

# The Keys To Creating Value

Join VSAE on **Friday, February 3** at the Omni Richmond Hotel for the **February Monthly Luncheon & Seminar** with content leader J.J. White. The seminar, **“Creating Value Through**



**the Prospect Point of View,”** is centered around the fact that 85 percent of our success comes from understanding the member’s – or client’s – point of view. The session will explore ways to gain attention, create trust, and credibility. Attendees will leave the workshop with a greater understanding of why people buy and how to help them do it. During the luncheon, J.J. will facilitate a conversation among three association professionals called, **“Growing Your Association: A Discussion on Best Practices with Association Leaders.”** The panelists include **Scot McRoberts, MPA, IOM,** Executive

**Henderson,** Membership Marketing Manager with the Virginia Society of CPAs. Each of these individuals take a unique approach to membership recruitment. Come hear their association success stories and learn ways to apply it to your own association’s efforts.

J.J. White is the Executive Director of Dale Carnegie Virginia and is a graduate of Roanoke College. White joined Dale Carnegie in 2000 and is a recipient of the Dale Carnegie Chairman’s Club Award. He is a certified trainer in the Team Engagement, Sales Effectiveness, Presentation Effectiveness, and Process Improvement curricula.

**REGISTER AT [VSAE.ORG](http://VSAE.ORG).**

## Why People Buy

by J.J. White, Executive Director, Dale Carnegie Virginia

I remember vividly the first day of my professional career. I was asked to ‘sell something.’ It was December 28, 2000 in Roanoke. I was given a phone and a phone book, and was told to make as many calls as I could. Success was at my fingertips. Problem was, I didn’t know what to do, how to do it, and most importantly, why I was doing it. The rest of the story...I didn’t make many calls and sold nothing.

Selling can be a dirty word. We think of bad, maybe slimy, experiences where we were SOLD something against our better judgment. (Maybe it was some joker



*continued on page 7 >*

### NEXT EVENT

#### FEBRUARY MONTHLY LUNCHEON & SEMINAR

Friday, February 3, 2017

Omni Richmond Hotel

Speaker: J.J. White, Executive Director Dale Carnegie Virginia

#### SCHEDULE

Registration & Continental Breakfast ..... 8:00 a.m.  
Seminar ..... 8:30–11:00 a.m.

#### “CREATING VALUE THROUGH THE PROSPECT POINT OF VIEW”

Reception..... 11:00–11:45 a.m.  
Luncheon..... 11:45 a.m.–1:15 p.m.

#### “GROWING YOUR ASSOCIATION” PANEL DISCUSSION

**Register online at [vsae.org](http://vsae.org).**

### UPCOMING EVENTS

#### SIG | AMC LUNCH

Thursday, January 19, 2017  
Wyndham Virginia Crossings Hotel & Conference Center

#### MARCH MONTHLY LUNCHEON & SEMINAR

Friday, March 3, 2017

#### “BUILDING A DATA CULTURE FOR SUCCESS” and “THE KEY TO CREATING DISRUPTIVE CHANGE-DATA”

Bryce Gartner, Chief Experience Officer & Founder, ICIMO  
Hilton Richmond Downtown

**Check out all events at [vsae.org/upcoming-events](http://vsae.org/upcoming-events).**

### TIME TO RENEW!

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# Leadership reflections



Brandon Robinson, CAE  
VSAE Executive Director

VSAE has seen a lot of change in the past two years. It began with the launch of a new brand identity in 2015, continued with a change in staff leadership in January 2016, and culminated with the development and roll-out of a new strategic plan this past fall. All of these changes were implemented with the future in mind, specifically a future that by all indications will require new and innovative solutions to old problems.

VSAE has a long history of adapting to the changes in the industry and in society to remain not just relevant to you, our members, but to remain vital to your professional growth. This adaptive strategy will continue in 2017 and beyond as the leadership of this organization explores new and innovative ways to bring value to members and the broader industry in which we all serve. Here is a preview of what you can expect from your association community in the coming year.

First, we are strengthening our ability to provide peer-to-peer learning opportunities for Executive members through the Shared Interest Groups (SIGs). A SIG Committee will be formed in early 2017 made up of leaders from each of the currently active SIGs. This committee will be charged with looking at the breadth and depth of the current mix of SIGs as well as looking for opportunities to create new peer-to-peer learning groups around different topics or career roles. The committee will also serve as a sounding board and incubator for ideas and best practices to strengthen the role VSAE's SIGs can play in the professional development of our members.

