in the crosshairs.

"For associations, cybersecurity has to be part of a continuous improvement process," says Sarah McConnell, partner at Johnson

Lambert, LLP. "There's no other quick fix. If you only do one or two things to

address your risk, it's not going to be enough." Getting serious about cybersecurity means your organization must commit to an enterprise risk assessment that's part of an overarching cybersecurity strategy. "If you don't have policies and procedures in place for cybersecurity, then that's a big problem," McConnell says. Associations can increase cyber readiness and response by focusing on people, processes, and technologies.

One major mistake that many organizations

make is thinking of cybersecurity as only an IT concern. During an Express Talk Monday, McConnell and Kim Mobley, also a partner at Johnson Lambert, LLP, stressed that cyber readiness and risk management need to be organization-wide priorities that extend to all staff.

"Training and awareness of staff is a big part of the risk-management strategy," Mobley says. "Everyone is susceptible to an attack. Continuous training and awareness—even gamifying

potential attacks—can help keep alert high."

Mobley also recommends that organizations use multifactor authentication for staff log-ins, as well as monitoring and logging systems to look for indications that unauthorized security-related activities have been attempted on—or even compromised—a system. "In-depth defense is making sure you have layers of security so that if one control fails, you have other controls behind it to protect and defend," she says.



Left to right: Kim Mobley and Sarah McConnell

## ON TAP

**TUESDAY, AUGUST 21**

**7 – 8:30 a.m.**  
Global Good Morning!  
International Meet and Greet

**8 a.m. – 3 p.m.**  
Registration open

**8:30 a.m. – 12 p.m.**  
Business Connection Lounge open

**8:30 a.m. – 12:30 p.m.**  
ASAE Bookstore and Engagement Center open

**9 – 10:30 a.m.**  
Deep Dives

**11 a.m. – 12 p.m.**  
Game Changer session and Learning Labs

**12:30 – 2:30 p.m.**  
Luncheon and Closing Keynote with Siri Lindley

**2:45 – 5 p.m.**  
Community Connection activity and Chicago Experiences

**7 – 9 p.m.**  
Closing Celebration at Soldier Field

# WHAT'S ONE THING YOU DID THAT YOU NEVER THOUGHT YOU COULD?



"Skydiving. The thought of skydiving always seemed like an exciting, distant thing that I never thought I would do. A couple of my friends had done it before, and I went with them when an opportunity arose. Once I did it, it was exhilarating. It was about taking the risk and seeing it through."

**Tim Gregory**

Chief Learning Officer  
Heart Rhythm Society  
Washington, DC



"One thing I did professionally that I never thought I could do is sit in a meeting and actually tell people how I feel, or what I think is best for our association. I've always been one of those people who was scared to speak up. But after these past two meetings, I've found my voice and realized it's OK to have an opinion, and that I don't have to agree with everyone."

**Gabrielle Daniel**

Executive Administrative Assistant and  
Registration Coordinator, Rubber Division  
American Chemical Society  
Akron, Ohio



"I would never go on a cruise, but I did go on a cruise back in 2010. Of course, that cruise ship was dead at sea. One of the engines caught on fire, which then resulted in the other engines shutting down, and then we were stranded out at sea for about three days without plumbing or electricity."

**Kevin Tuuaga**

Director of Program Development  
LeadingAge California  
Sacramento, California



"Yesterday, I presented at one of the sessions and that was something I would have never expected to be able to do—to get up and talk about our Future Leaders program in front of a large group of people."

**Ashley Doyle, MBA, CAE**

Manager of Marketing and Chapter Relations  
American College of Osteopathic  
Family Physicians  
Arlington Heights, Illinois



"I went to a leper colony in Greece off the coast of Crete when I was on vacation there. It's been closed for several years, but they used to isolate people with leprosy because it was an incurable disease."

**Billy Williams**

Vice President for Ethics,  
Diversity and Inclusion  
American Geophysical Union  
Washington, DC

## LEARNING LABS

### FOR MILLENNIALS, IT'S ALL ABOUT CONNECTING

Millennials became the largest generation in the workforce in 2016, according to the Pew Research Center, and they're soon to be joined by the members of Generation Z, whose careers are just getting started. And that means associations should seize the chance to prove their value to these new member cohorts and prospects.

During the Monday Learning Lab "A Huge Opportunity Awaits With Young Professionals: Are You Primed?," Aaron Manogue, strategic marketing coordinator at AMPED Association Management, and Emily Viles, meetings technology manager at AMPED, said

they and their fellow millennials crave the professional connections—particularly the face-to-face interactions—that associations facilitate.

"We're at a point in our careers where we may be getting ready to make a move," says Viles, and so networking and education opportunities are highly valued.

Meanwhile, traditional offerings like discounts and member-only resources are less important. "As a marketer, what I immediately recognize is that those are products. There's nothing that ties me to your association. I have no connection to a member discount,"

says Manogue. Millennials are "not much different than any other generation: We come [to associations] because we want to connect with other people. That's what it's all about," he says.



Emily Viles and Aaron Manogue

### BETTER RESEARCH STRATEGIES

Here's a quick question for you: Do you know what's keeping your members up at night? Maybe you do, maybe you don't. But unless you're asking them—through interviews and surveys—you won't have an answer that's backed by hard data.

Survey research is one way that Joy Davis, managing director of member products at the American Association of Pharmaceutical Scientists, keeps her pulse on members' needs and concerns. Her mantra—research, solve, repeat—is something she uses daily. She also hires research-based consultants to help with her research endeavors. They help her field face-to-face interviews, spot trends in web analytics, and analyze large sets of member data.

"That helps lead to better marketing, member strategies,

and, once in a while, a silver bullet solution," Davis says. "You also start to spot trends—things that are coming at you but haven't arrived yet, something called market scanning and market gap analysis."

In the Monday Learning Lab "Research. Solve. Repeat," Davis discussed strategies for conducting better research. She copresented with consultant and partner Nazhin Beiramee, UX designer at Brightfind. "There are so many ways to gather data. I conduct interviews and surveys, and I also watch users test products and do card-sort exercises," Beiramee says. Regardless of the format, every research tactic must involve a four-step process: asking questions, hearing answers, acting and applying those answers, and then repeating the process again.

### MAXIMIZE STUDENT ATTENDEE ENGAGEMENT

The Institute of Food Technologists' annual meeting attracts upward of 20,000 attendees, including 1,250 students. While those numbers are great in many ways, IFT recognizes that the size of the meeting can be intimidating and difficult to navigate for first-time student attendees.

"We knew we needed to create a curated experience for these students," says Amy Clarke Sievers, IFT's student and new professional relations manager. "We wanted to do something that was right-sized for them and where they would be leaving with something that would help them in their school life and future careers."

During Monday's "Transform the Attendee Experience: Outcomes From the IFT Student Association Global Challenge" Learning Lab, Sievers and her

copresenters discussed the student-focused effort launched at IFT2017.

The Go With Purpose Global Challenge included a cohort of students from around the world who worked together during the meeting to propose innovative solutions to emerging food problems. Giving student participants the opportunity to put what they're learning in school to practice at a face-to-face industry meeting was a huge success for IFT and can be the same for other associations, Sievers says.

"Give your students and first-timers something to do that really gets to the heart of what your meeting and industry is about," she says. "You'll create value for them, and in return, they'll value your association more."

Amy Clarke Sievers

*"Give your students and first-timers something to do that really gets to the heart of what your meeting and industry is about. You'll create value for them, and in return, they'll value your association more."*

### STEPS TO AVOID AN ADVOCACY CRISIS

The public policy decisions associations make will rarely satisfy every member. Some will say you've gone too far; others will say you didn't go far enough. But what if a large group of members pursues a nuclear option? That's the challenge the American Physical Therapy Association faced in 2015, when one of its corporate members threatened to stop reimbursing its employees' APTA member dues in response to the association's advocacy stance.

"Needless to say, once that hit our email boxes, we just scrambled," says Carmen Elliott, CAE,



Agatha Johnson, CAE

APTA vice president of payment and practice management. Elliott and copresenter Agatha Johnson, CAE, APTA vice president of membership, shared lessons learned from the experience during the

Monday Learning Lab "Strategy to Discord: When Members Don't Support Your Advocacy Position." They urged session attendees to gain trust and support early on for policy decisions, especially if

they're likely to catch the attention of a sizable proportion of members; communicate often with stakeholders; plan ahead for different scenarios; and be comfortable with your decisions, even while you anticipate that they'll be challenged.

They also recommend having data handy to address misperceptions about a stance, which can be common with provocative issues. One session attendee from a medical association said hosting a retreat with stakeholders "really got to the basics of their thinking and whether this issue was actually harming them or a matter of perceived harm."

### LESSONS FROM GLOBAL EXPANSION

When members from outside the United States reach out to your association for help, it can be tempting to build new products or services around their needs. But without a global strategy, you may be courting failure.

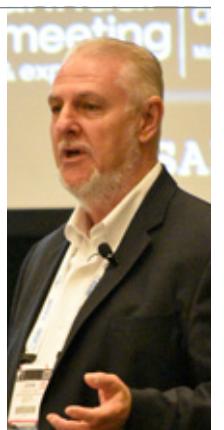
That's one of the takeaways from the Monday Learning Lab "Improve Global Effectiveness—Lessons Learned From Associations on the Ground." Representatives from three associations shared their experiences measuring their global readiness through the ASAE Foundation's Global Maturity Assessment tool.

John Schehl, CAE, vice president of certification and global engagement at the National Roofing Contractors Association, was candid about NRCA's lack of readiness and how it led to a misstep. After hearing from members in India about interest in training, NRCA opened an office there in 2012 in hopes of building membership. By the time the office was shuttered in 2015, NRCA had acquired only 15 new members.

"It was a different socioeconomic structure, and what they were looking for was training, not membership," Schehl says. "We didn't have a strategy."

NRCA has since created a global strategy committee to establish international goals in a more systemic way and is making

sure to include a variety of stakeholders from multiple countries to provide input and support. "We know we need partners to implement this," he says.



