



— VIRGINIA SOCIETY of —
ASSOCIATION EXECUTIVES

YOUR *association* PRESS

NOVEMBER 2020

Everything has changed in the past eight months. The strategic plan you just did last year now reads like it was written ten years ago. As associations gradually emerge from the crisis management mode caused by the pandemic and other events of 2020, there is a real need to refresh and update the strategic plan.



STRATEGIC PLANNING IN A PANDEMIC

If your plan is less than a year old, it may just need to be refreshed to account for the dramatic changes of 2020, but if you have an older plan, you might need to scrap it and start over. Many associations have been very flexible and creative during these crazy times and found ways to still accomplish their goals despite the pandemic, but the members' priorities may have changed. Are the goals in your strategic plan still relevant?

When I first started working with associations to create their strategic plans, the plans would often have a five- to seven-year horizon. In recent years, a strategic plan is only relevant for two or three years. Thanks to the craziness that is 2020, we need to rethink the timelines for our plans. Your association may need to consider a six-month or one-year plan to help work your way through the pandemic. Alternatively, your plan could include a section dealing with short-term issues while the rest of the plan focuses on more strategic goals.

There are some standard issues that need to be dealt with in a mid-pandemic plan.

Communication is a big issue that has seen dramatic changes. Some of the changes, like holding meetings virtually, are more practical than strategic, but there are some strategic communication issues to consider. For instance, working from home has changed

communications dramatically and new policies, procedures, and strategies may be needed to make sure communications are effective. Social media has also become more relevant as a strategic communication tool. The human need to feel connected to friends and colleagues has placed a greater emphasis on social media and video communications, so associations need a strategy to remain relevant.

Another issue to be considered as a strategy is the elimination of programs and services that have outlived their strategic importance but are still reasonably popular with members. These items are often referred to as Sacred

Each association is different and has been affected by the pandemic in a unique way. As a result, each association will have a unique answer to what adjustments need to be made to their plan, but it all starts with a review of the current plan to assess how it has been affected by the pandemic.

continued on page 7 >

UPCOMING EVENTS

WE'RE ALL VIRTUAL!

From now through March 2021, all VSAE events will be virtual. We look forward to being together again in person with VSAE members and Partners in April 2021.

While the events will be virtual, our focus remains the same: offering association professionals relevant and practical knowledge and providing opportunities to network, share, and support one another.

**WEDNESDAY & THURSDAY,
NOVEMBER 18 & 19**

**Virtual
CEO & Senior Staff Retreat**

WEDNESDAY, NOVEMBER 18

**SeminarWeb:
Getting Your Podcast
Off the Ground**

**NOVEMBER 30–
DECEMBER 11
12 Days of VSAE
Silent Auction**

**WEDNESDAY, DECEMBER 2
Virtual SIG Meeting:
Communications & Marketing**

**TUESDAY, DECEMBER 8
SeminarWeb:
Ethics and Inclusion in
Challenging Times**

**TUESDAY, DECEMBER 22
SeminarWeb:
The Curiosity of Change**

**VIEW ENTIRE CALENDAR AT
VSAE.ORG/CALENDAR**



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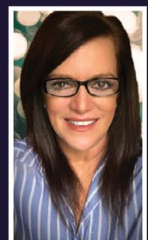
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& Tourism
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Omni Richmond Hotel
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Richmond Region Tourism
The Virginian Hotel
Widespread Risk Advisors/
AP Group and BeneFinder

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Leadership reflections



Phyllis Errico, JD, CAE
VSAE President

With a successful Fall Conference in the books, we look forward to more great events before the end of 2020. One thing you can be sure of is that they will provide the same timely and high-quality content that you've come to expect from VSAE. Please join us for SIG meetings, webinars, and our always popular CEO & Senior Staff Retreat, which will be held virtually on November 18 and 19.

VSAE is also about giving back to our community. We encourage you to participate in our signature holiday event which is now transitioned to a virtual event called the **12 Days of VSAE Silent Auction**. Please consider donating an item to the auction to support VSAE's educational programming and this year's charity, the Beacon Tree Foundation, an organization that helps children battling mental health and emotional health issues—a very timely and important cause. You can also contribute by bidding on the many wonderful items donated by VSAE members and partners.

