

Creativity in the Workplace

Any business serious about preparing for tomorrow will need to change how they think and talk about creativity in the workplace today. Join VSAE on **Thursday, April 2**, at **Delta Hotels by Marriott Richmond Downtown** for the **April Seminar with Breakfast** where Artist/Author **Noah Scalin** pulls back the curtain on the creative practice of artists to explain the real **ROI of creativity**. He will debunk common misperceptions about creativity and show a simple strategy that anyone can use to innovate and grow and inspire others to do the same.



An **Art of Innovation Workshop** will follow the breakfast, designed to develop enhanced creativity, critical-thinking, collaboration, and communication through hands-on experiential learning. This is not about getting out of a box or coming up with a Big Idea. It's about being able to consistently find potential in any situation. Noah will introduce the Big Seven set of strategies, which will help develop confidence in those who don't feel creative, and harness the skills of those who already identify as creative to level-up their capabilities.

Register at vsae.org/seminar-series.

3 Things Associations Can Do To Enhance Member Experience

2019 was a year when many organizations embraced a return to lower-tech ways: Phone calls over texts, printed newsletters over emails, in-person meetings over virtual gatherings. But just as many associations are embracing tech even more, in ways that put humans first: Ensuring everyone can enjoy a video no matter their capabilities, finding a balance between the desire to work remotely and the need to build solid staff/member relationships, using social media to encourage one another in the pursuit of healthy living.

We're predicting more smart use of technology in 2020 that will allow for more diverse voices to be included in association initiatives and strategies. With the goal of a more inclusive membership experience for all in mind, here are three things associations should focus on in 2020.

1. Accessibility

Carmen Collins, senior social media and talent brand manager for Cisco, realized that many online communications aren't optimized for people with visual, audio, or physical impairments when she broke her elbow last year. "I had to use voice-recognition software to type because I couldn't efficiently type with my hands," she explained. "That's when I delved into the array of tools those with visual or hearing disabilities use to consume social media, videos, and general online content, and found that most organizations aren't doing a great job of making their communications easy to enjoy for those with disabilities."

continued on page 8

DON'T MISS IT!

SEMINAR SERIES WITH BREAKFAST

Thursday, April 2

Delta Hotels by Marriott
Richmond Downtown

Speaker:
Noah Scalin
Another Limited Rebellion

8:00 a.m.	Registration
8:30–9:45 a.m.	Breakfast & Presentation

ROI OF CREATIVITY

10:00 a.m.–12:30 p.m. Seminar

ART OF INNOVATION WORKSHOP

Register at
vsae.org/seminar-series

UPCOMING EVENTS

NOVA SEMINAR SERIES

March 26

PIJAC Offices
Old Town Alexandria

SENIOR STAFF SIG

March 27

Better Business Bureau

2020 ANNUAL CONFERENCE

May 3–5

Colonial Williamsburg Hotels
Williamsburg Lodge

SEMINAR SERIES

WITH LUNCH

June 5

Richmond Marriott Short Pump

Check out all events at
vsae.org/calendar



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Economic Development & Tourism
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Sheraton Virginia Beach

GOLD

Boar's Head Resort
Cradock Terry Hotel and Event Center
Exhibits, Inc.
The Founders Inn & Spa,
A Tapestry Collection by Hilton
Great Wolf Lodge
Hilton Richmond Downtown
Hilton Virginia Beach Oceanfront
Hilton Washington Dulles Airport
Hotel Madison & Shenandoah
Valley Conference Center
The Hotel Roanoke & Conference Center
Jepson Alumni Center
Marriott Richmond Short Pump
MemberClicks
Natural Bridge Historic Hotel
& Conference Center
The Omni Homestead
Omni Richmond Hotel
The Tides Inn
The Virginian Hotel
Virginia Beach CVB
VisitNorfolk

SILVER

DoubleTree by Hilton Virginia Beach
DoubleTree by Hilton Richmond-Midlothian
Fredericksburg Regional Tourism Partnership
James River Audio Visual Services
Newport News Tourism
Visit Fairfax