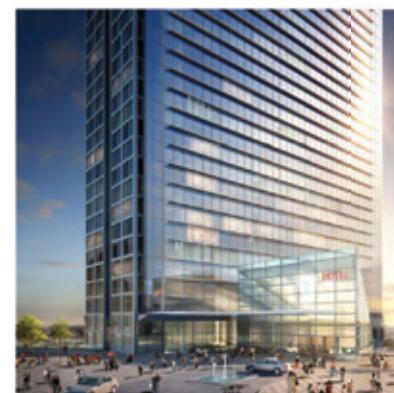
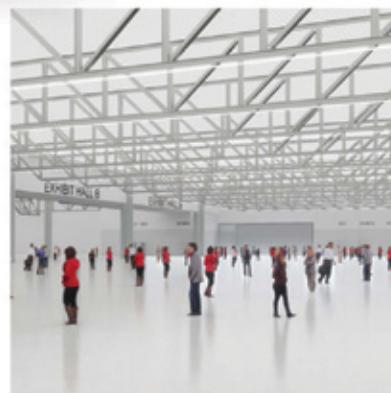
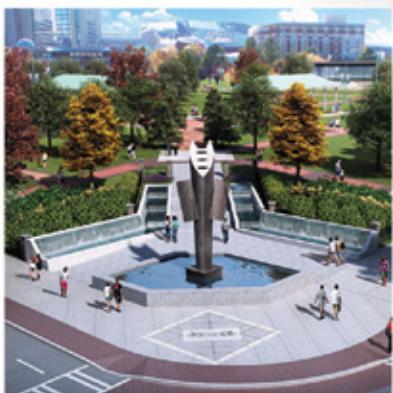
John Schehl, CAE

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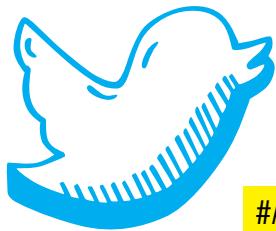
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#ASAE18

When I was little, my Barbies were all CEOs with MBAs. Today, they'd all have #CAE credentials and attend #ASAE18.

@RachMace

Eye opening presentation from @Forbes publisher @richkarlgaard as he discusses disruption, megatrends and the need for organizations to adapt to rapid change . . . or else! #ASAE18

@JayRCallahan

Need a little R&R after last night's festivities? Come relax for a few minutes in the Small-Staff Lounge. We've got food, drinks, charging stations, and pleeeenty of comfortable seating! Room W471B! #ASAE18

@MemberClicks

"Integrate #Millennials, #GenZs at a higher level faster than you are." Great advice from @richkarlgaard. #ASAE18

@SarahSladek

Not taking any chances today. Got to the session room EARLY to be sure I got a good seat. Looking forward to a good day. #asae18

@brucehammond

Cynthia Woodruff, ED of American Art Therapy Association, says take 30 minutes each day to learn another discipline: Don't let eyes glaze over when finance discussed at meeting. #ASAE18 #assnchat

@ceoupdate

Welp. Not creating the next billion dollar tech company 🙄 thanks for that burst bubble @richkarlgaard #ASAE18

@pulleraj

As a Latina – watching Gabby Rivera was so inspiring #asae18 need to create our own gods & tell our stories ❤️

@painterlyj

@QuirkyRican talking how important diverse representation truly is. Can you find role models that similar to you? #ASAE18

@Joe\_Lindahl

To all the people ever impacted by lack of coffee all day (due to budget cuts) at an event I produced – I'm so sorry. Thanks #ASAE18 for keeping me caffeinated.

@EmHender

Congrats to my @StaffingTweets colleague, @ASAbielskers for her recognition today at #ASAE18 on earning the CAE! It's a privilege to work with you! #CAEproud

@DianaTMertz

Gabby Rivera says cultivating joy is a radical act. Gabby is JOY. #ASAE18

@MaureenDingus

"Fear of change does not have an age bias." – @ronaldmmon #asae18

@ErnieSmithAN

#ArtiesofASAE ← can I make that a thing? #ASAE18

@jlsdesigner

Dammit. I got all the way downtown for the conference, poured myself a cup of coffee. ... and realized that I left a fresh donut on the counter at home. #conferencelife #ASAE18

@KasiaCh

Ready to rock the day at #ASAE18 in my stylish RVA crazy socks.

@TeeBox8

I already have a favorite session from #ASAE18. For young folks, there's a huge difference between mentorship and sponsorship – and it's the main reason some can't get ahead. #associations #association #YoungProfessionals

@SoviGuy

"Resonance and relevance come from great listening." – @Laurelcomms @ISACANews #ASAE18

@ErinWendel



## INSTAGRAM



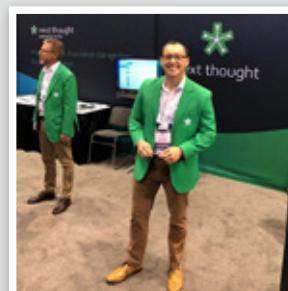
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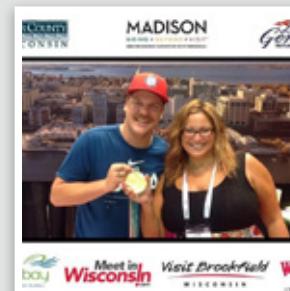
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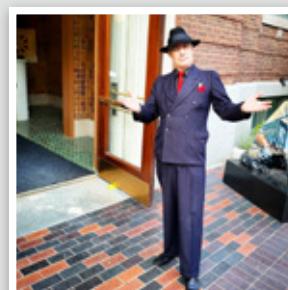
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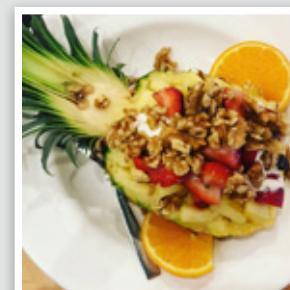
jmorijohnson



rshomaker



360dg\_chicago



heatherduvall24

## #ASAE18 BREAKS ATTENDANCE RECORD

Chicago welcomed the association community in record numbers this week: The 2018 ASAE Annual Meeting & Exposition logged its highest-ever attendance at 6,068 attendees, including more than 3,500 association professionals and more than 2,000 exhibitors.

"I'm really pleased to say that this is our largest meeting ever," says ASAE President and CEO John H. Graham IV, FASAE, CAE. "Last time we were in Chicago [in 2007], we had 5,972 total attendees. This year we have 6,068 attendees. We are delighted with that attendance."

Graham says this year's event, which spans five days from the Friday board meeting to tonight's Closing Celebration, is expected to bring in more than \$20 million in revenue to the city of Chicago. And 20 percent of attendees are likely to book a future conference in the city, based on data

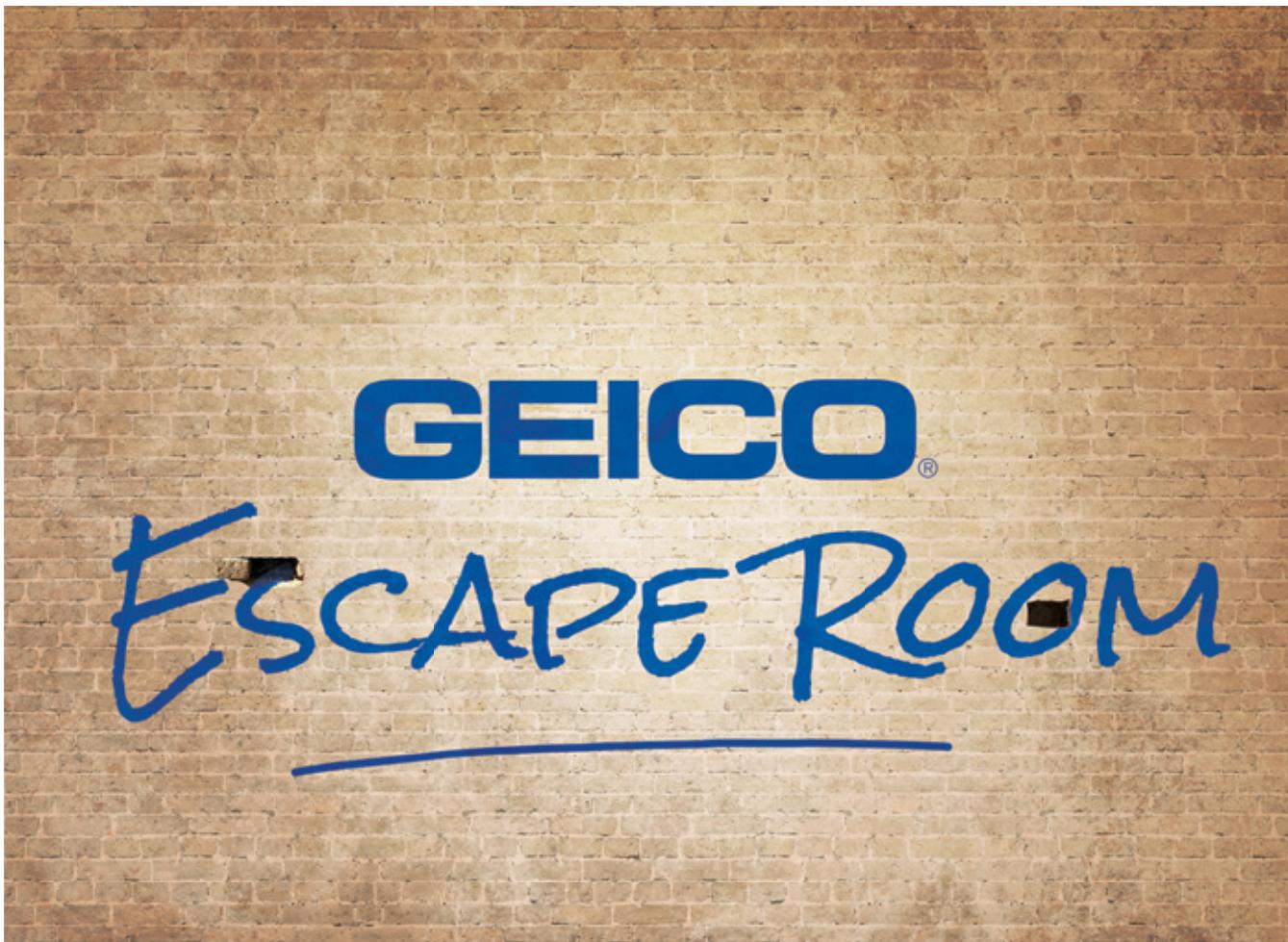
from past ASAE Annual Meetings. "That's music to everybody's ears," he says.