I want to say on behalf of your VSAE Board of Directors and staff that we deeply care about each of you and we are here as a resource for whatever you need. We have all been experiencing not only the enormous health and economic effects of COVID-19, but also a period of social

unrest and division in our country that has placed unprecedented stress on everyone. We are thinking about you all and hoping for good things for you soon. Please let us know if we can help. I want to thank our incredibly generous partners and Associate members who have stuck with us through this prolonged pandemic as well as our Executive members for also hanging in with us during these difficult times.

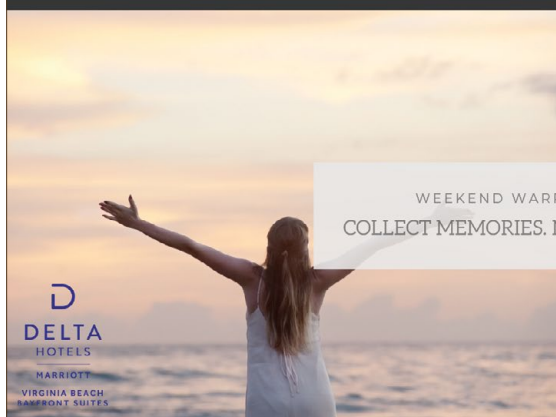
"...good attracts good and VSAE members are the gold standard of this adage."

I think we have met more as a board these past few months than we ever have to find new ways to support our members and those who would like to be members so we can be that steady resource, sounding board, and sometimes lifeline, to all of you. The Board of Directors recently approved a provisional membership for executives that are between positions. We have also scheduled a board retreat and strategic planning session to help focus not only on where we have been but also where we need to go to continue to serve our VSAE members in this uncertain environment.

I've always heard that good attracts good and VSAE members are the gold standard of this adage. We support each other in hard times and celebrate each other at all times, and that is one of the many things that makes this group so unique and special. Let's continue to do what we do best, which is being the best at making associations the best through connecting, learning, and leading.

See you at our upcoming VSAE events!

INVITING EVENT PLANNERS THE WEEKEND OF
MARCH 5-7, 2021.



FOR MORE INFORMATION AND RESERVATIONS CONTACT
CINDY GRZESIK AT [CGRZESIK@COMMONWEALTHLODGING.COM](mailto:cgrzesik@commonwealthlodging.com)

virtual

CEO AND SENIOR STAFF retreat

Focusing on Your North Star
November 18–19, 2020

Wednesday, November 18

12:30–12:45 p.m.

Introductions and Day 1 Schedule Review

Before diving into the work, participants will take a few moments to get oriented: Who's in the room? What challenges are we anticipating? And how will the agenda over the next two days give the clarity and tools association CEOs and senior staff need to operate effectively?

12:45–1:45 p.m.

Panel Discussion with Seth Kahan and John Sarvay

Over two days, our co-presenters—Seth Kahan and John Sarvay—will tag-team discussions on strategy and leadership. To kick things off, you'll engage with Seth and John around the issues important to you and your association in an interactive conversation that will set the stage for our time together.

1:45–2:00 p.m.

Break

2:00–3:50 p.m.

Strategic Frameworks for Changing Times

As associations clarify what matters most and work to develop clear strategies to successfully anticipate and navigate change, it's helpful to have both a clear focus and a set of frameworks to remain aligned and moving forward. Over the course of the afternoon sessions, John will create space for participants to focus on what matters most to them in developing their three strategic playbooks. Each session will be focused on one content element, with breakout time for participants to work in small groups.

Session 1:

Your Strategic North Star

When we reflect on the last six months, it's easy—and important—to orient around lost revenue opportunities and the financial challenges we all face. But associations, and their members, are also working to navigate

"As an association CEO, I haven't seen another program in the COVID era that has more potential for positive, long-term impact. VSAE's CEO Retreat is always excellent, but this one should be stellar." Scot McRoberts, Virginia Council of CEOs

big questions around member, client or employee engagement; member value; and effective brand outreach. Before you set new strategies, it's critical to be clear on your desired outcomes, or strategic priorities—for the near-term, and the long-term.

Session 2:

Three Strategic Playbooks

There are three strategic windows that every organization must be prepared to respond to—reacting to sudden changes; sustaining your organization through the uncertainty of COVID and its impacts; and preparing for opportunities to transform or reinvent. John will present a framework for three Strategic Playbooks to help you and your leadership prepare for multiple contingencies.

