

Creating Your System of Management

Does everyone at your organization come to work, every day, knowing what their individual goals are? More so, could they tell you what the company goals are for this year? Learn how successful executives align their organizations around shared goals, while also supporting and empowering managers and teams to focus on daily actions and decisions that move the organization closer to achieving those goals.

This seminar will help you to:

- Understand three specific fundamental organization-wide goals (financial, customer, employee) and how to measure and manage your progress towards each.
- Calculate your breakeven analysis, not just for the year, but toward the daily decisions that have an impact on your bottom line as a tool for your organization to set intentional goals.

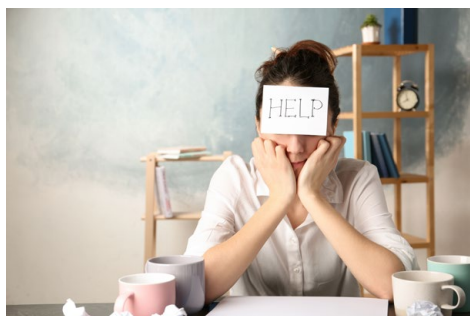


- Provide a next step to sharing this framework with your team internally and with your members.

Join us on Friday, April 1, at the **Hilton Richmond Downtown**, for an informative and inspirational presentation, **"What Master Managers Do: Creating Your System of Management,"** presented by VSAE member **Jeremy Wall**, Co-founder and CEO of **GoalMakers**.

Register at vsae.org/calendar

What is Burnout?



People are burning out at alarming rates. They feel a constant demand to deliver, so they're leaving their jobs, due to high stress and burnout. The Covid-19 pandemic has only amplified this concerning trend.

Burnout doesn't occur out of the blue. You won't get up tomorrow morning and say,

"Darn, I got some burnout the previous evening." It develops gradually based on numerous habits and decisions, so it's crucial to be aware of the warning signs in both yourself and your team. As I've worked with an assortment of individuals who have encountered burnout, including myself, I've seen a few themes. The typical reasons why individuals wear out are:

- Human Pleasing
- Absence of Boundaries
- Ill-advised Diet
- Absence of Exercise
- Absence of Quality Sleep (we need seven hours or more!)
- Absence of Self-Confidence

continued on page 8 >

DON'T MISS IT!

SEMINAR WITH BREAKFAST

Friday, April 1
Hilton Richmond Downtown

SCHEDULE

8:00 am
Registration Opens
8:00 - 8:30 am
Coffee/Tea Reception
8:30 - 9:45 am
Breakfast & Business Meeting
10:00 - 11:30 am
Seminar:
**What Master Managers Do:
Creating Your System of
Management**

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

UPCOMING EVENTS

WEDNESDAY, MARCH 23
CEO SIG Meeting
Virtual

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

SUNDAY, MAY 1-
TUESDAY, MAY 3
Annual Conference
Lansdowne Resort

FRIDAY, JUNE 3
Seminar with Lunch
Delta Hotels by Marriott
Richmond Downtown

MORE AT [VSAE.ORG/CALENDAR](https://vsae.org/CALENDAR)



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The Virginian Hotel
Visit Virginia's Blue Ridge

Leadership reflections



Terry Monroe, MBA, CAE
VSAE Executive Director

Member Value and The Netflix Effect

A recent survey of VSAE Executive members asked, "What key challenges do you see for your association in the next 3-5 years?" A common response – "redefining our value proposition for members and sponsors."

While the concept of member value is not new, what has changed is the environment in which associations compete for member and sponsor attention and support. The fact is our members have multiple options for connecting and learning, many at no cost. In addition, member (and prospect) expectations, preferences, and habits have changed, commonly referred to as "The Netflix Effect."

The Netflix Effect is often mentioned in the context of an actor being catapulted to fame overnight as millions binge watch their new show. But the Netflix Effect is more than that; not only did Netflix fundamentally change how we receive and consume content (streaming and binge watching); it also changed consumer's daily routines and expectations.

The Netflix Effect can be applied when thinking about member expectations, preferences, habits, and ultimately, the value they perceive from being a member. Your members are not scheduling their days around when you send out an email or newsletter, or when you update your website. And chances are they are not interested in the emails you send—if they notice them at all.

