



— VIRGINIA SOCIETY of —
ASSOCIATION EXECUTIVES

YOUR *association* PRESS

November 2021



VSAE's Most Popular Event!

Join VSAE on Friday, December 3 at the Hilton Richmond Hotel & Spa / Short Pump for VSAE's most popular annual event, the Awards Luncheon & Silent Auction. Find out this year's winners of the VSAE Awards of Excellence, place your last-minute bids, enjoy a delicious meal, and celebrate the season with your colleagues.

Help make this year's event the best ever

The Silent Auction will occur online as it did last year with bidding opening on Monday, November 22 and ending before the luncheon begins. Attendance at the luncheon is NOT required to donate or to be the winning bidder. Proceeds from the auction will benefit the **Virginia Leukemia & Lymphoma Society** as well as VSAE educational programs.

It's not too late to donate!

Our catalog of donations includes luxurious getaways, tickets to sporting and cultural events, gift baskets, fine dining, and so much more!

Be creative, offer up something not found anywhere else, like professional services

or hand-crafted gifts, and promote your organization or special skills in the process. Monetary donations are also accepted.

Donating is easy!

Visit vsae.org/donationinfo and click on the link to the donation form.

Donations are being accepted through November 19, and all members and non-members are encouraged to donate. See page 4 for a list of current generous donors. Don't delay in adding your name to the list.

Support local charities



The VSAE Community Service Committee selected the **Virginia Leukemia & Lymphoma Society** as this year's charity. They are the global leader in the fight to end blood cancers.

Again this year, we will be collecting non-perishable food items to donate to **FeedMore**. Bring your items to the event with you!

Register today at vsae.org/alsa.

DON'T MISS IT!

AWARDS LUNCHEON & SILENT AUCTION

Friday, December 3
Hilton Richmond Hotel
& Spa / Short Pump

SCHEDULE

10:45 a.m.
Registration Opens

11:00 a.m. – 12:00 p.m.
Reception

12:00 – 1:15 p.m.
Awards Luncheon

REGISTER AT
[VSAE.ORG/ALSA](https://vsae.org/alsa)

UPCOMING EVENTS

FRIDAY, JANUARY 7
Virginia Political Outlook 2022
Marriott Richmond Downtown

FRIDAY, FEBRUARY 4
Seminar Series with Lunch
Omni Richmond Hotel

FRIDAY, MARCH 4
Seminar Series (virtual)

MARCH
NOVA Seminar Series
Date & Location TBD

THURSDAY, MARCH 24–
FRIDAY, MARCH 25
Meeting Planner Summit
Renaissance Portsmouth–
Norfolk Waterfront Hotel

VIEW UPCOMING EVENTS AT
[VSAE.ORG/CALENDAR](https://vsae.org/calendar)

THINGS TO DO IN '22!



An opportunity for professional Meeting Planners to bond as they share best practices and experience together the newest ideas in event planning. Approximately 6 CAE/CMP credits.

Meeting Planner Summit
March 24–25
Renaissance Portsmouth-Norfolk Waterfront Hotel



The entire membership comes together for high-caliber educational sessions, networking at receptions and a banquet, and fun activities in the local area. Approximately 6 CAE credits.

Annual Conference
May 1– 3
Lansdowne Resort



Roundtable and panel discussions to explore the issues unique to owning and working for an Association Management Company. Approximately 4 CAE credits.

AMC Summit
July 12
Omni Charlottesville



Top-level decision makers focus in on the current challenges and opportunities in leading their association into the future. Approximately 10 CAE credits.

CEO & Senior Staff Retreat
September 12–13
The Cavalier



Virginia's premiere conference for association executives and meeting planners, offering an Expo with 75+ exhibitors and multiple educational sessions. Approximately 6 CAE credits.

Fall Conference & Expo
October 5–6
Greater Richmond Convention Center and Hilton Richmond Downtown



VSAE's most popular event! Bid on over 100 donated items, then enjoy a luncheon at which the winners of the Awards of Excellence are recognized.

Awards Luncheon & Silent Auction
December 2
Hilton Richmond Hotel & Spa Short Pump

MARK YOUR CALENDARS AND LEARN MORE AT [VSAE.ORG/CALENDAR](https://vsaе.org/calendar)

BOARD SERVICE NOMINATIONS

The VSAE Nominating Committee begins accepting applications on November 15 for the 2022-2023 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.

Learn more at vsae.org/board-nominations. Applications must be submitted by December 20.