Second, we are exploring ways to develop the next generation of association leaders by analyzing the possibility of creating an association leadership development program. As one generation prepares to leave the workforce, VSAE will be looking at ways it can help prepare the coming generations for leadership. Many industries and associations have similar programs, so the newly formed

Leadership Development Task Force will begin its work in 2017 by researching existing programs, successes, and lessons learned before deciding to recommend a path forward for VSAE.

And finally, we will continue elevating the quality of content leaders and speakers at VSAE events. VSAE prides itself in securing top-notch content leaders for all of our seminars and conferences. VSAE's Education Committee, the group charged with finding content leaders, looks to provide a mix of professional speakers and real world practitioners in the association industry. The committee also looks for content aligned with the nine domains of

the Certified Association Executive (CAE) curriculum, while recognizing that not all members may pursue the CAE, though all members can benefit from the information. Providing quality education to members is one of VSAE's primary focuses, and we plan to continue to focus on this area in 2017.

When talking to members, I sense a lot of excitement about the future. I share your positivity and look forward to working together in 2017 on being the best at making your associations the best. We will accomplish this lofty goal by connecting with one another, learning from one another, and leading one another. Let's get started!

## MEMBER SPOTLIGHT

Scot McRoberts, MPA, IDM  
Executive Director, Virginia Council of CEOs

### What are you working on that's new and different?

We are entering into an exciting partnership to expand our reach statewide. This will be announced later in the month. Stay tuned.

### What success stories do you have with communicating with your membership?

Last year, we ran a membership referral campaign called "One Great CEO." The idea was to encourage every member to refer just one great CEO. The campaign lasted six months. A bi-monthly email was the primary communications vehicle. I had a graphic designer place our campaign logo onto images of area landmarks and unusual places. These images, along with a unique headline, really caught the attention of our members.

### What have been some challenges with communicating with your membership?

We still haven't cracked the nut on getting members connected via online tools – forums, listservs, or social media. It is really hard to get a critical mass.

### What's on your music playlist?

John Prine, Ray Wylie Hubbard, Town Mountain, Robert Earl Keen, Lucinda Williams. But I like every kind of music, even the stuff that blasts from my teenager's room.

### Who have been mentors and/or role models in your life/career?

My first boss at the Boy Scouts of America was Harold V. Tate, Jr. He taught me how to organize myself and my volunteers to achieve

our objectives, and was a fine example of how to treat others.

### What do you enjoy doing in your time away from work?

Bleacher time, mostly with my kids. I have two high school football players, a wrestler and a dancer. But most recently, I travelled to Frisco, Texas to help my alma mater, James Madison University, win the NCAA Division I FCS Football Championship. Go Dukes!

### What advice would you give your younger self?

Focus boy, focus. You can't do it all. Figure out what is really important, and do that. The rest will follow, or fall away.

### What are you most proud of?

My 30 year marriage to Teresa, and our three teenagers.

### What's the most important lesson you've learned in the last 3 years?

I had a heart attack last year. Suddenly, a lot of stuff that worried me got real unimportant, real fast. Spend your time on what matters – relationships, love, and helping others.

### What are your favorite apps to use for work?

We began using Slack at the office a few months back. By pushing our routine, internal messaging to Slack, my email inbox had been reduced by one third. Love it.



# Health Insurance & Your Association in 2017



2016 was an interesting year. It included an election result that is set to change the landscape of the Affordable Care Act (ACA), more commonly known as Obamacare and health insurance carriers continued to merge in an effort to cope with the changing healthcare landscape. The government began weighing in on two of the large mergers between both Anthem and Cigna, as well as Aetna and Humana. The final rulings on these mergers will be out in 2017.

We also learned that the Health Benefit Exchanges have not experienced positive financial results, which has resulted in carriers like United Healthcare to pull out of the exchanges. One of the problems was the safeguards that were supposed to be in place to minimize adverse selection were not monitored. This lack of proper monitoring created an uneven playing field and caused most health insurance carriers' loss ratios to soar. This means in 2017 the marketplace rates are increasingly higher than expected and the deductibles and out-of-pocket maximums are as well.