ASAE worked with Choose Chicago to select two local charities that ASAE and its members supported during the conference. Attendees raised more than \$70,000 that will be shared between the Greater Chicago Food Depository and Little Brothers—Friends of the Elderly. ASAE will present a check to the organizations at today's closing luncheon.

Looking ahead, Graham highlighted several ongoing and future ASAE initiatives, including a new diversity and inclusion strategic plan and advocacy efforts on several public policy issues, including tax policy, association health plans, and state legislation restricting the use of professional certifications.

Meanwhile, the ASAE Foundation continues to add to its research agenda. Graham said two firms have been identified to carry out the upcoming 2020 Centennial research initiative. Qualitative and quantitative data collection will begin this fall and continue through 2019, with the findings to be released in the spring of 2020, the year ASAE will mark its 100th anniversary.

"While we certainly want to celebrate the past, we want to spend 80 or 90 percent of our time focused on the future," Graham says. "The first hundred years were great, but what do the next hundred years look like? That's what our research will focus on, and we'll do that by celebrating the value of associations."



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<b>RECORD ATTENDANCE</b>	
<b>6,068 TOTAL</b>	<b>2,117 EXHIBITORS</b>
	<b>417 GUESTS AND OTHERS</b>
<b>FIRST-TIME ATTENDEES</b>	<b>29%</b>
<b>3,534 ASSOCIATION PROFESSIONALS</b>	
<b>EXPO HALL</b>	
<b>713 BOOTHS</b>	<b>450 COMPANIES</b>
<b>63:37 BUYER-TO-SELLER RATIO</b>	



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## 100 YEARS OF ASSOCIATIONS— AND WHAT COMES NEXT

In honor of ASAE's 100th anniversary in 2020, the ASAE Foundation has launched the 2020 Centennial Research Project to examine the impact of associations on every facet of society in the past, present, and future.

Part of a larger initiative with ASAE and the Power of A, the project will tell the story of how associations make society better, stronger, smarter, and safer. Researchers will identify the contributions of associations over the past 100 years and look at trends to identify how they will serve society in the future. Researchers will also look at associations from a global perspective, asking how other cultures might benefit from replicating the association model.

The research is aligned with the four pillars of the Power of A, which reinforce how associations strengthen the economy; lives; jobs, skills, and employment; and structures, systems, and policies.

The 2020 Centennial Research Project will investigate the full scope of the work of associations, including their role in future societal shifts. Member-serving organizations will influence changes in education, the workforce, and the economy. Their role in building connections between people will be critical as dramatic social, cultural, political, economic, and technological changes continue to accelerate.

The ASAE Foundation recently selected Westat and McKinley as partners in this project. Beginning this fall, Westat will conduct qualitative research in the form of interviews with external stakeholders, and quantitative research by designing and deploying a national survey. At the same time, McKinley will undertake a comprehensive literature review and environmental scan on association research and scholarship.

For more information and updates about this project, email the ASAE Foundation at [2020research@asaecenter.org](mailto:2020research@asaecenter.org). —Emily Rabbitt

## UNLOCK POTENTIAL IN OTHERS

Have a big goal for yourself or your organization? First, Siri Lindley says, find your “why.”

“If you want something bad enough for a reason that drives you deeply—I call it a really powerful ‘why’ behind what you’re doing—you will find a way,” says Lindley, author and world-champion triathlete, who will deliver the Closing Keynote at 12:30 p.m.



Siri Lindley

today in the Skyline Ballroom.

Lindley understands that drive as well as anyone: She finished almost dead last at her first triathlon, when she hardly knew the rules of the sport, to become world champion in 2001, gathering plenty of

first-place finishes along the way. She retired in 2002 to focus on coaching, and during

her keynote, she'll discuss her strategies for unlocking the potential in the people she leads.

When it comes to identifying potential, Lindley says, leaders should look beyond

past accomplishments and consider a person's drive and collaborative attitude.

“I want someone who's a team player who understands that we're not here to beat each other every day—we're out here to bring out the

best in one another,” she says. “Yes, we're going to push each other to all-new levels of performance, but at the same time we're learning from one another. We're elevating each other.”

Lindley also encourages leaders to pass along lessons from their own failures, to demonstrate that one misstep doesn't define a person's overall progress.

“What messes us all up is when we are faced with problems, are we fully just obsessing over the problem, or are we focusing on the possible solutions?” she says. “I have to remind my athletes, ‘OK, we're faced with this problem, but instead of thinking about how bad this problem is and how bad it makes you feel and what is preventing you from doing something, let's focus on the solutions. Let's focus on what we're going to do about it.’”

## attendee profile

### Lou Centrella

Director of Digital Marketing  
ISSA – The Worldwide Cleaning Industry Association, Northbrook, IL

**Years with association:** 2

**Constituency:** Distributors, manufacturers, manufacturer representatives, building service contractors, in-house service providers, residential, and associated service members in the worldwide cleaning industry.

**Members:** 9,200 plus

**How does your association make a difference?** ISSA is committed to changing the way the world views cleaning by providing its members with the business tools they need to promote cleaning as an investment in human health, the environment, and an improved bottom line.

Our philanthropic arm, ISSA Charities, provides scholarships and internships, free home cleaning for cancer patients, promotion for the advancement of women in the cleaning industry, relief when disaster strikes, and cleaning product donations to those in need.

**What session are you most looking forward to at this year's meeting?** Associations Ignite! These speedy micro-sessions look to be an innovative conference concept I haven't experienced before, and the topics look great!

**If you could arrange a one-on-one coaching session with one presenter at the meeting,**

**who would it be and why?** Siri Lindley. I believe everyone has strengths that can be unlocked to their full potential. I would love to further find my own and learn how to bring this knowledge back to the workplace.

**Please describe one travel or meeting hack that helps you make the most of your time at the Annual Meeting:** To avoid the stress of driving in Chicago, take Metra from the suburbs and Uber to McCormick. At the meeting, bring a spare phone battery and take organized electronic notes so they don't get lost.

**What's your favorite ASAE Annual Meeting memory?** I'm drawing a blank ... because this is my first year attending!

**How has working in the association industry impacted your life?** I find it rewarding to work in an industry that has such a positive impact on society and enriches the lives of its members. In short, I enjoy going to work each day.

**Front or back of the session room?** Front, side. Usually there's power outlets! Yeah, I'm a tech guy.

**Favorite Pandora or Spotify channel?** '90s alternative rock

**New emails in your inbox each day:** 137

**Social media or channel surfing before bed?** Social media. Actually, video games.



**After the ASAE Annual Meeting concludes, I plan to ...** take learnings back to the team and work toward implementing improvements, and continue the path toward earning my CAE credential.

**What do you know about Columbus, Ohio, site of next year's Annual Meeting?** Not much, except that it's drivable to Cedar Point—the rollercoaster capital of the world!



**DIDN'T GET YOUR FILL OF LOUISVILLE THIS YEAR?**

*Kentucky*  
UNDISTILLED SPIRITS

Cheers to this year's ASAE Annual Meeting and special thanks to all who made it happen. Don't forget to schedule a visit soon to get a real taste of Louisville. We'll set you up with a stop at the all-new Kentucky International Convention Center that's within walking distance of urban Bourbon distilleries, iconic attractions and culinary hotspots. See you soon in Bourbon City.



*Come  
get a free  
drink on us.*



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## CLOSING CELEBRATION WILL CHANNEL LOLLAPALOOZA

Music will fill the air tonight to cap off all the networking and learning you did at ASAE's 2018 Annual Meeting & Exposition.

The not-to-be-missed Closing Celebration will re-create the sights, sounds, and experience of Lollapalooza, one of the country's largest music festivals that takes place each summer in Chicago's Grant Park. While you missed Lolla by two weeks, ASAE's version promises to deliver just as much pulsating energy and fun.

The celebration starts at 7 p.m. at Soldier Field—a once-in-a-lifetime opportunity for football fans to get field access

to America's oldest NFL stadium. Upon entering the gridiron, you will be greeted with the sounds of Chicago's Low-Down Brass Band, followed by a variety of musical genres and styles that will pop up every half-hour on alternating stages at either end of the field.

When you're ready for more fun, head to the concourse level for food, drinks, and street art. There will be food trucks, chalk artists, glow-stick giveaways, and body-marbling



stations—a washable body paint that should add to the festival vibe.

To cap off the night, Chicago's favorite dance band, Final Say, will deliver an all-out performance that covers their broad repertoire of crowd favorites, ranging from the latest Top 40 hits to classic songs.

And remember to join up with colleagues and friends to experience the party's interactive opportunities, including glow-in-the-dark stations, LED-light swings, and a giant Lite Brite display. It should make for some memorable social media moments—just be sure to tag them with #ASAE18.

### Pop (Rock) Quiz

Each of these alt-rock bands has played Lollapalooza, but which one launched the music festival in 1991?

- A. Nine Inch Nails
- B. Radiohead
- C. Jane's Addiction
- D. The Smashing Pumpkins
- E. Pearl Jam

**Answer: C.** The festival was conceived in 1991 by Jane's Addiction lead singer Perry Farrell as a farewell tour for his band. Lollapalooza ran annually until 1997 as a multi-city U.S. tour. Then, in 2005, it was revived and reconfigured as a weekend festival hosted each August in Chicago's Grant Park.

## DISCOVER CHICAGO ON A TUESDAY TOUR

The 2018 Annual Meeting may be about to wrap up, but there's still time to get a taste for the host city during one of today's Chicago Experiences. Did we mention that each one supports a good cause? Tickets are \$45, and proceeds go to the Greater Chicago Food Depository and Little Brothers: Friends of the Elderly. While many are already sold out, these three Chicago Experiences are still available for attendees:



### Wrigley Field Experience

Get a behind-the-scenes look at America's pastime with a tour of Wrigley Field, one of baseball's most iconic ballparks and home of the Chicago Cubs. At more than 100 years old, Wrigley Field is among Chicago's most historic and beloved attractions. But this tour isn't just about the history—attendees will see some of the park's brand-new expansions.