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

DUES INCREASE FOR 2022

Renewal notices for 2022 VSAE member dues were sent out at the beginning of November. Invoices can be paid online directly from the email notice. Below are the new membership dues rates, effective January 2, 2022.

EXECUTIVE

1st and 2nd	\$350
3rd and more.....	\$180
Non-Richmond*	\$300

*Located 50+ miles outside of Richmond.

ASSOCIATE

1st and 2nd	\$550
3rd and more.....	\$290

SEMI-RETIRED

Each.....	\$ 75
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Leadership reflections



Zach Eisenman
Deputy Executive Director

“They’re not the best at what they do, they’re the only ones that do what they do.”

Fans of the iconic psychedelic jam band, the Grateful Dead, might recognize this quote from the late Bill Graham—a legendary concert promoter in the ‘60s and ‘70s—who used it to describe the unique and boundary pushing ethos of the band. Not only was the Grateful Dead exploratory with its music (which included lengthy jamming and spacey improvisation), it was also a true rock and roll marketing pioneer that completely disrupted the status quo of the music industry at the time.

Given my relatively young age (I was only 3 years old when Grateful Dead front man Jerry Garcia died), it may come as a surprise to some readers that I consider myself a bit of a “Deadhead.” However, I’ve long been a fan of the band, and have devoured their extensive live catalogue in addition to seeing the remaining members play as often as I can.

I also recently finished a book that’d been on my list for quite some time, *Marketing Lessons from the Grateful Dead: What Every Business Can Learn from the Most Iconic Band in History*. Co-authored by Brian Halligan and David Meerman Scott (two seasoned marketing professionals with tie-dyed credentials), the book details marketing lessons from the band’s storied career as a musical and business pioneer.

While I highly recommend the book and don’t have nearly enough space in this column to properly give it its due, there were three “lessons” I wanted to highlight that I find as applicable to the association world as they are for the hippies from Haight-Ashbury.

Carve Out Your Own Niche

The first, and perhaps most core theme in the book is to carve out your own niche and create a unique business model. While its contemporaries were focused almost exclusively on selling albums, the Grateful Dead went the exact opposite direction

and focused on generating revenue from live concerts. In doing so, the band created a live experience that fostered a loyal fan base that followed the band across the country. Without any hit records or chart-topping hits, the Grateful Dead became one of the most successful bands in the country. The lesson – don’t be afraid to differentiate your organization or operate under different assumptions than those around you.

Put Fans in the Front Row

Unlike other bands that began to move to electronic ticketing systems in the early 1980s, the Grateful Dead set-up its own in-house ticketing agency. This allowed the band to control the flow of tickets and give priority to

“Don’t be afraid to differentiate your organization or operate under different assumptions than those around you.”

the fans for the best seats. All too often our organizations neglect their loyal supporters in favor of attracting “the new”—new members, new sponsors, etc. We must remember not to ignore our most passionate fans in search of growth, as it’s often those longtime, loyal fans who tell our stories and drive our growth.

Free Your Content

While other bands prohibited live recordings and discouraged fans from circulating bootleg tapes, the Grateful Dead encouraged fans to record its concerts and even set up “taper sections” where fans’ recording gear could be set up for the best sound quality. Many thought this model of “giving away their music” would hurt the bottom line, but the availability and quality of Grateful Dead recordings actually organically fueled its growth. It removed barriers to its music, which brought in new fans and grew sales. The same can be applied to your organization – free content can open up your marketing funnel in a dramatic way.

As outlined in the book, the Grateful Dead is a case study in contrarian marketing. The minds behind the band were innovators who pioneered a business model and philosophy that was the exact opposite of their peers—and it worked. With the rise of viral marketing, social media, and dozens of other new ways to engage both members and prospects alike, it seems like everyone is looking for a silver bullet to market their organization and its programs. Perhaps you’d benefit from taking a page out of the Grateful Dead’s book and blaze your own path to keep your organization truckin’ on!

Suspended Coffee

There is a tradition in Italy that reminds me of the positive impact of associations and chambers in the U.S. It is the practice of *caffè sospeso*.

A *caffè sospeso*, or suspended coffee, is a cup of coffee paid for in advance as an anonymous act of charity. The tradition began in the working-class cafés of Naples.

When customers buy coffee, they also pay in advance for a cup to be given to somebody else -- usually someone who otherwise couldn't afford it.

When you purchase a suspended coffee, you are expressing care for somebody anonymously and also preserving their dignity. They benefit with a coffee or meal without having to ask for help. It is not up to us to judge who will get the coffee.