Leadership reflections



Sonnja Montemayor, CAE
VSAE Executive Director

I love a good meme. One of my favorites is one that was trending a few months ago, the Dolly Parton Challenge. The spirited musician started a viral craze back in January when she posted a meme representing four different facets of her unique personality. A LinkedIn profile pic to represent her professional and businesslike side; a Facebook pic shows her family-focused and faithful friend side; the Instagram pic shows her creative and stylish side; and a Tinder pic represents her passionate and charming side. If you Google it, you'll see a lot of funny takes on the concept. The point of all this hilarity is to embrace the different facets of our individuality. Not only do people have different sides to their personalities, but organizations do too. So, what would VSAE's Dolly Parton Challenge meme look like? Hmmm...

VSAE is already a real-life version of LinkedIn. The organization itself IS your career development resource. All the education we provide is CAE approved. Rack up continuing education hours by attending the VSAE seminars and conferences. Just show up. Did you know that you can also get hours by participating in the ALV program, attending SIGs, and facilitating the CAE Study Group? And you can track your continuing education hours by logging onto your online member profile.

The Facebook side of VSAE is all about fellowship with friends and colleagues—networking at VSAE events, mentoring new members, and welcoming them into the VSAE family. The Membership Committee and the New Member Mentor Group welcome new members at events and are a resource as they navigate through their first year with VSAE.

The Instagram side of VSAE is represented by its outstanding education. The Education Committee spends countless hours curating the best topics and speakers for your professional development and education. The committee's review process is extensive and a lot of thought and consideration goes into identifying what works best for VSAE, all while giving you a breadth of offerings that not only meet the CAE renewal requirements but also give you a well-rounded overview of association management.

The passionate "Tinder" side of VSAE is without a doubt its volunteers. Their spirited enthusiasm for the organization and impassioned service makes VSAE the best it can be, without question. The Community Service and Silent Auction Task Force volunteers have a servant's heart and are always willing to give back with no expectation of something in return.

I treasure all the different facets of our organization and I hope you see yourself reflected in one or all of them. It is our own coat of many colors. Whatever experience you are hoping to get out of VSAE, we have it. Take advantage of it. Which quadrant do you fit into—Career Development, Networking, Education, or Volunteering?



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Breakfast

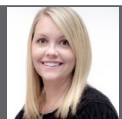
Evening
Reception



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Contact Erin Eissens to start planning!

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Erin.Eissens@AtriumHospitality.com



2020 VSAE ANNUAL CONFERENCE

May 3–5, 2020
Colonial Williamsburg Hotels
Williamsburg Lodge
vsae.org/annual

KEYNOTES



JUANITA McDOWELL

**Maximizing
Communication
for Association Leaders**

Effective communication doesn't happen by accident. From sharing your culture and vision to addressing issues that creep up within your organization, there are many nuances to communicating as a leader. This session will provide ten tips to strengthen your association by improving your communication with staff members.

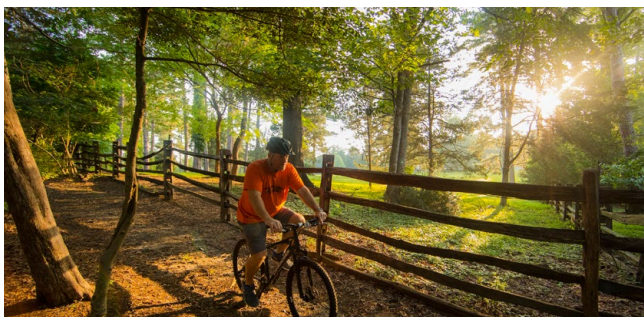
Speakers provided courtesy of Powell Kohne Associates, LLC.



MARCUS SHERIDAN

**The Digital Consumer:
How Today's Buyer Has Changed
and What Your Business
Must Do About It**

More than any other time in the last 100 years, the buyer of today has made a dramatic shift in the way they make purchasing decisions. Unfortunately, many companies haven't adapted to this shift and are not prepared for the continual evolution of this "digital consumer." Marcus Sheridan brings clarity to the way buyers have changed and exactly what companies must do to not only align themselves with this shift, but take advantage of the digital age as well.