Session 3:

People, Then Strategy

We'll conclude the afternoon with a discussion about the ways in which engagement—of your employees and your members—can either amplify or sandbag your strategies. We'll discuss specific ways in which individuals and organizations respond to and move through change, and how you can anticipate and respond to strengthen engagement.

3:50–4:30 p.m.

Anchoring and Pivoting for Day Two

Seth will rejoin the group as we unpack our Day 1 discoveries and prepare for our second day of content.

4:45–5:45 p.m.

Virtual Happy Hour

Thursday, November 19

9:00–9:15 a.m.

Review Schedule and Goals for Day 2

9:15–11:00 a.m.

Strategic Foresight: New Game, New Rules

We all know that staying ahead of the curve is crucial to the success of your association. But with current economic and socio-political turbulence, it is becoming critical that associations adopt a practice of Strategic Foresight that prioritizes immediate disruption and growth while keeping tuned to your North Star. Seth will lay out his 5-step cycle for effective Strategic Foresight and provide participants with exercises they can take to their boards and senior management teams.

Exercise 1:

Shifting Perspectives

The Big Idea here is getting out of your own way so you can see where you need to innovate and where you need to fortify. Seth will provide a template so you can take this exercise to your volunteer and staff leaders.

Exercise 2:

Judo for Disruptions

Every disruption has a silver lining that can position you to provide compelling value to your members and partners. This exercise helps you take what's wrong and turn it into what's right for your organization.

11:00–11:30 p.m.

Full Group Share and Takeaways

11:30–11:45 p.m.

Closing Thoughts and Feedback

REGISTER AT [VSAE.ORG/CEORETREAT](https://vsa.org/ceoretreat)

How Does a Trip to Aruba Sound?



This year's Live Auction Item is a 5-night stay for two with breakfast daily at the beautiful **Hilton Aruba Caribbean Resort & Casino!** Enjoy the spectacular view along Aruba's amazing Palm Beach. The package includes all taxes and service fees as well as roundtrip transfers to and from Queen Beatrix International Airport.

The winner will also select an activity for two compliments of ECO Destination Management Services of Aruba AND a second activity for two compliments of De Palm Tours Aruba. Options include a Snorkel Sail, UTV or Jeep Tour, Snuba Adventure (snorkel/scuba diving combination), Flamingo Encounter, and Submarine Expedition.

To bid on this fabulous prize, tune in to the virtual Live Auction on **Friday, December 11**—the culmination of the first-ever 12 Days of VSAE Silent Auction.



The **12 Days of VSAE Silent Auction** will be held virtually from **November 30 to December 11**. Every year, the Silent Auction offers a vast array of items on which to bid, including luxurious getaways, event tickets, gift baskets, and so much more. These fantastic items will be available again this year, but participants can bid remotely over multiple days.

It's Time to Donate!

Don't miss the opportunity to participate in the season of giving by donating an item to the **12 Days of VSAE Silent Auction**. Donations are being accepted now through Friday, November 20 at vsae.org/12daysofvsae. Donations can include trips to local wineries, weekend getaways to that special little spot, one-of-a-kind artistic pieces, dining experiences at fabulous Virginia establishments, or items you can enjoy in the comfort of your home...the possibilities are endless!

Proceeds from this year's event benefit VSAE education and **Beacon Tree Foundation**, a local charity selected by VSAE's Community Service Committee that helps children battle mental and emotional health issues, a crucial resource given our uncertain times.

Thank You!

Thank you to the following organizations who have generously donated:

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Proactive Evolutionary Leadership

We are now living in a disruptive world with tremendous pressure. The most powerful force playing havoc with our plans is uncertainty.

You already know the big disruptions: pandemic, sheltering in place, virtual working, economic turmoil, job loss, supply chain interruptions, the national outcry over racial inequity, and our contentious political environment. Many association leaders, both executive and volunteer, are hunkered down, figuring out how to make the path to stable ground. Yet, the most successful leaders are doing something very different. They appreciate the unique opportunity this moment affords and are liberating the stresses of the moment, putting them to work, leveraging the pressure to create the organization of the future.

Beginning in April, I set out to talk to 100 association CEOs. I have been speaking to well-known leaders and lesser-known, large and small organizations, tradeshow, professional societies, and certification organizations. Here is what I find the most successful leaders saying: “This is our opportunity to accelerate our development. We have an unparalleled window to build the organization of tomorrow. I expect to do 5 years’ worth of evolution in the next 18 months.”