Practiced in the U.S.

Sometimes you find similar practices in the U.S. At the Starbucks drive through the barista said, "the car in front of you paid for your coffee." To continue the positivity, I then paid for the car behind me.

In Heber Springs, Arkansas, the Jitterbug Coffee Shop has a large blackboard titled, "Pay It Forward," which was the title of a movie with a positive message. It is an expression for when the recipient of an act of kindness does something nice for someone else rather than simply accepting or repaying the original good deed.

Notes on the board read, "Thank you nurses. I've paid for your coffee." and "Any teacher--

your coffee has been prepaid by an anonymous donor." The board was full with no room to add new suspended coffees or meals.

Associations and Chambers

It makes me think of the volunteer leaders who work to improve their community, cause, trade or profession. Selflessly they focus on the future, working to improve society. They don't ask who will benefit but work for the good of a cause. They don't expect compensation or require recognition.

Examples include raising funds for a community shelter. Scholarships to help students. Helping businesses prosper, in turn improving employment and the economy. And setting standards of safety for the public.

America's 1.5 million non-profit associations and chambers are paying it forward. Creating a better future for people they don't yet know.

The concept of paying for a coffee to benefit another person started in Italy. The concept of nonprofit organizations building a better future for others is the greatness of America.

ABOUT THE AUTHOR



Bob Harris, CAE provides free governance tips and templates at nonprofitcenter.com and facilitates strategic planning on board orientation. Write him at bob@rchcae.com.

Thank You!

The following companies and individuals have generously donated items to the **VSAE Awards Luncheon & Silent Auction**, with more coming in every day! Don't miss out on helping to make a difference, as proceeds from the auction will benefit the **Virginia Leukemia & Lymphoma Society**, the global leader in the fight to end blood cancers.

- American Council of Engineering Companies of Virginia
- Association of Consulting Foresters
- Rebecca Eisenman Butler
- Charlottesville Area Association of REALTORS®
- Colonial Williamsburg Resorts
- Eisenman & Associates
- Embassy Suites by Hilton Richmond
- Pamela Flynn
- Great Wolf Lodge
- The Greenbrier
- The Henderson Beach Resort
- Amy Hewett
- Hillsdale Conference Center
- Hilton Garden Inn Virginia Beach Oceanfront
- Hilton Richmond Downtown
- Hilton Virginia Beach Oceanfront
- Holiday Inn & Suites North Beach
- Holiday Inn Tanglewood-Roanoke
- Hotel Madison & Shenandoah Valley Conference Center
- The Inn at Virginia Tech and Skelton Conference Center
- Linden Row Inn
- Massanutten Resort
- Terry Monroe
- Omni Bedford Springs Resort
- Omni Charlottesville Hotel
- Organization Management Group
- Powell Kohne & Associates
- Ruggles Service Corporation
- VA, MD & DE Association of Electric Cooperatives
- Virginia Asphalt Association
- Virginia Bankers Association
- Virginia Beach Convention & Visitors Bureau
- Virginia Crossings, Tapestry Collection by Hilton
- Virginia Society of CPAs
- Yenta+Posha

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RISING YOUNG PROFESSIONALS Q+A



Meet Tigre Hammond, a VSAE member, young professional, and Member Relations Specialist for the Virginia Asphalt Association.

What led you to where you are now?

After graduating from George Mason University in 2015 with a B.S. in Tourism & Events Management, I hit the ground running with a few internships under my belt and became the Event Coordinator for a private restaurant. In 2017, I was led back to my hometown of Fredericksburg, VA, where I became the Event Manager of the Fredericksburg Expo & Conference Center. I am grateful for the experience, knowledge, and personal growth I gained in my four years of working at that venue. I owe a lot of my career development to **Marlene Camp**, the General Manager and my mentor at that time, as well as my coworkers, and the clients who I had the pleasure of helping. The Virginia Asphalt Association (VAA) just so happened to be among those clients I loved working with year after year for their annual asphalt seminars. They made me aware of a new opportunity at the beginning of 2021 to become their Member Relations Specialist. Since I am a firm believer in things happening for a reason, I graciously accepted the position and started last April. Prior to entering the association industry, I had only really been on the venue side of event management. It's been an eye-opening change and is helping me round out my experience and professional growth now that I'm on the "client" side of things.

Do you have a mentor? If so, what's a lesson they've taught you that you'd want to pass on to others?