NATURE WALK AT BASSETT HALL

12:00 – 3:00 P.M.

Join our volunteer Master Naturalist Guides for a guided nature walk along the Bassett Trace Nature Trail. The Bassett Woodlands are home to a diverse collection of native plants and is a birding "hot spot" with over 40 bird species that can be observed seasonally. There will be a discussion about the flora and fauna to be seen along the trail as well as a discussion of the history of the area. Hikers may want to take advantage of the entire 1.4 mile trail which ends at the Golden Horseshoe Green Course Clubhouse, where a box lunch will be served. Participants may walk back or enjoy a complimentary shuttle.



WALKING TOUR OF HISTORIC AREA

12:00 – 3:00 P.M.

Enjoy a guided walking tour of the Historic Area of Colonial Williamsburg. The 18th century comes to life through the men, women, free, enslaved, gentry, and tradespeople you will meet at government sites, their homes, and historic trade shops. Go ahead, ask them questions! Then enjoy a boxed lunch under the arbors outside at Chownings Beer Garden located at the Historic Chownings Tavern. One drink ticket for beer or wine will be included per person. Participants must be 21+ years of age.



GOLF THE GOLDEN HORSESHOE GOLD COURSE

12:00 – 5:00 P.M.

Recently renovated, the Gold Course now features the latest in modern turf grasses, new grass on the fairways, greens, and surrounding roughs, and utilizes "Better Billy Bunker" construction to improve the drainage, look, and playability of bunkers. Tees have been re-leveled, resurfaced, and reimagined, and the expansion of the practice putting green and range gives golfers plenty of opportunity to work on their long and short games. Each of the Gold Course's four par 3s presents a visually exciting challenge, and is uniquely memorable in its own right.

REGISTER AT [VSAE.ORG/ANNUAL](https://vsae.org/annual)

BREAKOUT SESSIONS & SPEAKERS

6+
Hours
CAE Credit!

Monday Morning 10:30 – 11:45 a.m. 1.25 CAE Credit

GROW AND SUSTAIN YOUR ORGANIZATION WITH DATA AND INTEL | Juanita McDowell*

Most people agree that the key to success involves finding the right people, at the right time, with the right message. But how do you go about it? In this session, you will learn how to find insider information about prospective members, donors, and partners that will enable you to generate meaningful connections and grow your organization. You will also learn how to gather intel you never thought possible on people and companies important to your organization.

LESS DOING, MORE LIVING: PRODUCTIVITY TOOLS FOR CEOS | Scot McRoberts, MPA, IOM

In this session, Scot will introduce you to tools and techniques that can help executives clear the clutter from their minds and their desks. Expect to discuss email, delegation and tech tools that automate mindless tasks. Hands-on demos and discussion will give participants immediate results.

LISTEN, LEAD – BUILDING STRONGER MEMBER RELATIONSHIPS THROUGH COMMUNICATION & LISTENING | Kiki L'Italien

Successful brands, institutions, and movements count on five essential elements to make stronger connections with people. In this session, KiKi shares what you need to know in order to build a lasting, successful, trust-based community built for today's noisy, skeptical, and overwhelmed environment.

MARKET DISRUPTIONS | Scott Wayne

This session distinguishes between product innovation (the creation of new products) and market innovation (the creation of new markets) and examines the role that negotiation techniques play in each. The audience is guided through common negotiation tools and how they can be deployed to generate new insights and concepts, pitch executives, and manage stakeholders.

Monday Afternoon 2:00 – 3:30 p.m. 1.25 CAE Credit

FIVE FACTORS TO MAKE YOUR ORGANIZATION MORE SUSTAINABLE AND SCALABLE | Lori Ruffin

In this session, we will outline five key areas that every organization must master if they want to be more scalable and sustainable, know what questions to ask to assess your organization in each area, and learn specific action items to strengthen the areas discussed in the session.

#METOO AT YOUR MEETINGS: HOW TO STOP & PREVENT HARASSMENT AND BULLYING | Dr. Sherry Marts

Are you wondering what you'd do if one of your attendees told you they'd been harassed, or worse? Is it difficult to even imagine that this happens at your meetings? Come learn the three steps that will help you stop and prevent harassment at your meetings.