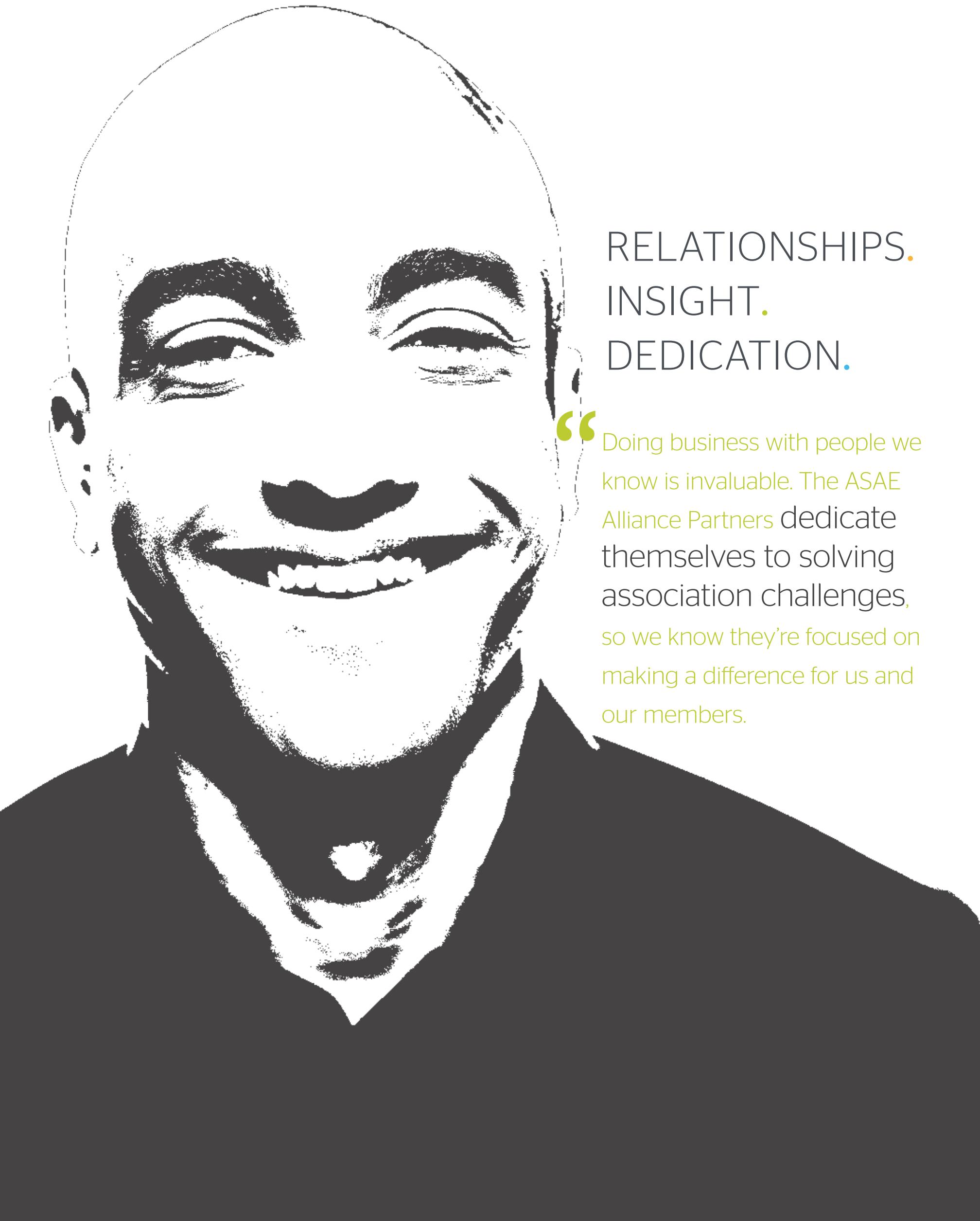
### Chicago's First Lady Cruises

Hop on one of the Chicago's First Lady Cruises for a private and exclusive cruise along the Chicago River and Lake Michigan. The five-star tour features postcard-perfect views and showcases Chicago's world-renowned skyline. Guests will enjoy a passionate commentary presented by a Chicago Architecture Foundation-certified volunteer docent. Following the river tour, Chicago's First Lady will sail out to the lakefront as guests enjoy beverages, afternoon snacks, and a dessert buffet.

### Community Connection

For attendees who want to give back to the host city, today's Community Connection activity offers a chance to volunteer with Little Brothers: Friends of the Elderly, an organization dedicated to relieving isolation and loneliness among Chicago's elderly. ASAE volunteers will help decorate bags for birthday deliveries, make candy favors, and pack toiletry kits for homebound elders. The event begins at 2:45 p.m. To see if there's still open spots, head to the registration desk.





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## MORE LEARNING OPPORTUNITIES AWAIT CHICAGO-AREA ASSOCIATION EXECS

You've spent the past few days learning and enjoying all that ASAE and Chicago have to offer. But, for those of you who live in the Chicago area, the local learning doesn't have to end today.

That's because ASAE and Association Forum are collaborating to increase in-person educational offerings in the Chicago metro area, which is the second-largest association market in the United States.

Since addressing association community needs and expanding opportunities to enhance career development are shared priorities for ASAE and Association Forum, the groups have established a col-

laboration framework that puts the association professional at the center, builds on the strengths of each organization's programming, and reinforces their joint commitment to the future of associations. "We are excited to work with Association Forum to provide members with more opportunities to develop their skills and leadership abilities, strengthening their individual careers, and advancing their associations," says ASAE President and CEO John H. Graham IV, FASAE, CAE.

Programming began earlier this summer with the CAE Kickoff in June. That was followed by several other events, including Essential Practices in Association Management and Developing Your Leadership Potential in July. More offerings are planned for 2019.

"By collaborating with ASAE, we will increase the reach of our mission and the impact of our mutual organizations. It is a positive outcome for the association community. This is a demonstration of the Power of A," says Michelle Mason, FASAE, CAE, president and CEO of Association Forum.

Programs are being hosted at venues throughout the Chicago metro area, including at the Marriott Marquis, Loews Chicago Downtown hotel, and the ADA Conference & Meeting Center in downtown Chicago; at the ASA Conference Center in Schaumburg; and at McCormick Place and the ASGE Institute for Training and Technology in Downers Grove. ASAE and Association Forum anticipate the programs will bring participants from across the Midwest.

Daily Now is the official newspaper of ASAE: The Center for Association Leadership's Annual Meeting & Exposition. It is published in partnership with TriStar Publishing, Inc., as a service to the members of ASAE: The Center for Association Leadership.

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## CEO to CEO

# WHAT HAS BEEN YOUR MOST VALUABLE PROFESSIONAL DEVELOPMENT EXPERIENCE?

### Rafi Mohammed, CAE

EXECUTIVE DIRECTOR  
MANITOBA DENTAL ASSOCIATION  
WINNIPEG, CANADA

The most valuable PD experience was my involvement in the creation of the Manitoba Dental Foundation, Inc. The process led me through a series of dynamic issues, conflict resolution, team cohesiveness, blue-ocean thinking, and change-management issues.



### Maureen Andersen

PRESIDENT AND CEO  
INTERNATIONAL TICKETING ASSOCIATION  
INDIANAPOLIS

My most valuable PD experiences are the one-to-one engagements or coffee conversations. These are mentor moments, where you can have eye contact, ask questions, give feedback, and have an actual dialogue. I look to people who have something that I want—either a skill, attitude, solution, or just good, old-fashioned wisdom. Seek out moments with those you admire and want to learn from.



### Mike Chamberlain, CAE

CEO  
GRANT PROFESSIONALS ASSOCIATION  
OVERLAND PARK, KANSAS

As funny as this sounds, it was when my position was eliminated at an association where I had spent most of my career. I used this moment to develop networking skills, hone my speaking and presentation skills, and identify areas of strength and weakness. I was able to evaluate where I was in my career and created a plan for my future, including how I would address my weaknesses. Although it was challenging, I gained so much from it.



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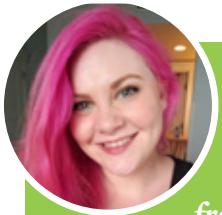
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## DID I EVER TELL YOU ABOUT THE TIME ...

Riffing off The Moth's open-mic storytelling competition, the storytellers in this morning's "Story Slam: The Realm of Work" session will have five minutes each to share musings about the best and worst of times in their careers. But there's a catch: no notes allowed! We won't spoil their plots, but these out-of-context lines from the storytellers should make you want to hear how the stories end at 9:30 a.m. in Room W190a.



*"I had no idea that taking my clothes off in front of a bunch of strangers would change my life for the better."*

**Amanda Cook**  
Vice President of Business Development  
Map Dynamics  
Story title: "Burlesque as a Vulnerability Practice: Maximizing My Potential by Shedding My Insecurities"



*"There was going to be a shootout between cardboard displays for Men at Work and Kajagoogoo."*

**Greg Schultz, CAE**  
Executive Vice President  
Kellen  
Story title: "How Do You Know When Life Pivots?"



*"I have a weird collection of customized party tricks. One of my favorites is jumping into spontaneous poetry at bars. I also used to have clients join me in random dance parties at the conference table during super-long meetings. None of this makes people feel safe, by the way."*

**KiKi L'Italien**  
Creative Technologist  
Amplified Growth, LLC  
Story title: "Weird is Better: Help Aspiring Executives Achieve Success"



*"I mean, it's not every day that you get junk mail from yourself."*

**Deedre Daniel**  
Senior Vice President, Business Development  
Augeo  
Story title: "Make Their Day"



*"Tag, you're it! Are you ready to lead?"*

**Felicia Taylor, MBA, CAE**  
Director of Member Services and Engagement  
National Association of Pediatric Nurse Practitioners  
Story title: "Crisis Leadership: Lessons Learned From an Interim CEO"

## attendee profile

### Brian Bliss, CAE

General Manager, Programs & Technology  
Association for Iron & Steel Technology, Warrendale, Pennsylvania

**Years with association:** 19

**Constituency:** Steel industry professionals and students

**Membership:** Over 12,000 professional members

**How does your association make a difference?** We provide our members and the global steel industry with networking, education, and sustainability programs.