I admit I've had many mentors throughout my life personally and professionally, but I'd like to give credit to the constant mentors in my life – my parents. They are both hard working, totally dedicated individuals and have taught me to be the same. A lesson that I have learned just by watching both of them thrive in their own careers, is to never settle

and always keep striving to be better than you were the day before.

What motivates you at work?

I am motivated by exceeding expectations and growing professionally within my role in the organization. I believe that if you're not pushing yourself and growing within your job, you're only committing a disservice to yourself. Also, making people happy is a big motivator of mine. Being in my position of Member Relations Specialist, I strive to keep the members happy – especially while attending events I've planned.

What are your career aspirations?

Since I am new to the association industry, I really want to stick it out and get as much experience and knowledge in this role as I can. Whether that's the next 5, 10 or 20 years, I hope to make an impact in whatever role I play. I also plan to get my CMP and my CAE in the upcoming years, as well as continue to increase my skills with creative graphic design.

If you could give advice to other young professionals in our industry, what would it be?

In a world that is always changing, remember to be flexible and adaptable. Just look at our society and what the pandemic has done to so many industries, including ours. We must always have a flexible mind, and a plan B in our back pocket. Don't be afraid to learn new skills or take on other responsibilities. You never know how your company may evolve in the future and how your role may change as well.

How has VSAE impacted your career development?

Although I've only been a member of VSAE since April, it has already impacted my career development and personal growth in many ways within that short amount of time. Being able to attend educational sessions and numerous networking events, my eyes have

truly been opened to what is possible within this industry. I've been introduced to so many like-minded professionals because of VSAE. The relationships and opportunities that come out of being a member are so valuable and I'm grateful to be a part of it.

What was the last great piece of advice you received?

To say what I mean and mean what I say! Meaning speak up and stand firm behind my words. I have a tendency to be on the quieter side, so I'm not the first to speak up and share my opinion. However, when I do speak, I know in the back of my mind I must be confident and direct. Staying quiet isn't always a bad thing, but we have voices for a reason.

What do you like to do outside of work?

Outside of work I love to spend time with my husband, our dog, family, and friends. Our family is big into game nights, and they're usually always hosted at my house. I enjoy opening up my home to allow the love and laughter to soar through it. I am very much an extroverted introvert though. I love when everyone gathers and has a great time being social, but I also appreciate my alone time to recharge and binge on Netflix shows. I also have a huge passion for dancing. Anytime I get the chance to move freely and dance my heart out, I'm the happiest girl.

What's on your music playlist?

If someone shuffled through my iTunes playlist, they would probably be surprised by the many genres of music I listen to. I've never been the type to have a favorite music, food, movie, etc. It's hard for me to pick just one thing out of so many options. So, I listen to whatever makes me happy. It can be pop, country, rap, hard rock, 80s, Christian, Latin, metal, R&B, whatever. I love it all. I believe that variety is the spice of life.

Top Takeaways on How Membership Will Survive the Great Reset

The events that unfolded over the last 18 months have brought about extraordinary change for organizations in nearly every industry. Associations in particular had to adapt quickly and assess old ways of doing things and determine the best path forward, while keeping up with evolving member expectations. The lessons associations learned in crisis will guide next steps.

A new report from Sequence Consulting, “How Membership Survives the Pandemic,” draws on research conducted with senior leaders of successful associations to highlight 12 changes you can make today to best prepare your membership for the future.

Crank Up the Content

Speed up your cycle. Are you publishing engaging new content daily? It’s important to deliver content that adds value to your members every day.

Reboot your process. If your content and communications process cannot work at that pace and scale, get a new one. Out with the old and in with the new—go digital with content.

Repurpose, repackage, recycle. Reformat long-form reports, huge PDFs, event content, and other resources into more digestible content.

“When the next huge disruption comes will you be able to adapt?”



Let your members create it for you. User-generated content can be some of the most meaningful content you can get. Think beyond guest blogs to other formats and channels to give your members the stage. For example, member-hosted forums (online or hybrid) or member-created video and photography.

Create Member-to-Member Experiences

Do it small but often. Frequent—even weekly—small group, member-driven interactions have proven to be some of the most valuable things associations can do. The Executives Club of Chicago hosts an informal virtual “Coffee and Connect” for members every week.

Present less, discuss more. The most successful presentation formats now keep the presentation time to a minimum and maximize time for genuine discussion. The American Psychological Association has landed on a winning format of 10 minutes of expert presentation with 30 minutes for open discussion.

