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2019

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BUSINESS STRATEGY

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YOU NEED TO SOLVE
YOUR TOUGHEST
CHALLENGES



CONFERENCE GUIDE 2
GUIDE TO BUSINESS SOLUTIONS 9



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ASSOCIATIONS @ WORK TOOLKIT

Thriving in a competitive marketplace requires both creativity and discipline, grounded in business intelligence—and you're not off the hook because you work for a nonprofit. Associations are working to advance their missions in a constantly changing environment where smart approaches to finance, product development, technology, and talent management are critical to success.

The *Associations @ Work Toolkit* is designed to help you navigate that landscape. This is your guide to ASAE's 2019 Associations @ Work Business Conference, offering two days of learning and networking opportunities. And in the Guide to Business Solutions, you'll find companies with the knowledge to help you address your most difficult business challenges.

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@ ASSOCIATIONS at WORK®

BUSINESS CONFERENCE

OCTOBER 21-22, 2019

**GRAND HYATT
WASHINGTON, DC**

PRECONFERENCES OCTOBER 20

Welcome to Associations @ Work.

This is your guide to the onsite experience and everything this conference has to offer including learning lab and industry partner sessions, keynotes, deep-dives, and more.

Association business operations are no longer siloed. It's time to embrace the fluidity of your role. Get top-tier education that blends the classic functions of HR, finance, operations, and executive management for interdepartmental success

View the full session descriptions and learn more at:

- ▶ aaw.asaecenter.org
- ▶ [#AtWork19](https://twitter.com/AtWork19)
- ▶ [@ASAEcenter](https://twitter.com/ASAEcenter)

SCHEDULE

Look for the
ASAE Alliance Partners

STRATEGIC

EVENT

and
ASAE Business
Solutions Providers

BUSINESS SOLUTIONS

SUNDAY, OCTOBER 20

12:00–4:00 p.m.

Registration
INDEPENDENCE FOYER

1:00–4:00 p.m.

Preconference Workshops 

Financial Flexibility—How to Plan in an
Ever-Changing Landscape
FARRAGUT SQUARE

The Future of Work is Now:
Strategies for a Changing Workplace
LAFAYETTE PARK

MONDAY, OCTOBER 21

7:30 a.m.–5:00 p.m.

Registration
INDEPENDENCE FOYER

8:00–9:00 a.m.

Continental Breakfast
INDEPENDENCE FOYER

9:00–9:30 a.m.

KEYNOTE
The Art of Cultural Fluency
INDEPENDENCE A

9:45–10:45 a.m.

INDUSTRY PARTNER SESSION
The Critical Link Between Employee Engagement and
Successful Business Outcomes
INDEPENDENCE DE

Hosted by 

LEARNING LABS
Giving Voice: Understanding and Reporting Advocacy,
Lobbying, and Political Activities
INDEPENDENCE FG
Protecting Your Organization Against Improper Behavior:
Don't Wait Until It's Too Late
INDEPENDENCE BC
Benefit Strategies for a Changing Workforce
INDEPENDENCE HI

9:45 a.m.-12:00 p.m.

DEEP DIVE

Efficiency. Transparency Design. Is Your Accounting Department Functioning Optimally?

FARRAGUT SQUARE/LAFAYETTE PARK

11:00 a.m.-12:00 p.m.

INDUSTRY PARTNER SESSION

401(k) Advice should be Customized,
Not One-Size-Fits-All Strategies

INDEPENDENCE DE

Hosted by



**401(k) retirement
program**
Re-envisioning the Future

LEARNING LABS

UBI Silos, NOL Limitations, and other Tax Reform Hurdles for Associations, In Plain English!

INDEPENDENCE FG

Five Steps to Achieve and Manage Deliberate Change

INDEPENDENCE BC

Managing Conflict and Building Collaborative Relationships

INDEPENDENCE HI

12:00-1:15 p.m.

Networking Luncheon Roundtables

INDEPENDENCE A

Participate in facilitated roundtable discussions over lunch with more than 20 discussion topics.

1:30-2:30 p.m.

INDUSTRY PARTNER SESSION

Preparing Your Organization for the Next Recession

INDEPENDENCE DE

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BUSINESS SOLUTIONS

LEARNING LABS

State Responses to the Wayfair v. South Dakota Supreme Court Decision

INDEPENDENCE FG

Navigating and Implementing Organizational Restructuring as a Young Association "Number Two"

INDEPENDENCE HI

Creating Corporate Partnership Programs to Increase Association Revenue and Member Value

INDEPENDENCE BC

1:30-3:45 p.m.

DEEP DIVE

AI & Associations: What's Real, What's Not, and What's Ahead

FARRAGUT SQUARE/LAFAYETTE PARK

2:45-3:45 p.m.