REVERSING THE TREND: REIMAGINING MEMBERSHIP RECRUITMENT AND RETENTION | Andrew Smith

This interactive session will share several real-world case studies of how successful digital marketing and social media strategies helped associations reverse the trend of declining membership growth and low levels of membership retention.

Tuesday Morning 9:30 – 10:45 a.m. 1.25 CAE Credit

ASSOCIATION ETHICS: NAVIGATING MURKY WATERS | Blake Hegeman, Esq.

This session will focus on association ethics in a comprehensive manner. Blake will explain the ethical obligations association volunteers and employees owe to their organizations; whether a Code of Ethics should be considered for your organization; and how to avoid common, but serious pitfalls in existing association ethics codes. Blake will conduct a lively question and answer session to address those burning questions you have always had about gray areas in association management.

BUILDING A COMPETENCY-BASED BOARD | Karen Silberman and Dr. Ray Tuck, Jr.

A key element of a successful association is committed leaders with the background and business acumen to meet the challenges inherent in leading a 21st century organization. This session will explore how to build and maintain a competency-based board. You'll receive templates and resources that you can implement within your organization immediately.

DON'T OVERLOOK THE OBVIOUS: SAFETY AND SITE SELECTION | Alan Kleinfeld

There are ways a venue can help in your safety plan to keep you, your staff, your stakeholders, and your attendees safer. This session offers points and takeaways on how to conduct a site visit from a safety and security perspective.

GET DETAILED SESSION DESCRIPTIONS, LEARNING OBJECTIVES, CONTENT LEADER BIOS, CONNECT WITH OTHER ATTENDEES, AND ENGAGE ON SOCIAL MEDIA ON THE OFFICIAL VSAE MOBILE APP, **ENGAGEFULLY**.



BLAKE HEGEMAN



KIKI L'ITALIEN



ALAN KLEINFELD



SHERRY MARTS



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Vote for Your Officers and Directors at the Annual Business Meeting on April 2

The Nominating Committee, chaired by Immediate Past President Ray Mattes, III, CAE, and the Board of Directors, nominate the following slate of officers and directors for the 2020-2021 year (May 1–April 30).

OFFICERS

PRESIDENT

Phyllis Errico, JD, CAE

General Counsel
VA Association of Counties

PRESIDENT ELECT

Maureen Dingus, CAE

Chief Operations Officer
VA Society of CPAs

TREASURER

Steven Williams

Partner
Hardiman-Williams, LLC

SECRETARY

Stewart Hinckley

President & CEO
Ruggles Service Corporation

IMMEDIATE PAST PRESIDENT

Duront "D" Walton, Jr., CAE

Executive Director
VA Telecommunications Industry Association

DIRECTORS

Corey Clayborne, AIA, MBA

Executive Vice President
American Institute of Architects,
Virginia

Sarah Gouger

Executive Director
The Builders' Exchange Assn. of VA

Amy Hewett, CAE

VP of Strategy & Communications
Virginia Health Care Association

Richard Johnstone, Jr.

President & CEO
VA, MD, DE Association of
Electric Cooperatives

Carter Lyons, CAE

Director of Education & Professional
Development
Independent Insurance Agents of
Virginia, Inc.

Shannon McCabe, CAE

Executive Director
Association of Consulting Foresters

Katie Newland

Executive Director
ACG National Capital

Lisa Noon, CAE, RCE

Vice President
Organization Management Group

Tracey van Marcke

Chief Executive Officer
VHHA Foundation

Associate Member

Jordan Vallerga, CMP

Group Sales Manager
The Founders Inn & Spa

Additional candidates for the offices to be filled (except President and Past President) may be placed on the ballot with a petition signed by at least 10 percent of the members eligible to vote. The petition shall be filed with the Secretary at least one week before the election. The Secretary shall send notice of such additional nominations to all members eligible to vote before the election. Vote on the VSAE 2020-2021 slate of officers and directors at the Annual Business Meeting and Board Election, held on Thursday, April 2, at the Seminar with Breakfast at the Delta Hotels by Marriott Richmond Downtown.