**What session or event are you most looking forward to at this year's meeting?** The sessions on going global and on leadership development are high on my list. And, as always, the ASAE music events are awesome.

**Please describe one meeting hack that helps you make the most of your time at the Annual Meeting:** The ASAE mobile app is invaluable for keeping

my schedule in line and organizing who I want to visit on the show floor.

**What's your favorite ASAE Annual Meeting memory?** I have always enjoyed the music events—The Bacon Brothers, Lionel Ritchie, Tom Cochrane, Dierks Bentley ... great stuff!

**Most memorable ASAE session:** Two sessions come to mind right away: Evaluating global markets for expansion and a session on sunseting outdated association offerings. Both sessions provided valuable information on evaluating programs, regions, and markets for effective use of my association's resources and personnel.

**How has working in the association industry impacted your life?** It has been a refreshing and gratifying

change to my career. Through the association, our supplier and customer members come together at our events and work as a community to make the industry better and more efficient to everyone's benefit. There's so much positive energy among the members that, as a staff person, I can't help but carry that positivity with me. Now that I am in a leadership role with the association, I have the opportunity to learn from other associations to make our association stronger and more diverse.

**Front or back of the session room?** Middle but toward the front

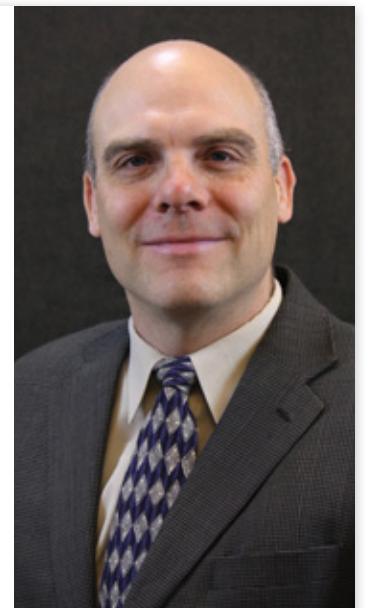
**Favorite Pandora or Spotify channel?** Neither one. I use Amazon Music—hard rock & metal station

**New emails in your inbox each day:** I don't know ... too many.

**Social media or channel surfing before bed?** Channel surf then read a book

**After the ASAE Annual Meeting concludes, I plan to ...** dive right back into work with a stronger attitude toward improving the association for our members and staff. I'm always energized after the Annual Meeting to implement what I've learned and to reach out to new contacts in the association world to help me in my day-to-day activities.

**What do you know about Columbus, Ohio, site of next year's Annual Meeting?** I know that it's one of my two favorite cities (with Cleveland), and it's home to THE Ohio State University (OSU). Despite being the largest city in the great state of Ohio, Columbus has always been an afterthought to Cleveland and Cincinnati. Fortunately, it's experiencing a renaissance.



Today? WOW! It has an awesome Arena District and German Village for night life; the Short North area has unique shopping and food offerings; and new hotels are popping up around the recently renovated convention center. Everything is walkable and the OSU campus is a very short ride away. I can't wait for ASAE 2019 to come to Columbus ... it's just too bad that it won't be a football Saturday. O-H!

## COLUMBUS COMPREHENSION

- Which fast food chain first opened in Columbus?
  - Burger King
  - Wendy's
  - Arby's
  - Buffalo Wild Wings
  - Both B & D
- Which restaurateur and celebrity personality is a Columbus native?
  - Bobby Flay
  - Wolfgang Puck
  - Guy Fieri
  - Andrew Zimmerman
- Which is not one of Columbus' nicknames?
  - Queen City
  - Cowtown
  - Arch City
  - C-bus
- According to the NCAA, how many national football championships have the Ohio State University Buckeyes claimed?
  - 10
  - 5
  - 12
  - 8
- What famous cartoonist and author, best known for his work in *The New Yorker*, was born in Columbus and now has a literary center in his former home?
  - Dr. Seuss
  - James Thurber
  - Thomas Nast
  - Jack Kirby

Answers: 1. E, 2. C, 3. A, 4. D, 5. B



## #ASAE19:

# COLUMBUS COMES CALLING

As the 2018 Annual Meeting & Exposition comes to an end, mark your calendars to attend the 2019 meeting in Columbus, Ohio, from August 10-13 at the Greater Columbus Convention Center. Ohio's capital city blends a college vibe with its booming arts, fashion, craft beer, and food scenes. Brush up on your Columbus trivia and start planning your #ASAE19 adventure.

### Convention Center/ Arena District

A mix of sports, shopping, and eclectic shops are just steps from the Greater Columbus Convention Center. Nationwide Arena is home to the NHL's Columbus Blue Jackets and hosts concerts throughout the year. You can watch a baseball game at Huntington Park or stop by the North Market to peruse dozens of unique merchants and purchase fresh produce. It's all within a 20-minute walk from the convention center.

### Arts & Culture

Columbus' art scene was buzzing before the Columbus Museum of Art added a 22,000-square-foot gallery space in 2015, but the addition has taken the city's enthusiasm up a few notches. Contemporary art fans can also stop by the Wexner Center for the Arts at Ohio State University—Roy Lichtenstein's alma matter. If

you're looking for an amalgamation of horticulture and art, visit the Franklin Park Conservatory and Botanical Gardens. And if you're looking for an arts hub, the Short North Arts District, considered the "art and soul" of Columbus, is home to dozens of cutting-edge galleries, fashion-forward boutiques, and larger-than-life murals.

### Scotio Mile

Located in the heart of downtown, the Scotio Mile features more than 175 acres of parkland along the Scotio River. Take in the one-of-a-kind, 15,000-square-foot fountain in Bicentennial Park, walk along the 120-acre Scotio Audubon, and explore the Center of Science and Industry, a top-rated science center with more than 300 interactive exhibits.

### Historic German Village

Thanks to meticulous preservation, this local

## Columbus Fast Facts

- State capital of Ohio
- Named after Christopher Columbus
- Has one of the youngest median ages in the U.S.
- Columbus metro area has a population of more than 2 million.
- Half of the U.S. population lives within a 500-mile radius of the city.



Historic German Village

treasure still has the same brick bungalows and charming streets that it did when settlers began building the neighborhood 150 years ago. Schmidt's Sausage Haus on Kossuth Street represents its namesake with a variety of delicious sausages, but its cream puffs are equally decadent and iconic.

While you're in the area, explore Book Loft's 32 winding rooms packed with books, DVDs, and CDs.

### Columbus Coffee & Ale Trail

Whether you're sipping coffee or a craft brew, you won't go thirsty in Columbus. The region boasts 41 local craft breweries, 19 of them within Columbus' city

limits. Grab a passport for the Columbus Ale Trail and earn stamps for each brewery stop. Columbus' coffee scene, which focuses on education and sustainability, also has its own tour. Whether you're looking for an artful latté, a cold brew, or an espresso, you can earn stamps for free swag on the Columbus Coffee Trail.



Short North Arts District

## NEXT UP

LAS VEGAS 2020: AUGUST 8-11 DALLAS 2021: AUGUST 14-17 ATLANTA 2022: AUGUST 6-9

**12-14** **Thu-Fri**  
**September**

## UPCOMING EVENTS

Energized by the 2018 Annual Meeting & Exposition in Chicago? Keep the learning going with these upcoming events. For a full listing, visit [www.asaecenter.org/calendar](http://www.asaecenter.org/calendar).

### CAE Kickoff

J.W. Marriott, Jr.—ASAE Conference Center,  
Washington, DC  
\$1,095 member; \$1,495 nonmember  
CAE credits: 20

Are you ready to earn the Certified Association Executive (CAE) credential? Attend this program to gain confidence as you prepare for the comprehensive exam. You'll learn what is and isn't covered on the exam, assess your knowledge of the content, and identify areas you need to improve upon. A copy of the CAE Study Guide is included in the price of registration.

**22-23** **Mon-Tue**  
**October**

### Exceptional Boards: Strengthening the Governance Team

Belmond Charleston Place, Charleston, SC  
\$995 member; \$1,195 nonmember  
CAE credits: 12

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.

**29-30** **Mon-Tue**  
**October**

### Associations @ Work Business Conference

Grand Hyatt, Washington, DC  
Pricing varies  
CAE credits: 9 to 14

With HR, finance, fundraising, and operations being so interrelated, effective collaboration is more important than ever. Associations @ Work is designed to heighten colleagues' ability to accomplish goals and resolve operational challenges. The conference will ensure that organizations of all sizes will leave knowing how to keep pace with changing demands.

**4-5** **Tue-Wed**  
**December**

### Technology Conference & Expo

Gaylord National Resort & Convention Center,  
National Harbor, MD  
Pricing varies  
CAE credits: 8.5

The exciting and ever-evolving tech world challenges professionals to stay abreast of mobile, strategy, leadership, marketing technologies, infrastructure, security, operations, and analytics—and ASAE's Technology Conference & Expo dives into it all. CIOs, CEOs, technology professionals, and others with roles or interest in digital and mobile solutions can find the education, solutions, and connections they're looking for.



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## PUT YOUR LEARNING INTO ACTION

All of those exciting “a-ha” moments and new ideas from #ASAE18 mean little if they sit in a neglected computer file once you return home from Chicago. 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. “... So if you see me tapping on a device at the conference and you think I am not listening to the session, don’t judge!”

Other tips for transforming new knowledge into practical actions:

1. Ensure colleagues attend different learning sessions and summarize their notes for broad sharing. 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 so you can sort notes, business cards, and ideas. Send LinkedIn invitations and questions to new contacts and presenters to expand your network through authentic interactions.

3. Download session materials, 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. —Kristin Clarke, CAE

## CLAIM YOUR SPACE IN OPENSOURCE

**Today’s Hours:** 9 – 11:30 a.m.

**Location:** Level 3, Central Concourse (near the ASAE Bookstore)

Don’t see what you need on the #ASAE18 agenda? Inspired by something you heard in class today or yesterday? We’ve got you covered! OpenSpace is for informal dialogue and conversation outside the formal conference presentations. Here’s how it works:

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**2**

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**3**

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**4**

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**5**

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# Monterrey.