INDUSTRY PARTNER SESSION

Leverage the Expertise of an Outsourced CIO to Effectively Manage Your Investment Reserves

INDEPENDENCE DE

Hosted by  **SUNTRUST** 

LEARNING LABS

"Frauditing": Preventing and Detecting Fraud in your Association

INDEPENDENCE FG

"Going ROWE": What is a Results Oriented Work Environment™ and Should You Want One?

INDEPENDENCE HI

Uncover and Avoid Common Strategic Planning Mistakes

INDEPENDENCE BC

3:45-4:45 p.m.

Networking Reception

INDEPENDENCE FOYER

Hosted by  **communitybrands**™ 

5:00-7:00 p.m.

Women Executives Forum

Flexibility: A Global Imperative

INDEPENDENCE DE

Hosted by  **STRATEGIC**

This edition of the Women Executives Forum series is co-located with Associations @ Work.

GET YOUR CREDITS

Associations @ Work helps you get the continuing education you need to keep your certifications up-to-date.

Earn between 9 and 12 credits

- Core conference program: 9 CAE, CPE, and SHRM Credits
- Sunday Preconference: 3 additional credits

Remember to sign in and out of sessions to receive your CPE and SHRM credits.

 Separate registration required.

TUESDAY, OCTOBER 22

7:30 a.m.-4:00 p.m.

Registration
INDEPENDENCE FOYER

8:00-9:00 a.m.

Continental Breakfast
INDEPENDENCE FOYER

9:00-9:30 a.m.

KEYNOTE

Strategy in a World of Disruption
INDEPENDENCE A

9:45-10:45 a.m.

INDUSTRY PARTNER SESSION

Risks and Rewards of Digital Transformation
INDEPENDENCE DE

Hosted by



LEARNING LABS

A Position of Strength: Developing a Data Driven
Reserve Policy
INDEPENDENCE FG

Taking Workplace Safety and Security to the Next level
INDEPENDENCE HI

Is Your Association Business Model Outdated?
INDEPENDENCE BC

9:45 a.m.-12:00 p.m.

DEEP DIVE

Incorporate Behavioral Interviewing into the Hiring Process
FARRAGUT SQUARE/LAFAYETTE PARK

11:00 a.m.-12:00 p.m.

INDUSTRY PARTNER SESSION

Investing to Solve for Your Mission Driven Objectives
INDEPENDENCE DE

Hosted by



BUSINESS SOLUTIONS

LEARNING LABS

Workplace Wellness by Design
INDEPENDENCE HI

Disrupt Yourself
INDEPENDENCE FG

Selecting and Implementing a New Association Management
System: Lessons from the Trenches
INDEPENDENCE BC

CONNECT TO THE WIFI

NETWORK NAME:
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PASSWORD:
AAW2019

12:00-1:30 p.m.

Luncheon Lightning Talks INDEPENDENCE A

A Real Estate Health Check Through Storytelling

Presented by



**CUSHMAN &
WAKEFIELD**

BUSINESS SOLUTIONS

Boards, Executives and Benefits: Achieving the Right Balance

Presented by



TRISCEND NP

BUSINESS SOLUTIONS

Defragging your Financial Experience

Presented by



communitybrands

STRATEGIC

Digital Transformation in the Cloud—
A Unified Platform Solution for Associations

Presented by



Don't Discount Accounting when Selecting a New AMS

Presented by



Integrate and Automate to Operate and Innovate

Presented by



BUSINESS SOLUTIONS

Solutions for Sustainability

Presented by



BUSINESS SOLUTIONS

Watering Hole Cyber Attacks: An Emerging Association Risk

Presented by



BUSINESS SOLUTIONS

1:45-2:45 p.m.

INDUSTRY PARTNER SESSION

Finding & Retaining Great Talent

INDEPENDENCE DE

Hosted by



CliftonLarsonAllen

EVENT

1:45-2:45 p.m.

LEARNING LABS

Understanding Key Changes in Revenue Recognition

INDEPENDENCE FG

How to Create an Analytics Strategy & Roadmap

INDEPENDENCE HI

Teaming a Member-Based Association with a Related Foundation

INDEPENDENCE BC

1:45-4:00 p.m.

DEEP DIVE

Amazon is Here - Brace for Impact

FARRAGUT SQUARE/LAFAYETTE PARK

3:00-4:00 p.m.

INDUSTRY PARTNER SESSION

How to Close Your Books in 2 Days

INDEPENDENCE DE

Hosted by  *Social Impact* | **ORACLE® NETSUITE**

LEARNING LABS

Starting or Re-Starting Your Political Action Committee

INDEPENDENCE FG

Employee Leave: Recent Developments in State Leave Laws

INDEPENDENCE HI

Change the Way your Association Gets Work Done

INDEPENDENCE BC



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We gratefully acknowledge CliftonLarsonAllen LLP as the pioneer partner of this conference as well as an Event Partner in the ASAE Alliance Partnership Program.