Tell Us Your Story.



Back by popular demand, this year's Annual Conference will again feature IGNITE presentations from attendees. IGNITE presentations are fast-paced five minute presentations with 20 slides that auto-advance every 15 seconds. Topics range from the personal to the professional. ALL ATTENDEES are invited to submit their ideas to give an IGNITE presentation at this year's conference.

Learn more at vsae.org/ignite



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Making your association's communications more accessible is easy enough if you know what to consider. Collins suggests using descriptive alt text on images, captioning on videos, and cap (capital) case or "camel case" with your hashtags. Limit your use of emojis because automated text readers translate emojis quite literally and will read the descriptor for each and every emoji your social media coordinator places in a caption. Be aware of how your color schemes might be seen by those who are colorblind, and use a variety of colors in your brochures, infographic, and images to make them more understandable to that cohort and more interesting to all.

Above all, Collins recommends that associations design content to be mobile-first. According to Hootsuite, 94 percent of the 3.5 billion people worldwide who use social media are accessing their preferred platform on a mobile device. Designing your content for a mobile audience – with large fonts, appropriate image sizes, and alt text/captions for images or videos that don't always load thanks to spotty Internet connections – can make a big difference in the level of engagement with your material.

2. Human-Centered Design

As our devices and the software that powers them become more sophisticated, many fear that the humanistic side of business is fading away. But Garth Jordan, senior vice president and chief strategy officer for the Healthcare Financial Management Association, emphasizes that the only way to successfully move your organization forward is to involve the people it serves in your strategy and daily operations.

"Starting with your board is good," Jordan said, "But that doesn't include your staff, general member stakeholders, and other folks. If you aren't emphasizing with your customers/members, it's going to be hard for you to create unique insights that allow you to serve your population in ways that delight them."

Human-centered design means placing people at the core of a strategy, event, or any other business function. This qualitative-based research and planning method relies heavily on members' stories about their work, their aspirations, and their concerns. Going on a listening tour doesn't require thousands or even hundreds of interviews or focus groups, Jordan points out. Conduct a couple of dozen, and you'll hear common themes about how people in your organization perceive the current state of affairs and where those people in the trenches think your association's work should go.

"[Associations] that collect transactional data like search queries or such aren't collecting data about their [members'] work life," Jordan emphasized. "You have to go meet them and observe them to discover where they're at and where we can meet them, not where they can meet us."



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3. A Focus on Now

Finally, as technology speeds up our pace of life, a third trend that associations should focus on in 2020 is living in the now. Collins' team will be investing more time and money in live videos, live Facebook and LinkedIn updates, and more stories broadcast on Instagram and Snapchat. "Live media is the way of the future," she says. "People want to engage with brands in real time, and live social is a convenient way to do so."

Brian Fanzo of iSocialFanz echoed similar sentiments at Digital Summit Tampa. Fanzo is the creative voice behind multiple podcasts who pointed out that this audio format is popular in part because people can listen to a podcast in multiple places with devices they already own. Furthermore, the nature of podcasting is more intimate than other forms of print or digital communications. "As you listen to a podcast – or an audiobook, for that matter – you can create personal visualizations for yourself," Fanzo described.

Taking action and improving your skills by trying a new communication medium is better than sitting still. "Podcasting might seem like too much of a time commitment, or like something you've missed getting a jump on, but there's still lots of opportunity to make your mark, whether it's for member resource sharing, highlighting member work, advocacy, or industry education," he said. "Learn how to use a few basic, free tools, then press the damn button – just go for it!"

No matter what events unfold in your association in 2020, there will always be a need for members to connect with each other. Improving your association's accessibility, centering your strategies around the human side of business, and focusing on the present are sure to help everyone make those desired connections, no matter your industry or goals.

ABOUT THE AUTHOR

Kelly Clark is Manager of Online Marketing for Naylor Association Solutions.

LET'S RECAP!

Senior Staff SIG

Members of the Senior Staff Shared Interest Group (SIG) met on Friday, January 31 at **Catch Your Limit Consulting** for a discussion titled, “Authentic Engagement...It’s What’s at Stake.” Facilitated by VSAE Associate member and one of the leaders of VSAE’s Association Leadership Virginia (ALV) program—**Melissa Laughon**—the group had a candid conversation about engagement tips and tricks at the Board, staff, and general member level.