In late 2016, Anthem announced its intent to greatly reduce, if not eliminate, its relationship with

**“It is safe to say President-elect Trump and the Republican leadership in Congress will be working together to repeal and replace the ACA.”**

many of the state associations in Virginia who have had long standing association endorsements whereby the association received non-dues revenue and the association members received extra value-added benefits. This change has caused, and will continue to cause, many associations to look for other creative ways to offset the lost non-dues revenue and their ability to offer value added incentives for their members.

As we enter 2017, it is safe to say President-elect Trump and the Republican leadership in Congress will be working together to repeal and replace the ACA. At the same time, it also appears that certain parts of ACA such as guaranteed issue, no preexisting condition exclusions, and under age 26 dependent care coverage will be maintained. Furthermore, many believe health savings accounts will be expanded and individuals will be able to fully deduct their health insurance premiums. However, only time will truly tell how this unfolds.

Rest assured I will be updating VSAE members through my monthly HealthCare Corner. In the meantime, please reach out to me with any questions, including if your association is interested in finding ways to create a win-win for your association and its members.

## ABOUT THE AUTHOR

Monty Dise is a VSAE member and is president of Asset Protection Group, Inc. He can be reached at:

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# Join ASAE in Washington, D.C. to Share the Association Story

by Jim Clarke, CAE, Senior Vice President of Public Policy, ASAE

## Association Public Policy Update

The New Year will bring many changes to Washington, D.C. With a new Congress and president, a flurry of new legislation and executive policies are expected. Congressional leaders have indicated that repeal of the Affordable Care Act (ACA) and tax reform are two of their first priorities. Senate Majority Leader Mitch McConnell (R-KY) has said the Senate will pass two budget resolutions in January after President-elect Donald Trump is sworn into office. One resolution will be to repeal the ACA and the second will be to overhaul the tax code and cut rates for individuals and businesses. McConnell indicates he plans to pass tax reform legislation early next year through the reconciliation process, thereby eliminating the threat of any filibuster by Senate Democrats and increasing the likelihood of passage of the legislation.

## What does this mean for associations and non-profits?

With tax reform comes concerns about the tax-exempt status of the association community. Potential changes to the treatment of unrelated business income tax (UBIT) are among the chief concerns for ASAE. ASAE opposes any further expansion of the UBIT statute to include other non-dues revenue activities. Non-dues revenue can help associations weather economic downturns when memberships may be the first budgetary items to be cut, and can help keep dues costs down so members feel they are getting good value for their affiliation. There is more competition for members' time and financial commitment

than ever before, and associations need to create programs and services that enhance the value proposition for their members.

The House Republican tax reform blueprint released last summer is said to be the model for upcoming tax reform. The blueprint is also very close to the tax reform plan released by President-elect Trump. The blueprint does not make changes to UBIT, but it leaves out details about which deductions would be eliminated and how much the plan would cost. There is still a possibility that the association community may be impacted by the effort to find the revenue needed for the legislation.

## American Associations Day

As such, there is a critical need for association leaders to share their story with federal lawmakers. This year it is especially important that members of Congress and their staff understand why the tax-exempt status of associations is critical to our work.

As Senior Vice President of Public Policy at ASAE, each year I see the profound impact that association professionals have in Washington by sharing with their representatives the important ways their organizations are contributing at home as well as how policy issues critically impact them. I hope you will consider joining VSAE and ASAE in

Washington, D.C. on March 15 and 16 for American Associations Day, the only legislative fly-in for association professionals.

Attend American Associations Day to ensure that members of Congress know how our associations are educating the workforce, driving safety and sustainability standards, and creating positive change in Virginia. Because if they have no idea, then how will they stand up for us?

Experience in government relations is not needed to attend American Associations Day. ASAE makes it easy: we will provide training on the most effective way to share our message and provide you with resources for visiting your Congressional offices.

Registration is free and ASAE even provides a scholarship of up to \$300 to attend for those outside the D.C. area. It is also a great opportunity to meet association professionals from around the country and attend the ASAE Board of Directors Reception. Additionally, 3.5 CAE credit hours are included in the education session.

To register or for more information, call Mary Kate Cunningham at (202) 626-2787 or write her at [mcunningham@asaecenter.org](mailto:mcunningham@asaecenter.org). Visit the Power of A website at [thepowerofa.org/hillvisit/](http://thepowerofa.org/hillvisit/).