GUIDE TO BUSINESS SOLUTIONS

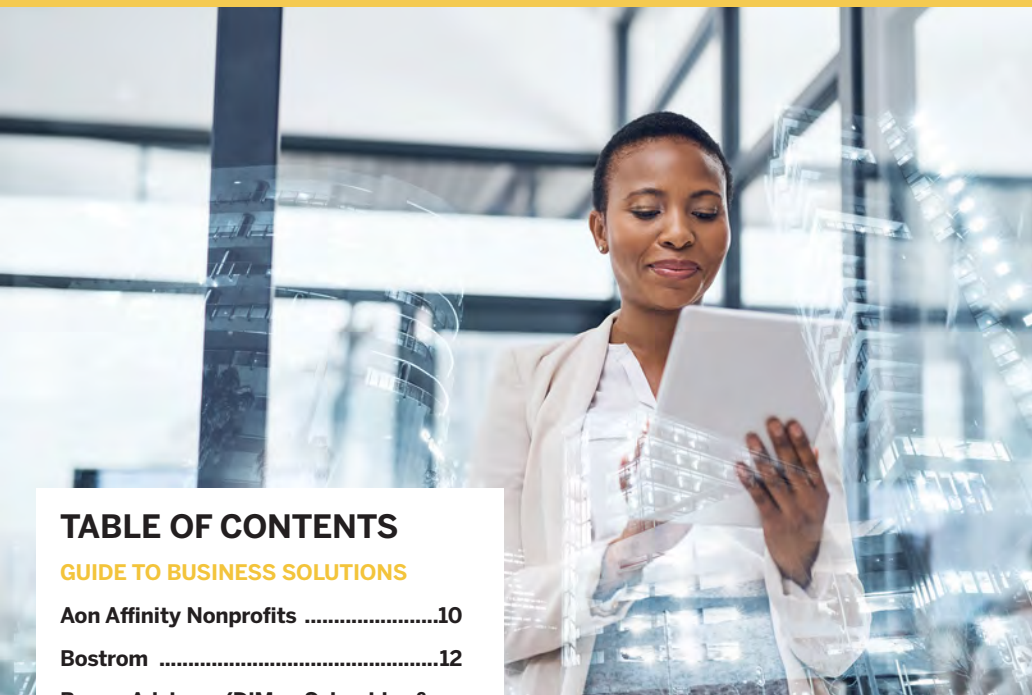


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CYBER THREATS LYING IN WAIT: WATERING HOLE ATTACKS

BY MATTHEW REISS AND CAROLYNN CIOFFA

It starts like any other day. You sit down at your computer and open NetSuite. A pop-up message appears. *Error: File not found.* You try to open another program. *Error: File not found.*

Sweat begins to form on your forehead as you attempt to open DonorSnap, Boardable, and CaseWorthy. *Error: File not found.* You try opening Outlook and thankfully it works.

At the top is a single unopened email from someone named Gotcha19. The subject line reads: "Open if you want to view your computer files." The email informs you all your computer files have been encrypted and will be restored after you wire \$5,000 to an account in Singapore!

You've fallen victim to one of the most common types of cybercrime in the world today: ransomware.

HOW DID IT HAPPEN?

Hackers use a variety of exploits to get into your system, such as social engineering fraud derived from email phishing. The association executive in the example above fell victim to one of the most common types of cyberattacks today: a watering hole attack.

The name comes from predators who set a trap and lie waiting for you to come to them.

- The hacker stalks its victim online to find what websites they visit.
- The attacker tests these websites to find one that is vulnerable.
- 'Exploit' code is injected into the vulnerable site redirecting the user to a phony site.
- The target victim visits the compromised site and malware infects their system.
- The malware gives the hacker access to the victim's computer system.

Watering hole attacks typically target third-party vendors that have low levels of security. The hacker then uses

COMPANY BIO

Aon Affinity Nonprofits is an ASAE-Endorsed Provider of the ASAE Insurance Source. For 40 years, the Affinity Nonprofits division of Aon has specialized in providing insurance solutions to the nonprofit sector. They insure over 65,000 nonprofits, including 6,000 trade and professional associations.

AXIS Pro, an ASAE-Endorsed Provider, offers customized Errors & Omissions Insurance through the ASAE Insurance Source. As a specialty insurer, their expertise runs deep, which allows them to work with specific association risk profiles that offer protection against a wide range of exposures.

the vendor's credentials to infiltrate their primary target: either a large corporation or government organization.

ARE ASSOCIATIONS POTENTIAL TARGETS?

Today, everyone is a target. If you maintain personally identifiable information like credit card numbers, social security numbers, or donor information, you are a target. If you don't store this type of data, but you do business with organizations who do—you are a target.

Associations can have connections to hundreds of member organizations nationally and globally. If you don't store personal data, you may have your guard down. A low level of awareness can make you vulnerable.

CYBER INSURANCE

In the past, organizations tended to rely on the ambiguous language in their property and casualty policies to help them in the event of a data breach. Insurers are now changing the language in their P&C policy to exclude cyber exposures.