I see successful leaders building new value streams, working hand-in-hand with members to innovate, taking apart their business model to restructure it in line with the 21st century,

“This is our opportunity to accelerate our development. We have an unparalleled window to build the organization of tomorrow. I expect to do 5 years’ worth of evolution in the next 18 months.”

pulling together volunteer leaders to embark on deep self-examination, killing Sacred Cows, right-sizing staff, hiring for new capacities in sync with the times, developing online learning capacity, re-examining the value proposition of live events to retool and remake the ways they serve their members, and taking diversity seriously as a game-changer that attacks structural racism, gender bias, and generational obstinacy.

Scenario planning is an excellent tool in this environment. In scenario planning an organization looks at the big trends and works together with volunteers to imagine a future that is significantly different from our world today. Insights are drawn from the scenarios that can be put to work to mitigate risk, build new capacity, and influence upcoming events.

Scenario planning is often done periodically. The more uncertain the world, the more frequent the scenario planning. In our current environment, every six months is not unusual. This is not

business as usual for organizations that are used to doing strategic planning every three years, but it serves the executive and board well when circumstances are in dramatic flux.

This leads to what I call the North Star Next Stage approach. The North Star is your big outcome, the overarching goal that determines the mission of your organization. This does not change as circumstances shift. Then, there is the Next Stage, what you will do over the next few months. This may change dramatically.

Think of the North Star as your final destination. Let’s use a mountain drive as a metaphor. Imagine you are driving up a peak and your overarching goal is to reach the summit. That does not change. But as the road twists and turns, the direction you head must constantly be re-evaluated, especially when you come to hairpin turns! You may change your direction 180 degrees in seconds, but your ultimate destination—the summit—remains the same.

North Star Next Stage works extremely well with frequent scenario planning, to provide all of your leaders with a shared understanding of why you are pivoting to adapt to circumstances while maintaining continuous forward motion toward your North Star.

Proactive evolutionary leaders are those that take initiative to use our present circumstances to their advantage, moving beyond reactivity to proactivity. And they are actively evolving their organizations, building on the past and adapting to the present so they can thrive, the definition of evolution.



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ABOUT THE AUTHOR



Seth Kahan is an executive strategy consultant and author. He can be reached at seth@visionaryleadership.com.

Cows and the best time to evaluate them is during this time of significant change.

If you want to determine if a program is a Sacred Cow, simply ask these five questions:

1. What was the original purpose of this program/service?
2. Has the purpose or circumstances related to this program/service changed?
3. What other options are available for fulfilling this member need?
4. Is the program/service still called for in our updated strategic plan?
5. Should we continue this program/service, or are our limited resources better spent elsewhere?

If you eliminate a few Sacred Cows, you will make room in your association for new and exciting programs that are relevant to current and potential members who have been forever changed by the pandemic and other events we have seen in 2020.

ABOUT THE AUTHOR



David Phillips is the founder of Phillips Leadership and Consulting and is a past president of VSAE. He can be reached through www.davidrphillips.com.

SURVEY PRIZE WINNER

Congratulations to **Trenton Clark**, President of **VA Asphalt Association**, who is the Virtual Annual Conference evaluation prize winner. Trenton won an overnight stay at **The Hotel Roanoke & Conference Center**.

Be sure to submit the evaluations that are emailed after every event you attend. Your feedback is valuable to making VSAE events successful.

Virtual Fall Conference a Success!

Continuing the trend of virtual events for 2020, VSAE hosted its annual Fall Conference last month on October 13-14. Swapping the familiar trade show floor with an online exhibit hall, attendees were able to “visit” with exhibitors, partners, sponsors, and colleagues on an innovative new platform called Whova. In addition to the exhibit hall, the event included virtual education sessions on a variety of relevant topics from top notch content leaders. Topics included keys to getting along with anyone, creating a culture of member engagement, creativity and innovation, leadership post-pandemic, transitioning from “surviving” to “thriving” and managing stress in difficult times.

The online experience also provided new and unique opportunities for networking. Each morning began with an informal coffee chat and demonstration hosted by a local Richmond coffee shop, virtual meetups for communities and topic of interest, one-on-one connections via chat and video, and a special happy hour game of trivia.