Create spaces to connect. What many people love most about membership is the impromptu conversations that happen in between scripted content and events. Members will create connections themselves if you create inviting spaces for them. Monthly discussion sessions for groups of like-minded members, private social media channels you provide but that members can create for themselves, and small, in-person local gatherings that build on your annual event themes are all good examples of how this is being done today.

Keep Your Promise

Lead with brand strategy. A brand strategy is not a vision or mission statement, and it is not a logo or tagline. It is a deeply felt promise about who you are, and how you show up in the world, and a solid plan for how you will live it.

Stake your claim. Putting a stake in the ground and marking clear



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organizational boundaries and goals that the entire organization can rally around will change the game. Name your purpose and stick to it, especially when times get tough.

Walk the talk. Your mission statement might only live on your website, but your purpose should shine through in everything you do.

Build Capabilities and Outcomes Will Follow

Get real. In each of the areas above, do you have what it takes to execute at the highest level? When the next huge disruption comes will you be able to adapt? Be honest about where you have gaps and get serious about necessary investments you should make.

Prioritize capabilities over outcomes.

This sounds like a break from the traditional “goals and metrics” approach to planning (which still has a place). Organizations that had invested in first-class systems and processes before the crisis found themselves innovating in ways they never thought of and achieving outcomes they could not have hoped for.

One lesson we have all learned: Expect the unexpected. It will not always be a health crisis, but the pace and scale of disruptive events will only accelerate. The most forward-looking organizations think through all the possible scenarios as their primary strategic planning process. The traditional five-year plan has become a directional “north star.” Proactively anticipating disruptions builds agility and financial stability at the same time. The key to survival, as we learned the hard way, is agility and responsiveness.

ABOUT THE AUTHOR

Chris Vaughan, Ph.D is chief strategy officer at Sequence Consulting in Chicago.



LET'S RECAP

Members Developed Their Executive Presence at November Seminar

On November 5, VSAE members and guests participated in a hybrid seminar “Developing Your Executive Presence,” presented by Christine Clapp, Founder and CEO of Spoken with Authority.

This interactive seminar included attendees recording a brief video of themselves and assessing their strengths and areas for improvement with regard to body language, vocal quality, facial expressions, filler words, eye contact, and physical setup.

Attendees also learned the six elements of online presence and practical strategies to elevate both their online and in-person presentation skills. The seminar was followed by a luncheon hosted by the **Hilton Richmond Downtown**.



Community Service Bike Build a Success!



On Thursday, November 4, eight VSAE members joined a crew of volunteers to assemble bikes for the Richmond Area Bicycle Association (RABA) Foundation. The non-profit, led by **Andrew Mann**, distributes the bikes to local Christmas Mother programs so that children across the Richmond region can receive a brand- new bike and helmet this holiday season.

Thank you to **Kevin Bayes, Matt Carpenter, Rick Eisenman, John Hess, Chris Long, Michele Moker, Jordan Vallerga, and Daniel Whitehead** for taking time out of their schedules to help with this important effort.

A very special thanks goes out to the FORE Foundation, led by Rick Eisenman, for encouraging members to donate to match its generous \$4,000 gift to the RABA Foundation. In addition to Rick, two other FORE contributors also attended the bike-building party.



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AROUND THE COMMONWEALTH



Congratulations to the following VSAE members who recently received *ConventionSouth's* Annual Readers' Choice Award. They are among the top 415 meetings sites and destinations in the South, based on more than 8,000 votes from *ConventionSouth* readers and fans.

- Colonial Williamsburg Resorts
- Greater Richmond Convention Center
- The Greenbrier
- Hampton Convention & Visitor Bureau
- The Inn at Virginia Tech and Skelton Conference Center
- The Jefferson Hotel
- Kiawah Island Golf Resort
- Massanutten Resort
- Norfolk Waterside Marriott
- The Omni Homestead Resort

- Omni Richmond Hotel
- Richmond Marriott Downtown
- Richmond Region Tourism
- Sheraton Norfolk Waterside Hotel
- Sheraton Virginia Beach Oceanfront
- Stafford County Tourism
- Virginia Beach Convention & Visitors Bureau
- Visit Fairfax
- Visit Virginia's Blue Ridge
- Visit Williamsburg
- VisitNorfolk
- Wytheville Convention & Visitors Bureau

Richmond Marriott Downtown is pleased to announce the opening of Fall Line Kitchen & Bar, an upscale-casual restaurant dedicated to ingredient-focused comfort food, regional craft brews, and creative cocktails.



Wishing you and yours a
Happy Thanksgiving!



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