Protecting your association can be achieved through a comprehensive cyber policy. A note of caution: Cyber insurance is not standardized across the industry. If you speak to a dozen different insurers you may see a dozen different policy variations. When shopping, look for coverage for data recovery, credit monitoring, notification costs, system forensics, public relations, ransomware attack, business interruption, regulatory fines and penalties, network damage, and class-action lawsuits.

One of the biggest benefits that can come with a comprehensive cyber policy is a breach coach. They act like a quarterback to help you through the process. With all states having varying privacy laws in place, it can be a minefield to navigate without their help.

Cyber insurance is not a substitute for an investment in IT security, but a complement, and an important component in an enterprise's risk management operation.

This article is provided for general informational purposes only and is not intended to provide individualized business, insurance, or legal advice. You should discuss your individual circumstances thoroughly with your legal and other advisors before taking any action with regard to the subject matter of this article. Only the relevant insurance policy provides actual terms, coverages, amounts, conditions, and exclusions for an insured.

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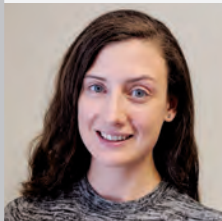
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FIVE STRATEGIES TO BUILD FOCUS

BY DEDE GISH-PANJADA

Build a culture of continuous learning. In today's fast-changing work environments, we must continually learn new ways to perform our work and do things that have never been tried. Make sure your organizational culture (bottom to top, across all departments) supports lifelong learning with educational opportunities and funding, time for reflection and thought, and rewards for innovation. As Peter Drucker said, "We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn."

Invest in modern, connected, and people-aligned data strategies. Data has become the greatest asset an association has at its disposal. In this multichannel, highly personalized, and quickly-becoming-regulated environment, associations need to secure their internal and external data systems to protect privacy and leverage data for marketing, management, and continuous improvement. Put technologies and policies in place to govern how data is used throughout your association and who has access to what information. Collect data that is actionable and solves business problems based on what the analyzed data shows. Make sure departments are reporting data that allows for adjustment, enhancement, and knowledge sharing.

Adapt agile values. There are some discreet values used in agile software development, agile management, and agile marketing that associations can utilize to their advantage when implementing change or new programs:

- **Visibility.** Make projects and goals highly visible using tools like project-management platforms or sticky notes on a white board.
- **Experimentation.** Create an environment where team members feel safe to fail and creativity reigns.
- **Collaboration.** The people closest to the work and the audience consuming that work should decide how that work gets done.

COMPANY BIO

Bostrom is a professional services firm providing consulting services, management, and outsourcing to professional societies, trade associations, foundations, and other not-for-profit organizations from offices in Chicago and Washington, DC. As a boutique firm providing tailored, personalized services built upon a close-knit culture of diverse and talented people, Bostrom delivers cutting-edge, long-term solutions with proven results. Bostrom is passionate about and dedicated to transforming organizations through client experience, culture, and value.

- **Efficiency.** Agile teams work hard to do less.

Embrace Knowledge-Based Governance (KBG). Organizational boards need to govern more and manage less. This means two things:

- Staff leaders need to guide these principles and help boards become and stay strategic.
- Boards need to adjust their behavior and thinking for optimum success.

KBG involves adopting a knowledge-based approach to decision making, using discussion before voting, embracing principles of critical thinking on governance, and committing to a process of thinking and planning strategically based on what is known. The results confirm the approach works: a nimbler, more proactive organization makes better data-based decisions with their customers wants, needs, and pain points top of mind.

Good leaders and boards make conscious decisions about what will be accomplished and how they will lead. Leadership must be willing to change governance process; changing processes changes behavior, and changing behavior changes culture.

Culture is the key. An enjoyable and trustworthy culture increases the likelihood of getting things done. It increases the desire to meet new challenges and opportunities for both staff and volunteer leadership.

Destroy disruptive time wasters. We live in a world of constant connection and technology. When we talk about focus, we understand it is difficult to attend to the right things when we are simultaneously and relentlessly interrupted by email, phone calls, meetings, employees, bosses, family, friends, and news. We need to be disciplined to navigate through that “noise” to accomplish our work successfully. To do this:

- Stop multitasking.
- Prioritize your tasks. Hone in on a task’s urgency and importance. Manage time to focus on the important and not urgent tasks for mid- and long-term success. Or use the rocks, pebbles, and sand philosophy.
- Create the right environment. Minimize or turn off the noise with headphones and stream focus-designed music. Completely unplug for short time periods.
- Take breaks to recharge; stay fueled.

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HIRING AN INVESTMENT ADVISER FOR YOUR ASSOCIATION

BY BETSY PIPER/BACH

Are you responsible for investing your association's assets? More and more associations are reaching out to find an external adviser to help with this investment function. That is where the need for understanding the hows and the whats of a professional adviser arises.