Congratulations to our contest winners! The Leaderboard Contest recognizes the most active conference attendees. 1st Place—**Jamie Mitchell, Virginia Beach CVB**; 2nd Place—**Phyllis Errico, VA Association of Counties**; and 3rd Place—**Robin Sweeney, The Greenbrier**. There was a tie for the Best Virtual Booth contest. Winners were **Lori Leib, Hampton CVB** and **Robin Sweeney, The Greenbrier**. The Best Photo Contest winner was **Michelle Catalla, Hilton Norfolk The Main**.

With over 70 attendees and 42 exhibitors representing 24 organizations, we thank all of our attendees, exhibitors, sponsors, and content leaders for making this reimaged Fall Conference a success.

“It’s still possible to have a sense of community, even through a virtual event.”

—Fall Conference Attendee

FALL CONFERENCE STATS

145
APP DOWNLOADS

1,618
MESSAGES SENT

58
COMMUNITY BOARD
TOPIC POSTS

102
PHOTOS TAKEN

44
MEET-UPS CREATED

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In a calmer, more predictable world, strategy provides organizations with a sense of control, clarity, and certainty about the future. What does organizational strategy ask of us when the future feels unclear?

During extended periods of transition and change – triggered by pandemics, economic recessions, political or social uncertainty, or a combination of all four – strategic adaptability is essential.

Flexibility is a mindset. Flexibility is being open to and curious about possibilities. Strategic change leaders engage with an open mind, and a responsiveness to alternate approaches, pathways forward, or difficult solutions to problems. Flexibility is being open to choices, and what choices require of us.

Versatility is an action. Versatility is the ability to demonstrate other behaviors, and it begins with a commitment to change. This requires leaders to increase their self-awareness about their goals, their fears and aspirations, and their vision for



But what about the actual strategy?

While strategy is often driven by external forces, especially when the world is off-kilter, effective strategy must start with a commitment to organizational clarity on the part of leaders. Providing people (and organizations) with clear strategic choices—along with actionable steps and a vision for the future—is a critical leadership move.

As organizations move into 2021, leaders need to be clear on their ability to be adaptable, and to provide their organizations with a strategic

Once leaders are aligned around a commitment for strategic change, the work of strategic planning can begin.

A solid strategic playbook going into 2021 should have three essential parts—a crisis plan to ensure leaders have an aligned approach to future disruption; an operational plan that is rooted around stabilization and sustainability; and a transformational plan that actively explores modes of reinvention that prepare the organization to emerge when the current set of crises recede.

Each part of the playbook should be anchored by a shared organizational vision. In the current change environment, that vision may be simple—serving members effectively and sustaining the association into 2022. It may also be restorative—engaging members around a shared vision of a reimagined association that is resetting around a new reality.

Moving through this time of challenge asks organizations to slow their tempo, recenter around strategic adaptability, and lead with vision and versatility.

ABOUT THE AUTHOR



John Sarvay is the founder of Floricane, LLC, a Richmond-based consulting business. He can be reached at john@floricane.com.



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Now is the Time to Invest in Your Future

Joining VSAE has been one of my best professional decisions.

It's comforting to attend VSAE events with pros who understand my world.

VSAE provides affordable, high quality education for maintaining my CAE credential.

The great relationships formed through VSAE are invaluable.

I leave every VSAE event a stronger professional than I was before.

VSAE feeds my fire to never stop learning.

In any other year, we'd be approaching the end of it thinking about how best to be generous to those we love. We'd be planning celebrations with friends and family—forestalling all the literal and figurative belt-tightening in January.

This, of course, is not any other year.

This is a year that has delayed our gatherings and instead forced us to tighten our belts, at home and at work.

At some point, if you haven't already, you may wonder if you need to cut your VSAE membership from your budget, questioning whether you can afford to attend professional development events. You may be wondering if you can spare the budget and the bandwidth to encourage your teammates to follow suit.

But here's the thing—and this is as true for you as it is for your members and your clients—now is exactly the time to invest in your future.

We don't know what the future will bring but we do know that it will be more competitive, more tech-savvy, more innovative than ever before.

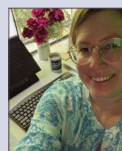
VSAE membership offers continuing education that spans the breadth of association management (and we all know how diverse our skill sets can be!) which means that VSAE members will be better hires. The myriad of online opportunities lately have made it easier than ever to squeeze education into my schedule.

If I were not employed right now (and this year has been particularly hard on our friends in the hotel industry), I'd be throwing myself into education to bolster my skills and my resume. I'd be using my membership to connect with people in the positions and organizations I'm interested in to get some recommendations and ultimately land that dream job.