Just like with Netflix, members prefer to interact with their associations when it's most convenient for them. They want a more personalized experience, allowing them to curate when, what, and how they engage.

How can associations, especially those with a limited budget, technology, or staff, provide value that meets (and preferably exceeds) their members' expectations? Here are four tips:

Ask Your Members

A simple survey is a great tool for better understanding your members' key challenges and needs. This can be done electronically (e.g., SurveyMonkey) as well as anecdotally (talking to members). Being able to segment the responses (e.g., by job responsibility, years of experience, etc.) helps you better understand your members' challenges and needs.

Target Your Communications

Create a communications calendar and focus on sending out more targeted messages to your various member audiences. This will reduce the volume of email individual members receive, while improving your open and response rates. Also, there are various email marketing platforms which allow you to easily tailor your digital newsletter content for different member audiences.

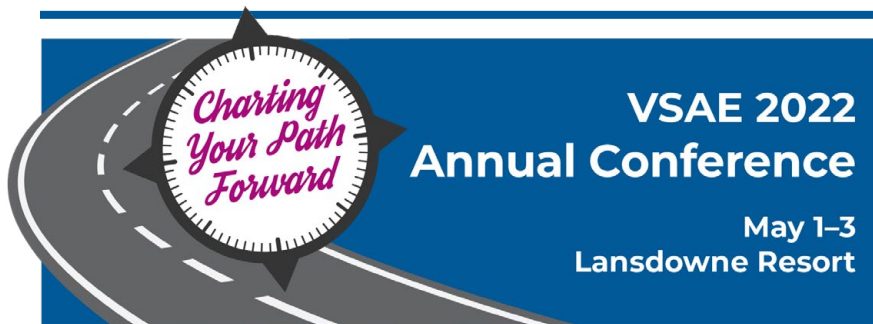
Create New Offerings

In the face of growing competition from other streaming services, Netflix has shifted its business model to develop original content to retain and gain subscribers. Associations need to do the same. Don't compete by doing what everyone else is already offering; instead, focus on creating programs and services that members can't get anywhere else (or at least not with the same quality/value).

Don't Get Stuck in the Past

Netflix built its business on DVD rentals through the mail, but recognized that business model was not sustainable and introduced its streaming services to complement DVD rentals. You likely have programs that you've had for years and are still relevant to your members. That's great, just also ask yourself, "what will our members want and need in the future and is that different than what we currently provide?"

While we may not have a crystal ball, it's not too soon to begin addressing that last question. We'll do that during the Annual Conference session, **"Membership 2032 – Back to the Future" on Tuesday, May 2 from 1:45 – 3:00 pm**. Attendees will engage in tabletop exercises designed to get them thinking creatively and walking away with strategies for building the foundation of the future they envision. Visit vsae.org/annual for more information.



SCHEDULE

Schedule subject to change.
See detailed schedule at vsae.org/annual.

Sunday, May 1

10:30 am–4:00 pm	Pre-conference Activities
5:15–6:00 pm	First-Time Attendee and New Member Mixer
6:00–7:30 pm	Opening Reception

Monday, May 2

8:00–9:00 am	Breakfast
9:00–10:15 am	Opening Remarks and Keynote by CRYSTAL WASHINGTON* (1.00 CEU)
10:30–11:45 am	Breakout Sessions (choose one) (1.25 CEU) PRACTICING HOLISTIC DEI VALUES & INTEGRITY Pamela Gray Daniel ELEVATE VOLUNTEER TRAINING TO BETTER PREPARE FUTURE LEADERS Kristine Metter, MS, CAE
12:00–1:00 pm	Lunch and Installation of 2022–2023 Board Officers
1:00–1:30 pm	Luncheon Keynote by MICHELLE MASON, FASAE, CAE (.50 CEU)
1:45–3:00 pm	Breakout Sessions (choose one) (1.25 CEU) MEMBERSHIP 2022 — BACK TO THE FUTURE Erik Schonher, MBA, CeM PREPARING FOR YOUR CYBERSECURITY ATTACK Lawk Salih, MIT; Tom Witt
3:15–4:15 pm	Shared Interest Group Meetings (1.00 CEU)
5:30–6:15 pm	President's Reception (invitation only)
6:30–7:15 pm	Reception
7:15–9:00 pm	Dinner & Dessert
9:00 pm	After Dinner Entertainment