Investment advisers come in all shapes and sizes. They may be called brokers, financial planners, investment advisers, investment consultants, and so forth, and they may work at a large broker/dealer or at a small investment advisory firm. Various firms charge commissions, others charge an asset-based fee, and yet others charge both. Then there are investment managers and portfolio managers. If you are confused, you're not alone.

An investment manager is someone who manages your assets with discretion. An adviser is usually the person who meets with you, helps you to create an investment policy statement for your assets, hires investment managers or other investment vehicles for you, and then monitors the performance in order to ensure it is in line with your investment policy statement. Thus, the person who you want to hire is the investment adviser, who sometimes is also called an investment consultant.

HOW DO YOU HIRE AN INVESTMENT ADVISER/CONSULTANT?

Step 1: Create a request for proposal (RFP) or request for information (RFI). Your RFP/RFI will have an introduction about your association and will include the objective of the RFP. It will be followed by directions to the respondents on the format of the responses, required qualifications of the respondents (more about this in step 3), timeline for responses, evaluation criteria, presentation date, and a confidentiality requirement.

Step 2: Questions for RFP inclusion. Ask for informa-

COMPANY BIOS

DiMeo Schneider is located in 5 U.S. cities, with 100 employees and \$82 billion of assets under management. Through the ASAE Investment Management Solution, DiMeo utilizes strategies and models designed for asset sizes of \$250,000 up to \$5 million to help associations fulfill stewardship responsibilities while improving performance and reducing expenses.

As of June 30, 2019, Brown Advisory had approximately 660 colleagues overseeing \$74 billion in client assets, \$52 billion of which are discretionary. They have clients in all 50 U.S. states and 37 countries being served from their 12 locations nationwide. This strategy is a customized approach for asset sizes of \$5 million and above through the ASAE Investment Management Solution.

tion regarding the financial strength of the organization, which includes such items as the date the firm began, structure of the firm, assets under management, type and number of clients, insurance coverages, and any legal proceedings (past or present) or conflicts that exist.

This grouping of questions is then followed by questions regarding the investment process. You want to know:

- How will they choose the managers for your portfolio?
- What type of database do they have and research do they conduct?
- Do they select individual securities, managers, mutual funds, or ETFs?
- How and when do they consider and access alternative asset classes?
- What is their asset allocation process?
- How and when do they provide reports to the association?
- What is their service structure like and how can they help you with your fiduciary responsibilities?
- Do they share in fiduciary duties?
- What are the fees for the investment manager, the adviser, and the trades?
- Always ask, "Are there any other fees?"

Step 3: What are the qualifications of the individual adviser? The investment industry is comprised of an alphabet soup of certifications and designations: CFP, CFA, CIMA, CPWA, Chfcs, and MBA. A certified financial planner (CFP) is not necessarily an investment adviser for association assets. A certified investment management analyst (CIMA) is. Ask how many association accounts the adviser has currently. Ask how many years they have been an adviser. Look up their background on Brokercheck.finra.org. Lastly, ask for three references regarding the adviser and firm from current clients.

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LET'S GET FISCAL: UPDATING YOUR ACCOUNTING SOFTWARE

BY SCOTT WILLIAMS

As we approach the Fourth Industrial Revolution and prepare for the future of work, associations are overdue for an update in their accounting software and expectations. So, what exactly should association leaders be on the lookout for?

Connectivity and cloud-based security. By housing data in the cloud, organizations are able to securely retrieve and input information from any mobile phone, tablet, workstation, or laptop computer—wherever and whenever they need with ease. The cloud leads to more effective time usage by including automatic updates and syncing capabilities. Leaders—and their associations—who embrace and adopt the new wave of technology focused on connectivity won't just survive, they stand to experience explosive growth. In addition to reducing IT costs and eliminating the hassles of infrastructure maintenance, the cloud will protect your organization's data through a power failure or other digital crisis.

Transparency. Secrecy was an untold rule in the old days of accounting, but now there is a demand for transparency and full disclosure, so organizations can make the best decisions possible when it comes to ensuring proper allocation of funds. When organizations are empowered to dig deep and become rigorous in their accounting, they'll know how to better use their resources and plan for the future. Transparency can be held responsible for enabling more effective, long-term strategies through exposure to spending patterns and areas that need improvement. In order to succeed, associations must have access to resources that allow them to manage accounting procedures with the utmost care.

Flexible capabilities. Associations have traditionally relied on membership dues as their main source of revenue. As our technology advances, so does our desire to diversify funding streams. Organizations that adopt accounting

COMPANY BIO

Community Brands is the leading provider of cloud-based software solutions to associations. We believe we can fundamentally accelerate an organization's impact on the communities they serve by advancing the purpose-driven work they do every single day. By being there when it matters and tailoring our technology, we're delivering a more successful, more transformed way of powering their world.

Because powerful work needs powerful tech.