I am fortunate to be employed, but I am still new to my association and to association management. There is just so much more for me to learn. VSAE fast tracks the education I may get from my own experience and helps me to understand the things "I don't know that I don't know." I leave every VSAE event a stronger professional than I was before.

Since our VSAE colleagues are some of the kindest and most welcoming people we've ever met, it should surprise none of you how easy it is to get involved. If you have expertise you want to share or if you want to figure out how to go from where you are now to the kind of leader you want to be, reach out to VSAE, join a committee, join a Special Interest Group (SIG), or ask for other ways to get involved.

ABOUT THE AUTHOR



Sarah Mattes Marshall is the Executive Director of the VA College of Emergency Physicians and chairs the VSAE Membership Committee. She can be reached at sarah@vacep.org.



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ASSOCIATION BOOKSHELF

What are you reading? If you have a book you'd like to recommend to your association colleagues, let us know! Send the title and author, along with a brief description, to **Lorraine Meade** at lorraine@vsae.org and look for them in future newsletters.

"The Beautiful No" Tales of Trial, Transcendence, and Transformation

By Sheri Salata

I love this book because the author, at 56, decided that it is never too late for transformation. This meant revisiting her past, excavating its lessons, and boldly reimagining her future. I think many of us can relate these days and find inspiration for personal renewal in this book.

Lori Leib, CMP
Hampton Convention & Visitor Bureau

BOARD SERVICE NOMINATIONS

The VSAE Nominating Committee will soon be accepting applications for the 2021-2022 Board of Directors. The Board, comprised of 15 directors, helps set the strategic direction of VSAE.

The committee is looking for candidates who want to give back to the association community and have input in the future direction of VSAE.

If you meet the qualifications to serve (member in good standing for 2 years or more, attends VSAE events regularly, and has served on a committee or task force), you are encouraged to apply.

Nominations open **November 16** and must be received by **December 31**. Visit vsae.org/board-nominations for more information and to download an application.

If you have any questions, contact **Terry Monroe, MBA, CAE** at (804) 249-2234 or terry@vsae.org.

Board Adopts Changes in Bylaws

Responding to the challenges facing many VSAE members during the current economic downturn, the Board of Directors has adopted two changes to the bylaws. These changes are meant to help Executive members who have experienced a change in job status remain engaged in VSAE and continue to benefit from member programs and services while they search for their next association position.

Membership Eligibility for Non-Employed Individuals

The Board established a new member type: Provisional Executive membership. This membership is available to individuals currently not employed and who have served within the past 180 days as executive staff personnel devoting 50% or more of their working time to voluntary trade, business, professional, educational, philanthropic, technical or similar type organizations. Provisional Executive members have all the rights of Executive membership except they may not serve in a leadership position, vote, or attend events paid for by Partners. Provisional Executive membership is limited to one year, except in the case of partial year memberships which may be renewed for the following calendar year. Members would convert to Executive membership upon meeting the requirements for that member type. Dues for Provisional Executive members shall be the same as for Executive members.

Board of Director Eligibility

The Board approved a bylaw change providing that an officer or director who is no longer eligible for Executive membership due to a change in job status (other than retirement) has 90 days from leaving employment to secure a position meeting the requirements for Executive membership in order to maintain their board position. After 90 days, any officer or director that does not qualify for Executive membership shall forfeit their current board position.



thank you

Although Exhibits, Inc. has sadly closed its doors, we want to let our loyal VSAE members know how sincerely grateful we are for your business and long-term relationships.

This year has had its share of challenges; however, we still have an abundance of things for which to be thankful. I plan to remain

connected to the industry as it re-emerges. If there is anything I can do to help your organization as you recover, please contact me.

Wishing you, your family, friends, and colleagues a safe and blessed Thanksgiving.

Rich Chandler, Exhibits, Inc.
richchandlerjr@gmail.com

PARTNER HIGHLIGHT:

The Mid-Atlantic's Newest Contemporary Oceanside Resort Hotel

The new Marriott Resort Virginia Beach Oceanfront, a 305-room, \$125 million hotel is the second phase of the acclaimed Cavalier Resort, which includes the Historic Cavalier Hotel and Beach Club. The new Marriott features two chef-driven signature restaurants, 25,000 sqft. of modern meeting and event space, expansive oceanside outdoor social spaces, and sweeping views of Virginia's pristine coastline.