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[vsae.org/calendar-of-events](http://vsae.org/calendar-of-events)



Never miss another meeting with our **2017 Calendar of Events** now available as an .ics file (iCal). With the new .ics file, you can add all of VSAE's events for the year to your Google, iCloud, and/or Outlook calendar(s). Both .ics and .pdf versions of the calendar are available at the above link.



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## NEW IRS STANDARD MILEAGE RATE

Beginning on January 1, 2017, the standard mileage rate used to calculate the deductible costs of operating an automobile will be **53.5 cents per mile** for business miles driven, down from 54 cents for 2016.

## NEED TAX HELP?

The Virginia Society of Certified Public Accountants is pleased to offer **FREE** tax assistance through their consumer website, [financialfitness.org](http://financialfitness.org). You can download forms and tips as well as get online tax advice by submitting email questions through the "Ask a CPA" email program. Experienced, licensed CPAs will provide answers within three business days.

> **WHY PEOPLE BUY**, continued from page 1 cold-calling you from a phone book back in 2000). Selling is more than taking someone's money. At the end of the day, whether it's selling a new idea or a new TV, what we are really doing is helping others make good decisions.

Our natural style is to talk in terms of our own interests and how great it is to join our association or buy from us. There are thousands of books on how to do this better and maybe you have read most of them. Rarely will you find good material on the buying process; the reasons why people buy. Perhaps you have heard the saying, 'Nobody wants to be sold but everyone wants to buy.' If you look at core reasons why people make decisions there are many. We at Dale Carnegie call them Dominant Buying Motives and they apply well beyond the typical sales process.

If we took some time to determine 'why' someone joins your association or 'why' they do business with you, you would quickly have a long list. This may have been an activity you have done in a strategic planning or sales meeting in the past. Most likely we would be staring at a glorious list of your organizations' awesomeness. I suspect something would be missing. What percentage of that list includes direct feedback from your customer (their words)?

Do you truly know why someone joins your association? Typically, people buy to do one of two things: 1) solve a problem or 2) create an opportunity. If they have a problem to solve, the motive is often self-preservation. They cannot keep going on the same path. They need help. Something must change. If they are trying to create something new, it is often because of acquisition (more time, more money) or even to be recognized by their peers or board.

The bottom line is we all do things for different reasons. If we can understand their 'why' you will never have to 'sell' again. As Zig Ziglar, the famous motivational speaker was fond of saying: "You can get whatever you want in life if you just help enough other people get what they want."

## INVEST IN YOUR FUTURE — JOIN THE CAE STUDY GROUP

**"I believe that a true professional always seeks out opportunities to grow, not only to learn new ways how to do XYZ, but to gain a broader knowledge and perspective that would be useful now or in the future. The CAE helped me do just that and beyond."**

DeeJay Garringo, CAE  
Associate/Director, STAT Association Management, Inc.



The VSAE Fall CAE Study Group is now forming for members interested in studying for the certified association executive (CAE) exam in May.

The study group begins February 21 and runs for 10 weeks, ending in time for the exam on May 5. This is a group facilitated by current CAEs. Candidates who fully participated in a VSAE Study Group have had excellent pass rates. The study group is free for VSAE members.

If you are interested in participating or if you have any questions, please write VSAE CAE Committee Chair **Laura Cobb, CAE** at [lcobb@vscca.com](mailto:lcobb@vscca.com). You can also call VSAE's Executive Director, **Brandon Robinson, CAE** at **(804) 249-2234**.

## PRIZE WINNER

Congratulations to **Richard Johnstone** of the VA, MD, DE Association of Electric Cooperatives, who is the December evaluation prize winner. Richard will be enjoying a \$50 Gift Certificate to Shula's American Steak House located in the Hilton Richmond Hotel & Spa at Short Pump.



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## AROUND THE COMMONWEALTH



**Maryann Crowder**, Vice President of Local Chamber Operations & Executive Director of the Virginia Association of Chamber of Commerce will retire from the Virginia Chamber of Commerce on January 31 after 30 years of service. She will continue in her role as Executive Director of VACCE through 2017 working several days a week. "I have enjoyed my time as a member of VSAE and will miss the many people I have met along the way."

Congratulations to the VSAE members who have been awarded Smart Meetings' 2016 Platinum Choice Awards:

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2924 Emerywood Parkway  
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PHONE: (804) 747-4971

FAX: (804) 747-5022

EMAIL: [info@vsae.org](mailto:info@vsae.org)

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