- Association management
- Learning management
- Career center
- Accounting
- Event management
- Event registration
- Abstract management
- Mobile apps
- Background checks

software that integrates with other systems will allow them to account for nondues revenue from events, online learning systems, advertisements, career centers, sponsorships, merchandise sales, and fundraising. Imagine a hub-and-spoke concept with the accounting software serving as the hub, and different streams of data flowing through as the spokes. This accounting hub should be able to manage membership, banking, and multiple streams of nondues revenue. In addition to supporting several different streams of funding, an ideal accounting software system will include a multilevel budgeting tool, which allows for more checks and balances when it comes to understanding the current status of the association.

Industry expertise. Selecting accounting software geared toward your organization is similar to choosing a doctor. If you had pain in your wrist, you wouldn't go to a cardiologist. You would find the right specialist and go to an orthopedic doctor. The same goes for keeping your association's accounting measures up to date and accurate. Industry expertise is a critical but often overlooked and undervalued component of selecting accounting solutions. Avoid the mistake of missing out on the right technology for your association by depending on industry experts when it comes to selecting or changing solutions. Research and stick with programs which understand industry needs are a necessity and are not optional. Leadership that anticipates the benefits of industry focus will find satisfaction on multiple scales. Members who feel their money is being used with purpose and intention are more likely to renew their membership with an association. Industry experts can provide a larger industry perspective and leverage their past experience to your advantage. These individuals can deliver this clarity where it's needed most.

THE BOTTOM LINE

The most important feature of an association's accounting software will ultimately be if it allows you to simplify the complex, succeed faster, grow stronger, and achieve your organization's and your members' dreams.

CONTACT

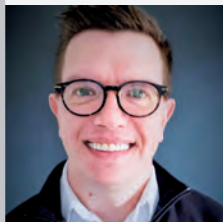
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HOW REAL ESTATE CAN IMPACT A NONPROFIT'S MISSION

BY AARON POMERANTZ AND JON OLMSTEAD

Ben Franklin famously said, “A penny saved is a penny earned.” Nowhere is this truer than with nonprofits and real estate. Every dollar nonprofits spend on office operations is a dollar not spent serving their mission. But did you know that real estate, typically the second-largest expense for most organizations, can be turned into a vehicle to empower new levels of mission achievement?

There is a striking philosophical difference between nonprofits and traditional office users—nonprofits, at their core, are mission-driven organizations. They exist to address a particular unmet and underserved need or to empower and organize a group of people. They also typically operate within tight margins, limited budgets, and the unforgettable reality that they are stewards versus owners and need to maximize every dollar spent to ensure their organization stays on a sound footing for the long term.

Because occupancy choices have a significant effect on an organization's bottom line in terms of real dollars and impact on culture, creativity in these decisions has become a mandate. This could mean considering options like a commercial condominium or fully scrutinizing the wide range of tax incentives designated for specific cultural or community use. It can also mean trying to cut costs, fit more into less space, or sacrifice on a desired location. Or, it could mean exploring a new perspective on office space previously unexplored by many nonprofit organizations.

LEVERAGING THE WORKSPACE: A NEW PERSPECTIVE

Despite budget and operating challenges, some nonprofits are seeking inspiration from for-profit corporations on their real estate decisions. While still seeking cost-cutting opportunities and economies-of-scale strategies, savvy nonprofits apply a process underpinned by sophisticated workplace strategies as a means to appeal to stakeholders, retain valued employees, attract new talent, and reinforce their missions.

COMPANY BIO

Cushman & Wakefield is the provider of the ASAE-Endorsed Commercial Real Estate Solution, and supporting your organization's success is our passion. Our Not-for-Profit Advisory Group experts can guide you through the development of an effective organizational real estate strategy that strengthens your organization's value to constituents and supports its mission. We understand the unique concerns and challenges that associations face. We have represented more than 500 association and nonprofit clients in just the past three years, including organizations large and small. See what we can do for your organization today.

This process draws from the physical environment—location, technology, amenities, and office features—along with the guiding elements of the organization’s culture to achieve financial, operational, and business goals.

HOW TO BEGIN

Devising a comprehensive real estate strategy means first addressing several key questions:

- What is your organization’s mission?
- How would you describe its culture?
- What are your primary sources of funding?
- Who are your stakeholders, and do they need to access your space?
- How much space is too little? Too much?
- Is the space an appropriate representation of your organization’s brand?
- How important is proximity to transportation?
- Has employee recruitment and retention traditionally been a problem?
- Is there a need to improve internal processes?
- Would or could you consider residing in a different location, neighborhood, submarket, or even another state?

A thoughtful approach to these questions will lay the foundation for a successful strategy that not only allows a nonprofit organization to remain true to its mission but also helps it evolve as changes occur both within the organization and world.

A NEW ERA

Deciding on an open office plan versus a more sequestered space is now just as important to an operating strategy as selecting the right location. Thinking about the needs of employees who are in the trenches executing on the organization’s mission every day is just as important as appealing to the board members and potential donors. Communicating brand values through physical space can also boost an organization’s vitality.