The small group setting of a SIG is a great way to engage with your industry counterparts to identify best practices, get feedback on ideas, or simply learn about what other VSAE members are doing across the Commonwealth. While the Senior Staff SIG caters to executives and high-level staff members who deal with organization-wide issues such as strategic planning, staff management, and organizational culture, there are seven other Shared Interest Groups including: Meeting Planner, Communications and Marketing, and Technology to name a few. If you are interested in learning more, or joining a SIG, visit vsae.org/shared-interest-groups or contact **Sonnja Montemayor** at sonnja@vsae.org.

February Seminar

On Friday, February 7, the historic **Jefferson Hotel** hosted the February installment of VSAE’s Seminar Series with Lunch. Juxtaposing old and new, the topics of the day at the 125-year-old property were technology and innovation. Beth Ziesenis, also known affectionately as Your Nerdy Best Friend or “Beth Z”, presented on common productivity problems and the technology tools that can be used to solve them. Beth’s presentation covered everything from apps to ways to use “Alexa” to engage members and attendees at events. Many thanks to **Blanche Powell** and **Powell Kohne Associates, LLC** for providing Beth Z for the event.

Partner/Exec Luncheon

Members of VSAE’s Partner Program and Executive members “felt the love” at the **Omni Richmond Hotel** for a Valentine’s Day themed Partner/Exec Luncheon last month. Attendees enjoyed casual networking, great conversation, and a delicious meal—complete with chocolate covered strawberries! For more information about the Partner Program or how to be involved in future Partner/Exec events like this, contact **Sonnja Montemayor** at sonnja@vsae.org.



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MARY KELLY | MARY.KELLY@MARRIOTTVIRGINIABEACH.COM



AROUND THE COMMONWEALTH



The American Institute of Architects (AIA) elevated **R. Corey Clayborne, FAIA**, Executive Vice President of AIA Virginia to its prestigious College of Fellows, AIA's highest membership honor, for his exceptional work and contributions to architecture and society. Less than 3% of the architecture profession achieve AIA Fellowship.

Congratulations to **Tara Modisett, CAE**, Executive Director of the **Alliance for Patient Medication Safety**, for successfully completing the CAE exam.

The **Tides Inn** will reopen in April following a multi-million dollar resort refresh to include enhanced ambiance in all accommodations, spa and fitness areas, dining facilities, and public spaces. Additionally, the Tides Inn will be adding

elevated resort programming, with a Makers Space, providing guests with new and inspiring ways to enjoy their time in the Northern Neck.

Toby L. Word, Tourism Sales Manager at the **Chesapeake Convention & Visitors Bureau**, has completed the three-year program of the Southeast Tourism Society Marketing College and earned certification as a Travel Marketing Professional (TMP). She was among 65 STS Marketing College graduates in the Class of 2019. The graduates were announced at the STS Connections conference in Little Rock, Arkansas on Monday, February 10, 2020.

Linda Worthington has recently started **Worthington Association Management**.

EXHIBIT AT THE FALL CONFERENCE

Thursday, October 1, 2020
Greater Richmond Convention Center

Plan now to exhibit at one of VSAE's largest events of the year. The Fall Conference attracts not only VSAE association executives, but also social, corporate, and government meeting planners. All exhibitor contracts received and paid by **Friday, May 22** will save \$100 on registration fees (early bird pricing noted below). Booths are 10 x 10 feet.

Aisle Booths Members: \$855 Non-members: \$965
Corner/Premium Booths Members: \$905 Non-members: \$1,015

For more information, contact Pamela Flynn at pamela@vsae.org or (804) 249-2244.