While the Historic Cavalier Hotel blends classic southern charm with rich vibrant colors and elevated services and amenities, the new Marriott exudes comfortable luxury and a contemporary aesthetic inspired by its prominent beach front location. The modern 24-story glass high-rise utilizes a fresh, natural color palette, with voluminous interior spaces that feature polished concrete, blackened steel, natural rough woods, and greenery throughout softening its modern lines. The design seamlessly blends interior and exterior spaces including the hotel's main pool with oversized doors that allow the Atlantic Ocean breezes to flow throughout the property.

A Planner's Delight

The Marriott offers the largest ballroom and more meeting and event space than any other hotel on the Virginia Beach oceanfront. The Ballroom's adjoining outdoor Private Event Terrace, 9 individual breakout rooms with high ceilings and natural light, and captivating oceanfront lawns make this event venue unlike any other in the Mid-Atlantic.

Relax in Contemporary Accommodations

Each of the 305 guest rooms embrace design elements found in the hotel's public spaces. Guest rooms blend neutral tones, textures, and splashes of color that echo the area's stunning landscape and feature unrivaled views of the pristine Virginia coastline. Design elements include curated custom art, modern furnishings, and greenery throughout.



Experience the Food and Drink

Orion's Roof, the hotel's sophisticated rooftop dining experience, features the culinary talent of world-renowned Chef Hisashi Araki. At 24 stories high, Orion's Roof provides guests with dynamic cuisine inspired by Chef Araki's experiences throughout the world, and an unobstructed, virtually 360-degree view of Virginia Beach and its acclaimed oceanfront.

Executive Chef Paul Newman leads the team at Tulu Seaside Bar & Grill offering locals and hotel guests a taste of scratch cooking with an emphasis on healthy, mindful eating, in a relaxed oceanfront environment. Enjoy selections for every taste and diet from breakfast to late-night bar fare.

Complete with patio seating and an oceanfront lawn surrounded by built-in sofas and private fire pits, Tulu is the perfect place for taking in the salty sea breezes and fantastic water views.

About The Cavalier Resort

The Cavalier Resort is a collection of historic and modern hotels, a luxury beach club, farm-to-fork restaurants and bars, an onsite distillery, a luxury spa, and private residences offering guests the finest accommodations, signature amenities, and unparalleled views of Coastal Virginia.

Want More Info?

Mary Kelly, Senior Sales Manager
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PART OF THE
CAVALIER RESORT

SOARING ABOVE THE COAST ATOP THE
MARRIOTT VIRGINIA BEACH OCEANFRONT

WELCOME NEW MEMBERS

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Williamsburg, VA

AROUND THE COMMONWEALTH



VSAE is now represented by the law firm **Whiteford, Taylor & Preston L.L.P.**, with offices in Richmond and Falls Church, Virginia.

The **Independent Insurance Agents of Virginia, Inc. (IIAV)** has formed a strategic partnership with Sera-Brynn, LCC, a cybersecurity firm. The partnership enables IIAV to offer Sera-Brynn's CHECKLIGHT™ solution to its members and their customers. CHECKLIGHT is a new service that combines state-of-the-art security technologies, threat intelligence, a \$250,000

insurance-backed cyber threat warranty, and Sera-Brynn consulting expertise.

Visit Fairfax is delighted to announce the opening of the National Museum of the United States Army at Fort Belvoir. The museum will open to the public on Veterans Day, Wednesday, November 11, 2020. The museum, constructed over four years at a cost of more than \$200 million, features substantial meeting and event space available for rent.

HEALTH CARE CORNER



The Virginia Health Benefit Exchange was created by the 2020 Virginia General Assembly and will be operated as a new division within the State Corporation Commission (SCC). It is expected to transition to a full state-based exchange by plan year 2023.

A 15-member advisory committee has been put in place to advise and provide recommendations to the SCC and the director in carrying out the purposes and duties of the exchange.

AP Group and BeneFinder are proud that **Lee Biedrycki**, president of BeneFinder and partner of the VSAE Health Plan Consortium with AP Group, was appointed as one of the advisory committee members named by the Commission. Your association is in good hands with AP Group and BeneFinder as your endorsed health care representatives as they continue to stay on top of cutting edge healthcare initiatives.

Monty Dise | (804) 423-7700 | mdise@apgroupinc.com



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