It’s truly a new day when it comes to the positive impact of thoughtful and strategic real estate decisions that can have an impact on an organization’s mission. We encourage you to embrace this change and the opportunity that lies alongside it.

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FIERCE EVENT LOYALTY: TRANSFORMING PASSIVE PARTICIPANTS INTO LOYAL AMBASSADORS

BY BRIAN STRICKLAND

Let's start with a multiple-choice question: Do most people attend your events because (A) they want to or (B) they have to?

Are most people choosing your event over countless others because they treasure the wealth of meaningful experiences you're providing? Or are they choosing the path of least resistance and just coming because they need to score some quick continuing-education units, then planning an early exit?

An increase in early departures is a red flag that event loyalty could be at risk.

If you chose answer A, then your event loyalty could still be at risk if you haven't tested those assumptions with your customers or run them by your vendors.

According to a recent Salesforce study, 82 percent of sellers are out of sync with what matters to their buyers.

UNDERSTANDING LOYALTY

Several years ago, Seth Godin wrote a thought-provoking post, "Two Kinds of Loyalty," where he explored two approaches many organizations take to build loyalty:

- **Loyalty of Convenience:** "The problem with the loyalty of convenience is that the customer is always tempted to look elsewhere for options," Godin says. "And the vendor is always working to build barriers that don't necessarily increase satisfaction."
- **Loyalty of Identity and Satisfaction:** According to Godin, "I'm not even looking" loyalty is that the customer [or attendee] "is as committed to the relationship as the vendor is. You earn this sort of loyalty, you don't architect it."

COMPANY BIO

The challenge to capture and maintain guest attention has never been greater. Your events must be meaningful, motivational, and remarkable. At Experient, A Maritz Global Events Company, we combine people-centered insights and science-based principles to help you design and execute transformational experiences for your guests. By unifying tactical services such as planning, sourcing, ticketing/registration, housing, and beacons, we gather demographic and psychographic data. This data is interpreted and insights are applied, leading to unforgettable guest experiences that improve attendance, foster loyalty, and grow revenue. Strategic insights for the next level. Let's Go!

This second level of loyalty is attained when there's a convergence of experience-driven culture, meaningful content, and executing on data sets. It drives more authentic communication and connection with your customers, which in turn further deepens their loyalty to you.

NOTICE, ANTICIPATE, AND DELIVER

Getting clarity on what your guests value most about your event is an important first step. This will help you anticipate what they'll want in the future.

One example is to anticipate their needs at every touch point, starting with their arrival at the airport. You could greet guests as they arrive and quickly direct them to cabs to ensure a smooth journey to their hotel.

Housing is another example where you can notice past behaviors and anticipate future desires. Your housing invitation could include: "You booked the Westin last time. Would you like to rebook this property? Here are two other hotels you might consider that are similar."

MAPPING OUT YOUR LOYALTY STRATEGY

Every time you delight your guests, their loyalty grows stronger. However, true emotional loyalty is earned over a sustained period of time and across multiple branding touch points—one of which is your event.

The Eight Phases of a Successful Event e-book is an excellent framework to apply as you map out your event plan. It will keep you focused on the eight distinct phases your guests navigate on their event journey. Download a free copy at www.experient-inc.com.

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ONE SIZE FITS ALL OR CUSTOM INVESTMENT STRATEGIES?

BY SHELLY HOWARD-HORWITZ

Best practices are great ways to conform to the average, but when was the last time you wanted to be average when it comes to your investments? As options for our retirement and other investments have become more sophisticated, let's agree that average is OK, but we can do better.

Most retirement savings plans provide a one-size-fits-all approach with target-date funds for helping investors make investment decisions. A target-date fund's goal is to grow assets over a specified time period. Target-date funds are usually named for the year an investor plans to begin utilizing the assets. The funds are then structured to provide distributions at some date in the future.

Target-date funds have grown in popularity and have become a staple in our retirement plans, to the tune of over \$1.7 trillion in assets as of December 31, 2018. Overall, they have performed well for investors. In fact, in Dalbar's 2018 Quantitative Analysis of Investor Behavior study, the average target-date investor outperformed the average asset allocation fund investor by 6.84 percent.

As good as target-dated investments have been for investors, they lack customization. One of the largest contingents of investors are baby boomers and those with 10 to 15 years until retirement. As account balances have grown from both increased savings and the 11-plus year bull market, these investors are at greatest risk for market shocks and sequencing of returns risk. This is the risk that a retiree will not be able to maintain a standard of living in the event that the portfolio experiences large negative returns early on, resulting in a depletion of assets that cannot be recovered.

That is why new solutions, like Retirement Managed Accounts (RMA), are an even better way to potentially provide a smoother, more consistent, and customized way to help investors achieve their goals.

COMPANY BIO

Pensionmark was founded in 1988 as a firm dedicated to providing the industry's premier independent retirement plan and investment advisory services to employers, executives, and individual investors.