Santa Lucia Riverwalk

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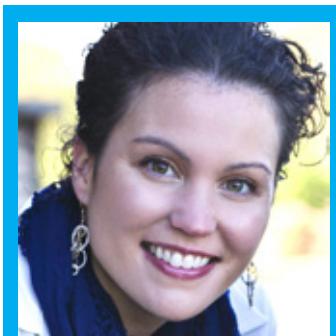
## SOCIAL MEDIA CUSTOMER SERVICE: A CRY FOR HELP

Is your association looking to improve customer service on its social media channels? Stacie Saunders and Chrissy Jones, both from the Association of International Certified Professional Accountants, are here to help. They will share tips for developing a member-centric social media program during today's session, "Build a Chatbot: A Lesson in Social Media Member Service," which begins at 11 a.m. in Room W179a. They will discuss the value of chatbots and offer immediately executable steps for building a business case for a chatbot at your association. *Daily Now* couldn't wait, so we anonymously wrote them for advice in advance of the session.

**DEAR SOCIAL MEDIA SAVVY:** Most of our members have stopped calling us for help and are turning to social media for their complaints and questions. Why is this? How fast do we need to respond?

—ONE PHONE CALL AWAY

**DEAR ONE PHONE CALL AWAY:** Research suggests that by next year, more than 25 percent of the world's population will be using mobile messaging apps. And since half of all consumers use social media to ask questions, complain, or report satisfaction, it's no wonder that one-third of all social media users prefer social media customer service to a phone call. Therefore, it's critical that these members and customers get the answers they need in real time. Improved response times and consistency of responses lead to a better member experience, and a better experience leads to higher satisfaction and sentiment levels. Social media, by its very nature, requires a quick response. In fact, a study conducted by Edison Research showed that 42 percent of customers who complain on social media expect a response within one hour. So this can be a real difference-maker in the member experience.



**Stacie Saunders**  
Associate Director, Communications and Member Engagement, Association of International Certified Professional Accountants

**DEAR CHATBOT CHAMP:** My association is working with limited resources in member services, communications, and other member-facing departments. As our members and customers get more comfortable with messaging services and apps, our volume of inbound questions and comments keeps increasing through platforms like Facebook Messenger, and we can't keep up! Help!

—SOCIAL FATIGUED

**DEAR SOCIAL FATIGUED:** Have you considered building a chatbot for your association? Chatbots never get tired and they never need a day off—they work 24/7, 365. Regardless of where your members or customers are in the world, the chatbot is ready to work for them. Increasing engagement on social media and providing a positive member-service experience helps increase overall growth in member numbers and an increase in revenue for your organization. Also, increased efficiencies allow human and budget resources to be channeled into other programs to increase value, offerings, and benefits for your members.



**Chrissy Jones**  
Lead Manager, Communications and Member Engagement, Association of International Certified Professional Accountants

## attendee profile

### Lise Bram

Deputy Executive Director  
Anxiety and Depression Association of America, Silver Spring, Maryland

**Years with association:** 2

**Constituency:** Mental health professionals who focus on anxiety, depression, and co-occurring disorders. ADAA also provides free information and resources to those struggling with these disorders.

**Members:** 1,800

**How does your association make a difference?** ADAA strives to improve patient care by promoting implementation of evidence-based treatments

and best practices across disciplines through training, continuing education, and by accelerating dissemination of research into practice.

**What sessions are you most looking forward to at this year's meeting?** Deep Dive sessions

**Please describe one meeting hack that helps you make the most of your time at the Annual Meeting:** I make sure to break up my day—attend a session, walk the exhibit hall, network, etc.

**What's your favorite ASAE Annual Meeting memory?** This is my first! Please ask again next year! 😊

**How has working in the association industry impacted your life?** I am a long-time nonprofit professional who is deeply committed to working for an organization that is mission-driven. Working in the association industry has allowed me to learn from and collaborate with professionals in the field, help them achieve their professional development goals, and at the same time, see the meaningful impact that their work has on people who are the

beneficiaries of their practice and research.

**Front or back of the session room?** Middle

**Favorite Pandora or Spotify channel?** I spend most of my time on Netflix and Amazon.

**New emails in your inbox each day:** Between 50 and 100

**Social media or channel surfing before bed?** Facebook and LinkedIn

**After the ASAE Annual Meeting concludes, I plan to ...** share many takeaways with my colleagues at ADAA and act on



some of the tools that I've been provided.

**What do you know about Columbus, Ohio, site of next year's Annual Meeting?** It's not far from Cleveland, my husband's hometown. Alas, not much else.

## THE FREELANCE REVOLUTION

Many association professionals are familiar with freelance writers. But what about freelance accountants, freelance marketers, or even freelance administrative support? Associations can hire freelancers to fill those roles and many more on sites like Upwork.com and Toptal.com.

It's all part of the freelance revolution, which is also the title of a 9 a.m. session today in Room W179b.

"From a management perspective, we cannot ignore how virtual collaboration and communication technologies continue to augment agility and work productivity, making it easier for association professionals to work from virtually anywhere," says Stuart Meyer, founder and CEO of Social Frequency Media Communications.

While workforce changes like telecommuting have become commonplace, Meyer says freelancing is "still somewhat in the pioneer days as management continues to catch up and wrap its brain around what is becoming a highly positive dis-

ruption in the workplace."

That's where today's session can help. Meyer will be joined by three other freelance connoisseurs for a panel discussion that will move beyond employee telecommuting and remote virtual work to the newer paradigm of a freelance workforce and a freelance-driven organizational model. He will be joined on the panel by Sherry Budziak, president of .orgSource; Kevin Ordonez, vice president of .orgSource; and Kim Robinson, president of FrontlineCo.

Instead of working full-time for a single employer with a broad array of responsibilities, freelancers work for a variety of organiza-



**Stuart Meyer**  
Founder and CEO  
Social Frequency Media  
Communications



**Sherry Budziak**  
President  
.orgSource



**Kevin Ordonez**  
Vice President  
.orgSource



**Kim Robinson**  
President  
FrontlineCo.

tions performing more specialized tasks on either close- or open-ended assignments. This is a win-win, Meyer says, for the association and the freelancer.

"Freelancers enjoy the freedom and flexibility to do the things they do best for a living while at the same time working for a variety of interesting organizations and assignments," Meyer says.

"Employers are able to reduce overhead, optimize productivity, and increase staff resource agility to more effectively execute the goals and priorities of the association."

But associations must do their homework

before implementing a freelance model, Ordonez says. They must understand and assess the impact to their bottom line, workforce culture, and work output. Other things to consider include healthcare, legal structure, accounting, taxes, and retirement. This isn't simply a modified work-from-home policy, Ordonez cautions.

And it may not be for everyone. Working independently in an often-isolated environment can be challenging for individuals and a risk for associations. But for Meyer, it was a perfect fit: He was able to gain time with his family and children while pursuing specific career interests.

"At the end of the day, the future workforce will enjoy greater flexibility to live and work from where they want, and employers will benefit from reduced physical overhead costs, greater productivity, and agility," he says. "And as freelance work continues to become a standard practice, it will become easier and easier to access opportunities."

## All About the CAE

At yesterday's Awards and Recognition Breakfast, the 2018 winter and summer classes of certified association executives were celebrated. The 250-plus execs who walked across the stage earned their CAE credential, which shows their commitment to the association profession, and join more than 4,300 industry leaders worldwide in doing so. If earning the credential is on your to-do list, here are some frequently asked questions about the program.



**What is the value of holding the CAE designation?** As a CAE, you commit yourself to lifelong learning and an ongoing pursuit of knowledge in the profession. Among association leaders, the CAE designation has become known and appreciated as a mark of distinction that offers a wide range of benefits.

### Is the CAE an accredited program?

The CAE program was granted accreditation by the National Commission for Certifying Agencies in 2010 and was reaccredited in 2015.

NCCA accreditation provides independent validation that the CAE program meets or exceeds 21 standards concerning various aspects of the certification program, including its purpose, structure, governance, psychometric foundation, policies, and procedures.

### How is the CAE program governed?

The CAE program is governed by the CAE Commission, an independent certifying body of ASAE. The commission awards the credential and is responsible for setting Standing Rules and Policies related to the CAE program.

### Who may be eligible for the CAE?

Association professionals who meet certain employment experience criteria, as well as qualifying independent contractors, consultants, and industry partners, may pursue the CAE.

**What's the exam like?** The four-hour examination includes 200 multiple-choice questions.

**When is the next exam?** December 7

**When must applications be submitted to take the December 2018 exam?** September 28

**Where can I go if I want more information about the CAE?** Visit the ASAE Bookstore and Engagement Center (Level 3, Central Concourse). Credentialing staff are there to answer any questions you may have. Or go online to [www.asaecenter.org/cae](http://www.asaecenter.org/cae) for more details.

### Already Earned Your CAE?

First, congrats! Now, be sure to head to the CAE Lounge (Room W474a) to relax, refuel, and reconnect with fellow CAEs. The lounge is open today from 8 a.m. to 1 p.m.



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## REACHING MEMBERS IN THE FUTURE

Members depend on associations to communicate critical information. Two new ASAE ForesightWorks action briefs—"A Shifting Environment for Content" and "Marketing and Advertising Transformation"—explore how our communication methods may need to change in the future.

Content on any subject under the sun is readily available on the internet, but the information is not always reliable. Meanwhile, younger generations are more likely to seek out new information through social media platforms—a trend that

may become more pronounced in the future. According to "A Shifting Environment for Content,"

### Future-Focused Boards

Get tips and tools to help your volunteer leaders bring foresight to strategic conversations and decision making in today's Deep Dive session "Prime Boards to Talk Foresight and Act for the Future," which begins at 9 a.m. in Room W183a.

an association-wide content strategy is key to using multiple channels and formats effectively to reach targeted audiences. Leaders also must weigh paywall-related revenue expectations against the need to distribute content broadly.

Meanwhile, social media and other filter-

ing platforms are becoming more prominent marketing channels, and other marketing trends are gaining steam: Native advertising—ads

in the form of the surrounding content—will continue to grow in popularity, as will the use of video and podcasts for marketing. According to the "Marketing and Advertising Transformation" action brief, the fundamental challenge remains the same—keep your marketing objectives centered and know your audience to meet them where they are.