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Sheraton Virginia Beach Oceanfront Hotel
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Lynchburg Office of Economic Development & Tourism
Richmond Marriott Short Pump
Omni Charlottesville Hotel
Omni Richmond Hotel
Richmond Region Tourism
The Tides Inn
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Widespread Risk Advisors/AP Group and BeneFinder

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PARTNER HIGHLIGHT

When you read the words from a meeting planner's testimony, "It was an amazing event. Your team exceeded our expectations and you made everyone feel welcomed," you hit a high that everyone in the resort industry can relate to. It's a sense of satisfaction that you know your team gave their best to make that planner and attendees feel as though their meeting was the only event at the resort. It wasn't just one person; it was an entire resort team coming together under one belief system. A united focus that they will not settle for what has always worked in the past. They will break what does not need broken and evolve with the industry to stay relevant and provide planners and attendees what they're looking for—often what they don't know they need. The resort team must keep their ears to the ground to listen for what is ahead and do what industry leaders do best... take care of the customer.

At **Kingsmill Resort**, we've seen this evolution. It's a balance of the resort's sales and catering teams embracing the tools that have worked in the past, not to dwell on them, but to improve on the resources that have worked before and combine them with new technologies to provide flawless group service. This is especially true for the legacy golf resort industry.

Golf and business go hand-in-hand. Besides the obvious natural beauty that golf courses bring to a resort atmosphere, they have a generational and global appeal and are excellent resources to help develop business relationships and drive top talent to companies. It's no wonder that planners are looking for more than just a place to meet, run PowerPoint presentations, and present their required agendas. They know that successful teams often close their best deals right on the course. It is a sophisticated and efficient way to interject team building opportunities. For example, there are options where anyone can play golf, even if they've never played, such as glow golf or a hole-in-one challenge where the closest to the hole

KINGSMILL RESORT



wins. It becomes more about good times and great social fun. This, coupled with meeting spaces that include state-of-the-art technology and spacious accommodations, allows attendees to detach so they can focus on why they came to the meeting.

We know a planner must be selective when booking their meetings. They've evolved to look for those venues that do the heavy lifting for them. They need what best fits the group's criteria and attendee profile, while meeting company objectives, but they want the valued experiences that provide something for everyone. They want to share their experience and they will go to destinations that give them the entire package. It is legacy golf resorts like Kingsmill, which are

found throughout the country that provide just that. These are the resorts that have decades of experience and can offer a uniqueness that is tried and true, never cookie-cutter. These are the ultimate in golf resort destinations that planners truly desire.

CONTACT:

James Gelfand

Vice President of Sales and Revenue

Kingsmill Resort

1010 Kingsmill Road, Williamsburg, VA 23185

james.gelfand@kingsmill.com

(757) 253-3927



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Complimentary one-hour welcome reception with beer, wine and hors d'oeuvres
5% credit to the master account • Five complimentary upgrades to one-bedroom condos

TWO

Free breakfast buffet in Elements 1010 • 10% off banquet menus and AV support
Free half-day break service • 50% off resort fee

*Offer valid for new bookings. Twenty (20) room nights/night minimum to qualify. Cannot be combine with any other promotion or special offer. Kingsmill Resort reserves the right to cancel or modify promotion at any time.

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2924 Emerywood Parkway
Suite 202
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PHONE: (804) 747-4971

FAX: (804) 747-5022

info@vsae.org

vsae.org

Sonnica Montemayor, CAE
Editor

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Advertising Space
Contact Rick Eisenman
(804) 249-2233
rick@vsae.org

Carrie McIntyre Leads March NOVA Seminar Series

Tactics for Better Revenue Results and Relationships with Sponsors, Exhibitors & Advertisers

Thursday, March 26

PIJAC Offices, 1615 Duke Street, Old Town Alexandria

This interactive workshop is geared toward association and non-profit professionals who want to increase revenue, build stronger relationships with association supporters, and maybe even enjoy the sales process a bit more! Additionally, you'll walk away with checklists and specific tactics you can implement right away.

Throughout Carrie's 24-year industry career she has built successful teams and helped associations increase market share by leveraging products and services that support membership recruitment and revenue goals. She currently serves as the Customer Experience Officer for The Wyman Company.

A graduate of William & Mary, Carrie is a frequent speaker and ASAE member who lives in Chantilly, Virginia, with her husband and two sons. She enjoys camping, reading and pretty much anything that involves being outside.



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