As an independent financial advisory firm, we have a history of serving associations and nonprofits with a deep commitment to helping organizations pursue and achieve their financial goals. Pensionmark Financial Group serves as the discretionary investment advisor for the ASAE 401(k) Program.

RMA solutions account for many variables target-date funds do not. This includes an investor's salary, account balance, contributions, retirement needs, and employer match, just to name a few. These inputs create both a custom plan for saving and investing, as well as how an investor will distribute money. Each investor therefore would have their own unique set of assessments to determine their optimal savings and investment strategies. As markets continually change, an RMA can assist investors with avoiding negative behavior and providing useful changes to their strategy.

To measure the effectiveness of managed account options, Empower Retirement, a leader in retirement plans, researched the impact of various investment strategies. They found that engaged investors, defined as those who actively utilize RMAs and utilize one-on-one support, is significant.

Their analysis yielded that investors at age 50 would have a positive return of 2.58 percent, or 258 basis points, over those who do not utilize an RMA. And for investors age 65, an additional positive return of 2.57 percent, or 257 basis points, was cited. The difference in additional return between investors in target-date funds and RMA users is also substantial, yielding positive results of 5 to 30 basis points more.

The impact of these types of services can be far-reaching and lead to far greater confidence for investors. With more complex data inputs and the ability to collect more data on investors on an automated basis, RMAs can offer expanded recommendations that may create advantages over typical target-dated models.

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BOARDS, EXECUTIVES, AND BENEFITS: ACHIEVING THE RIGHT BALANCE

BY H. DAVID WRIGHT

The association plays an integral role in the members it serves, and it needs top executive talent to guide strategic objectives and the achievement of its mission.

However, like other nonprofits, associations are limited in options available for providing attractive and competitive executive benefits. Furthermore, achieving the right balance between the interests of the board, executives, and members is an important and delicate process to navigate. It can also be a complex process full of pitfalls.

The executive benefit options available fall into one of four main categories: deferred compensation, deferred earnings, executive bonus, and split-dollar arrangements. Form 990s indicates that the frequent choice for associations is deferred compensation, which is generally perceived as a “simple” option. This may also be a good option in many situations, but problems can occur when oversimplifying something as important and complex as executive retirement benefits.

Associations enter a deferred compensation plan with the best intentions. Yet the plan can place an executive’s retirement at risk with high taxes on a lump-sum payment and exposure to market volatility. Additionally, the introduction of the 21 percent excise tax may subject the association to liability if an executive’s compensation is over \$1 million in a single year. The best intentions with a “simple” option may prove too costly.

Associations and executives are beginning to ask for a better way and guidance to make a change. The success of any executive benefit arrangement starts with a complete understanding of the goals and objectives of the organization and the participating executive or executives, as well as an evaluation of all available options.

Associations can begin by following the steps below to create a decision framework to meet their goals and objec-

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TRISCEND^{NP}, LLC, specializes in the design, implementation, and administration of executive benefit solutions for organizations. Led by experienced professionals with diverse backgrounds in healthcare, corporate development, and financial services, TRISCEND^{NP} leads organizations through a disciplined process culminating in a decision to implement an appropriate executive benefit arrangement for its executive(s) that is beneficial for the organization, its stakeholders, and its key employees. With offices in the Dallas and New York metro areas, the company serves all nonprofits and predominantly assists employers in the financial services, trade associations, healthcare, and higher-education markets.

tives and to achieve a balance between the interests of all parties:

1 Evaluate the plan and asset efficiency of each of the available options. How well does the plan accomplish the goals of the organization, such as cost, benefit amount, and retention? Associations should also examine vesting flexibility and the effect of taxation. Does the plan align with the compensation philosophy and stated purpose of the organization?

2 Evaluate disclosure: How will the arrangement be disclosed to stakeholders and the public?

3 Evaluate the impact on financial statements. All plans have an effect on financial statements. Some can result in expenses, liabilities, and loss of capital. Other impacts can be the effect on assets and income. Also, consider other important factors that do not get reported on a financial statement, such as opportunity cost.

4 Evaluate the plan resiliency. Almost every executive benefit plan is built on a series of assumptions, interest rates, tax rates, market returns, and more. It is important to evaluate how well each plan type holds up in a variety of market scenarios including prolonged periods of compressed market returns, high volatility, and the rare “black swan” event with a sequence of years of poor market performance.

Working with a trusted and experienced partner through this process will ensure goals are met and precious capital is preserved. Attracting, retaining, and rewarding senior leadership is a strategic decision with a significant effect on the organization for many years to come. Each stakeholder possesses different opinions and perspectives and consideration of how the decision affects each one is a vital concern. Lastly, the evaluation process is not a regular daily or quarterly task, and the lack of experience can place the association at a disadvantage.

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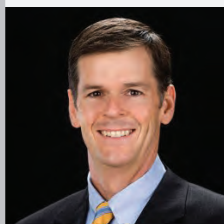
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