These are just two of five new action briefs now available through 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

## SPEAKER SPOTLIGHT



**Robert McLean, CPA, CAE**

Executive Vice President  
Promotional Products Association  
International, Irving, Texas

**SESSION:** "Strategic Planning Approaches Driving Trade Show Growth," 11 a.m. Tuesday, Room W181a

**HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:** Learn why tradeshow are important and how to drive attendance to your show.

**HOW I GOT INTO THE ASSOCIATION INDUSTRY:** After a long, successful career in the for-profit world, I joined PPAI because I wanted to try something different. I was impressed by the high caliber of the staff and the variety of businesses the association was engaged in. I love the work and getting to know our members.

**I WOULDN'T BE WHERE I AM TODAY WITHOUT ...** the support of my family. My parents helped send me to college and gave me some great advice as I grew up. My wife and kids (now grown) have been totally supportive of my career and the amount of travel my jobs required. They all had to make sacrifices that allowed me to be where I am today, which I appreciate and value. I never want to lose sight of that.

**THE BEST DAY OF MY CAREER WAS WHEN ...** I realized that I needed to develop some work-life balance. I have had some tremendous successes in my work life, but ultimately, even the least day with my family is more important than a good day at work. Once I realized that, both work and home became more enjoyable.

**WORDS I LIVE BY:** "And in the end it's not the years in your life that count; it's the life in your years."  
—Abraham Lincoln

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## A GARDEN ON THE HORIZON

On the fifth-floor roof of McCormick Place, strawberries, tomatoes, and orange marigolds add pops of color to the concrete jungle of Chicago's famous skyline.

The Chicago Botanic Garden and SAVOR...Chicago, the convention center's in-house restaurant and catering company, partnered in 2013 to plant the rooftop farm-to-fork garden as a way to promote sustainable agriculture, train city residents for careers in urban

agriculture, and reduce McCormick Place's heat island effect. Basil, kale, lettuce, peppers, and eggplant are just a few of the herbs and seasonal vegetables grown in the 2.5-acre garden and harvested by SAVOR to create fresh meals for catering and restaurant operations at the convention center, reducing the amount of ingredients it has to purchase elsewhere.

The garden was planted and designed by Chicago Botanic Garden's Windy City Harvest urban agriculture program and currently produces about 8,000 lbs. of seasonal produce. It also acts as an educational tool with informative facts sprinkled throughout. "These ever-bearing strawberries will provide fresh fruit throughout the season and are better-suited to rooftop and



smaller space growing," reads a sign by the strawberry patch. Another reads: "The Black Republican Cherry was first grown in

Oregon in 1860. It was developed by the Lewelling brothers, who named the variety to promote their support of the abolitionist movement."

Nearly 20,000 honeybees live in three hives near the garden, producing 50 pounds of honey a year. And the garden isn't SAVOR's only sustainable initiative at McCormick Place. All food grease is recycled into bio-diesel fuel, and vermicomposting is conducted onsite.

## Q&A WITH THE NEW CHAIR



**Sal Martino, CAE**, CEO and executive director of the American Society of Radiologic Technologists, is the new ASAE Chair. *Daily Now* asked him a few questions about where ASAE is today and where it's going.

### WHAT'S YOUR FAVORITE PART OF THE ANNUAL MEETING?

**Martino:** It's hard to pick my favorite since I enjoy so many things about the meeting. Probably my favorite is catching up with friends and colleagues who I sometimes only see once a year. Not being from DC or Chicago, I don't get to see them locally like a lot of others do, so it's a real treat to see them each year at the Annual Meeting. A close second is ASAE Foundation's The Classic. The best part is that it's not only fun but also a fundraiser to support the ASAE Foundation's great research projects.

### WHAT IS THE BIGGEST CHALLENGE ASAE AND THE ASAE FOUNDATION FACE TODAY?

For ASAE, I think the biggest challenge is increasing member engagement and making sure that all members are aware of the array of tools and resources ASAE has to help them do their jobs better. For the ASAE Foundation, the biggest challenge is expanding its donor base and increasing levels of giving. This also includes making donors aware that all their contributions go to funding research that is important and relevant, not only to the association profession but also to association professionals.

### WHAT ARE THE GREATEST STRENGTHS OF ASAE AND THE ASAE FOUNDATION?

Identifying the greatest strength is tough because I think ASAE has so many—like its online educational offerings, its commitment to diversity and inclusion with programs like DELP, and great meetings like this one. But, if I had to pick one, I'd have to say its greatest strength is the ASAE staff. They are an amazing group of talented, dedicated, and creative professionals who are totally committed to its mission and its members. For the ASAE Foundation in particular, I think its greatest strength is the quality and usefulness of the research it conducts.

**PLEASE COMPLETE THIS SENTENCE. A YEAR FROM NOW, ASAE WILL ...** be the leading voice for the association industry with a greater number of highly engaged members, who can do their jobs better and advance their careers because of the resources and support available to them through ASAE.

## WINNER WINNER

Laurel Nelson-Rowe, director of strategic communications and content at ISACA, was the VIP prize winner of this year's Alliance Partner Wheel. She now has the choice of attending the U.S. Open Tennis Championships, the Food & Wine Classic, or the Sundance Film Festival.

## APAC CHAMPIONS

ASAE would like to congratulate the following boards, councils, and committees for reaching APAC Champion Status. The following groups have more than 75 percent of their members active as APAC donors:

- APAC Committee
- ASAE Board of Directors
- ASAE Business Services Board
- GR Section Council
- 2017-2018 & 2018-2019 Young Professionals Committee
- 2017-2018 Small Staff Association Committee

If you'd like to get your committee involved, visit the ASAE Public Policy booth in the ASAE Engagement Center on Level 3, Central Concourse. It's open today from 8:30 a.m. to 12:30 p.m.

## THE PERFECT #ASAE18 SOUVENIRS

Every year at Annual, attendees form long lines at the Names & Faces booth in The Hive to have their caricatures drawn and names illustrated.

Jeff Mandell, who runs caricature.com, and Robin Frey (Pippi) of pippiart.com, have teamed up for the past 13 years to provide this fun service at conferences, including ASAE for the past several years.

"It's something unique," says first-time attendee Erin Weeks, senior manager of chapter relations at the Society of Industrial and Office Realtors, who got her caricature drawn Monday. "I've never had a caricature done before and I've never been to an ASAE conference before, so I thought it would be a fun way to experience some of what ASAE offers."

Mandell began drawing caricatures on a boardwalk in Ocean City, Maryland, 41 years ago, and started doing them digitally 28 years ago. At first, the transition to digital was slow, heavy, and expensive because the equipment was a lot bulkier, he says. Now, it's a lot more portable. He can take two laptops, two printers, two tablets—two of everything—without checking any luggage.

Frey went to art school and got her start painting murals and portraits. Now she decorates names with animal, nature, tropical, and Asian themes.

Together, they have crafted a couple hundred caricatures and decorative names at this year's meeting. Stop by The Hive to get yours before leaving #ASAE18 today.



Erin Weeks



Jeff Mandell



Robin Frey (Pippi)

### SPEAKER SPOTLIGHT



**Kate Sigety**  
Senior Manager, Strategic Messaging  
American Academy of Otolaryngology-Head and Neck Surgery (AAO-HNS)  
Alexandria, Virginia

**SESSION:** "You Have a Great Story, Tell it Like a Pro!" 11 a.m. Tuesday, Room W185bc

**HERE'S HOW I WOULD DESCRIBE THE SESSION IN A TWEET:** Storytelling is a critical skill for young professionals to develop. Learn how to effectively create, prepare, and present compelling stories!

**HOW I GOT INTO THE ASSOCIATION INDUSTRY:** When I first graduated college, I thought my dream job was to be a college admission counselor. That didn't work out, but that was for the best. I found my true calling when I saw a communications coordinator position posted on Twitter for the National Association for College Admission Counseling.

**I WOULDN'T BE WHERE I AM TODAY WITHOUT ...** the amazing support I have received from my fiancé, family, friends, mentors, and of course, the ASAE Young Professionals Committee.

**THE BEST DAY OF MY CAREER WAS ...** the first time I presented at a large national conference. I was with my previous association and was so nervous. My session ended up being packed—standing room only—with several engaged attendees!

**WORDS I LIVE BY:** Think positive. Be positive.

## ONE LAST THING BEFORE YOU LEAVE

Your time is winding down here at #ASAE18. (No tears, please!) And whether you're leaving via plane, train, or automobile, here a few places to check out as you wave goodbye to Chicago.

### O'HARE INTERNATIONAL AIRPORT

According to *Bon Appetit*, O'Hare is home to the best airport restaurant in the U.S. **Tortas Frontera**, from Chicago-based chef and Mexican restaurateur Rick Bayless, features handcrafted tortas, fresh-made guacamole, and hand-shaken margaritas.

Tortas Frontera Locations:  
Terminal 1, Gate B10  
Terminal 3, Gate K4  
Terminal 5, Gate M12



Another place worth exploring? **Urban Garden**, the first aeroponic garden at any airport in the world. Ticketed airport visitors can view the garden while relaxing or enjoying a meal in the comfortable lounge area.

Urban Garden Location:  
Terminal 3, Rotunda

### MIDWAY INTERNATIONAL AIRPORT

**Reilly's Daughter Irish Pub** is your friendly neighborhood tavern. Reilly's, a South Side tradition since 1976, was voted one of the 10 best airport bars in 2016 by *USA Today*.

Reilly's Daughter Irish Pub Location:  
Midway Boulevard

If peace and quiet sounds appealing, head to the airport's yoga room, where you can relax, reflect, and recharge. It features a sustainable bamboo wood floor and exercise mats, and the frosted-glass windows allow natural light in.

Yoga Room Location:  
Concourse C, Gate C1



### UNION STATION

If you're headed home by train and are a movie fan, Union Station's **Great Hall** may look familiar. Its southernmost entrance from Canal Street was used in a memorable scene from the 1987 motion picture *The Untouchables*. It still draws tourists who take pictures of the recently restored grand staircase.

### HIGHWAY BOUND

Driving home from Chicago? You may not know that Route 66, America's most famous highway, starts in downtown Chicago. It was established on November 11, 1926, at West Jackson Boulevard and North Michigan Avenue, and travelers could ride it all the way to Los Angeles. While you're headed out of town, stop at that corner and snap a pic of the historic **Begin Route 66 Sign**.

# Put the focus on you with a COACHING SESSION.

As an association executive, it's easy to get wrapped up in the busy day-to-day. This year, take time to focus on your own goals by working with a career coach.

Book your one-on-one coaching session by visiting our staff outside of **room 470A**.

## Choose from:

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\* Team coaching sessions have limited availability and a different pricing structure than individual coaching sessions. Visit our staff outside of room 470A for details.

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Each one-hour session is \$100, payable by credit card.

## Coaching hours:

Saturday, 8/18: 12:00 - 6:00 p.m.

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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For Rivera, a Bronx-born writer and advocate for Latinx and LGBTQ youth, queerness is more than sexual identity. “It’s also my philosophy,” she says. “Queerness to me is this gift that I’ve been given by the universe. This magical gift that’s like, ‘You know what? You have the right to build the life that you want and create the world and the universes that speak to you.’”

Rivera means that metaphorically, but she does it in a tangible sense in Marvel’s world of comic book heroes, where she writes the “America” series. America Chavez, Marvel’s first lesbian Latina character, “represents infinite hope and the power of taking action,” Rivera writes on her website.

Rivera caught the eye of a Marvel editor—“a white, male editor,” she notes—who had read her young adult novel, *Juliet Takes a Breath*, the story of a young Puerto Rican lesbian that depicted “my understanding of myself and my world,” she says.

Charged with developing the America series, instead of hiring “a Jimmy or a Mikey or whoever else, he said, ‘I’m going to use my position to do some research and read work by queer women and by feminists and by brown people and see who I can bring in to provide an authentic voice,’” Rivera says. “Milagro! It is possible! And so that opening is how I was able to get in that door.”

That opening led to an imagined universe where a

Latina lesbian superhero punches out Nazis, where student characters attend Sotomayor University, and where America teams up against evil with her badass grandmother. And instead of staying in a niche market, “my work went everywhere,” she says.

This kind of inclusion has resonated particularly with LGBTQ readers of color, who see themselves in the America stories. And such disruption can and should be carried out in other places, including in associations as conveners of communities.

“The more faces and stories that you include in the work that you do, in the examples of people’s magic out in the world,” Rivera says, “you are saving lives.”

## MONDAY’S GAME CHANGERS

### ECONOMIC MEGATRENDS

Rich Karlgaard, publisher and columnist at *Forbes* magazine, presented economic megatrends affecting the U.S. economy during Monday’s Game Changer session “Megatrends and Best Practices Will Shape Your Future.” His goal was to help association executives reduce the probability their organizations will fail, and to increase the probability they will grow and thrive.



Rich Karlgaard

He began by noting that digital technology is not slowing down, but speeding up. “There’s a 60 percent annual improvement in digital bang for the buck, largely because of all of this aggregated computational power and storage that’s available for anybody to rent in the public cloud. It’s moving that fast,” he says.

Karlgaard added that “extreme valuation differences create asymmetric warfare,” noting the biggest companies in the world based on market capitalization were all born digital, including Apple, Amazon, and Alphabet (Google).

“What I mean by asymmetrical warfare is these digital companies that are funded by venture capitalists get such an extraordinary rate of capitalization that it allows them to make experiments in the marketplace that a traditional company could not do,” he says. “Legacy companies can’t do the same thing because their capital base won’t let them.”

Karlgaard suggests implementing four best practices for adaptability: digital fluency, cultural clarity, human

development, and team genius. When building a team, stick to Amazon CEO Jeff Bezos’ two-pizza rule: If it takes more than two pizzas to feed the team, the team is too big. “The optimal size of a creative team is actually pretty small—smaller than most organizations think,” Karlgaard says.

### HOW TO MAINTAIN RELEVANCY

Want to future-proof your association? “Start by focusing on yourself,” says Seth Mattison, cofounder and chief movement officer of Luminare Labs.



Seth Mattison

Mattison spoke at Monday’s Game Changer session “Build a Next-Gen Association for a Next-Gen Workforce,” offering several tips for how association leaders can remain relevant and respected in rapidly evolving times.

We are living in what Mattison calls a “network era” of transformation, sparked by innovations like the internet, social media, and the digital economy. But, for centuries prior, humans operated within hierarchical power structures. “The future is a balance between these two forces,” Mattison says. While hierarchies and networks continue to compete today, he says future-proof leaders are able to bring more horizontal access to organizations that may traditionally be top-down.

Future-proof leaders can also skillfully maneuver change, honoring the accomplishments of their organization’s past while focusing on the future. “They deliver and execute today, while maintaining a discipline in a future state to experiment, evolve, and think, looking at what’s coming around the next corner,” he says,

### REPAIRING TOXIC WORKPLACES

Having a sexual harassment policy at your organization is crucial, but that’s not enough to address systemic issues of abuse and inequality in the workplace. That’s the message Tina Tchen delivered during Monday’s Game Changer session



Tina Tchen

“Time’s Up: Eradicating Abuse of Power, Leadership Imbalances, and Inequality.”

Tchen, who served in the White House as assistant to President Barack Obama and as First Lady Michelle Obama’s chief of staff and is now a partner at the law firm Buckley Sandler LLP, launched a new practice at the firm addressing workplace culture issues just weeks before public revelations about Harvey Weinstein launched the #MeToo movement. Tchen now leads the Time’s Up Legal Defense Fund to provide legal assistance to those registering workplace complaints.

The problem cuts across all industries and all kinds of workers, Tchen says, and one reason it persists is because the law on workplace harassment inadequately addresses it. “We’ve been training for legal compliance,” she says. “We haven’t been training for the culture we want.”

CEOs and volunteer leaders need to take the reins of improving their culture, Tchen says, making clear that their organizations are focused not just on sexual harassment but on workplace bullying, hiring practices, and other areas that create inequity. “The message has to be owned by the board and the CEO so it can flow down to the rest of the organization,” she says.

## DOWN THE AISLES

THE ASSOCIATION SOLUTIONS MARKETPLACE WAS FULL OF FUN AND SURPRISES



## CELEBRATING COMMUNITY

#ASAE18 ATTENDEES BUILD THEIR NETWORKS AND CONNECTIONS



PHOTOS BY NICK HAGEN AND JASON KEEN

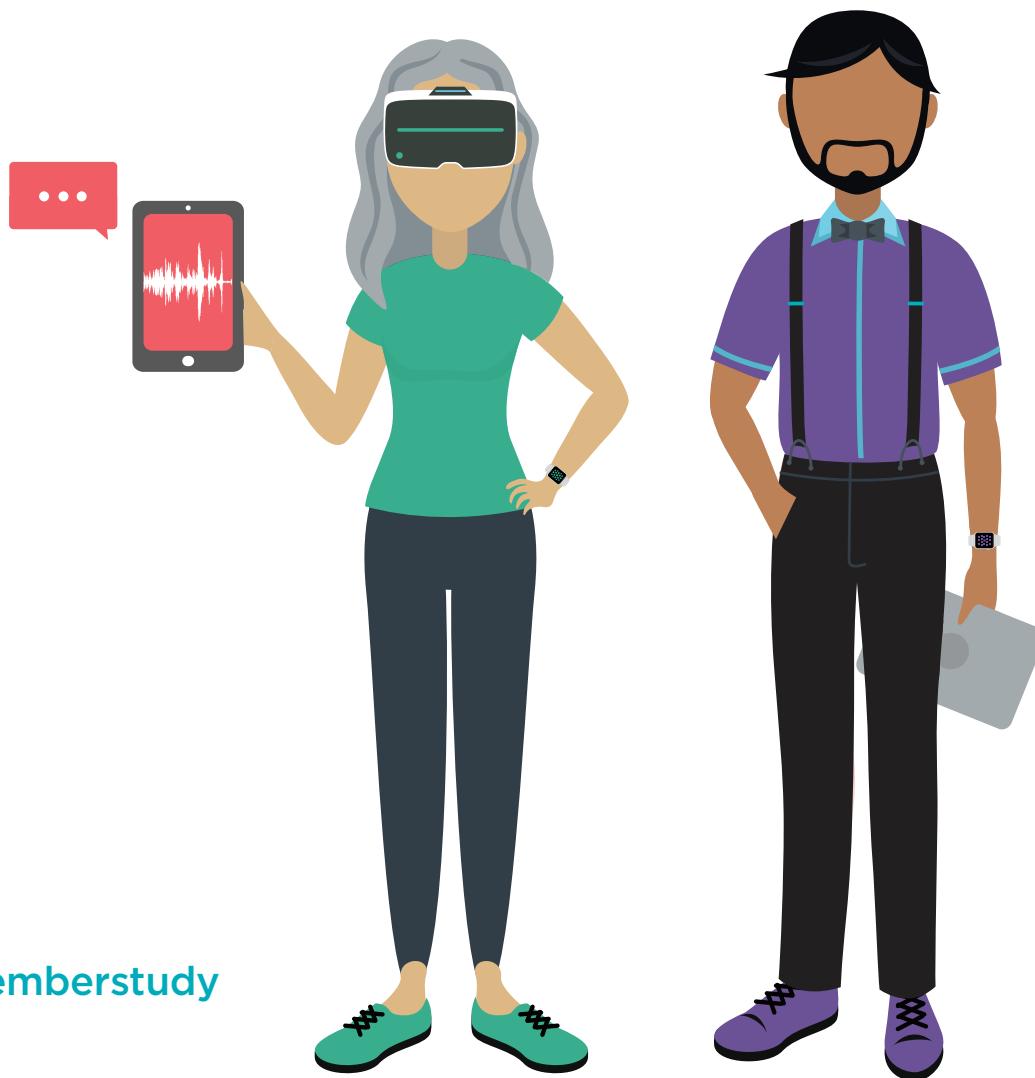
# The Digital Member Study

Examining the gap between member expectations and association technology

Fast fact: 69% of members want personalized experiences, yet only 33% believe their organization is delivering one today.\* Personalization is directly tied to member satisfaction, which increases by one-third when members receive personalized content.

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