7
Hours
CAE Credit

Tuesday, May 3

8:30–9:30 am	Breakfast
9:30–10:30 am	General Session (1.00 CEU) WHAT WERE YOU THINKING? ETHICS IN ASSOCIATION MANAGEMENT Rhea Steele, MS, CAE
10:45–11:45 am	Closing Keynote by MICHAEL LEVITT (1.00 CEU)
11:45 am–12:00 pm	Closing Remarks

KEYNOTES



The Future of Work is Here **CRYSTAL WASHINGTON***

Constant technology innovations, Gen Z entering the ranks, and a changing global marketplace were already dramatically impacting the face of the workplace. Then 2020 arrived and the script got flipped upside-down. Technology strategist and futurist Crystal Washington shows leaders how they can thrive now while keeping an eye on the horizon to be ready to ride future waves of change.

*Speaker courtesy of Powell Kohne Associates, LLC.



MICHELLE MASON, FASAE, CAE

VSAE is honored to have Michelle Mason, FASAE, CAE, and the new CEO of ASAE: The Center for Association Leadership.

Michelle will share ASAE's major initiatives, her vision for the future of the organization, and opportunities for collaboration across state and national associations.



Burnout Proof Your Life **MICHAEL LEVITT**

People are burning out or leaving their jobs at alarming rates due to high stress from feeling a constant demand to deliver. The COVID-19 pandemic amplified this trend with all the unknowns around returning to the office and/or working from home. Learn to recognize the signs of burnout in your team members and yourself and the best techniques to immediately reduce the stress you face at work and at home. You'll leave with actionable steps you can easily take to transform your burned-out life into your ideal life.

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

BREAKOUT SESSIONS & PRESENTERS



Pamela Gray Daniel



Kristine Metter, MS, CAE



Lawk Salih



Erik Schonher



Rhea Steele, MS, CAE



Tom Witt

Monday Morning 10:30 – 11:45 am 1.25 CAE Credits

PRACTICING HOLISTIC DEI VALUES & INTEGRITY | Pamela Gray Daniel

What is the goal of DEI? How do I write a DEI statement? How do I start my DEI plan? What are some practical and actionable steps to assist me and my organization in my DEI journey? How do we reach our company's DEI goals? This workshop provides participants with fresh insight, guidance, and practical steps to take their commitment to DEI to the next level. Participants will learn how to practice embodying the values of diversity, equity, and inclusion with integrity and become powerful agents for positive, impactful, unifying social change. In addition, participants will create a plan to assist them in their active service to their organization, our community, and our world.

ELEVATE VOLUNTEER TRAINING TO BETTER PREPARE FUTURE LEADERS | Kristine Metter, MS, CAE

The current environment for attracting and retaining volunteers is challenging. Pandemic-related burnout, diversity programs, and new demands from younger volunteers set new parameters. Plus, you've always wanted your top volunteer leaders to be more strategic. The solution? Focus on the mutually beneficial volunteer relationships and the volunteer's learning experience. Attend this session to explore ways to build volunteer skills and knowledge, the link between volunteer motivations and learning, and how to frame volunteer training as a learning journey that delivers more value to your association.

Monday Afternoon 2:00 – 3:30 pm 1.25 CAE Credits

MEMBERSHIP 2032: BACK TO THE FUTURE | Erik Schroeder

Get ready to be transported in the DeLorean to May 2032! What does your association's membership look like in ten years? Who are your members and what's your value proposition? How do you engage with them and they with you? And how do your actions in the next few years impact the answers to these questions?

Attendees will engage in tabletop exercises designed to get you thinking outside the box and walking away with strategies for building the foundation of the future you envision.

PREPARING FOR YOUR CYBERSECURITY ATTACK | Lawk Salih, MIT; Tom Witt

Most people know it's important to lock their car doors and houses to protect and secure their valuables. But have you secured your business from cybercriminals? According to a University of Maryland study, cybercriminals attack every 39 seconds. It's usually nothing personal, and many attacks are carried out by automated scripts scanning the web for unsecured resources such as websites, financial management systems, association management systems, etc. Your organization is not safe from cybercriminals, and you must be prepared. Will you be ready to respond quickly and avert the cybercriminals, or will you learn the hard way?

Tuesday Morning 9:30 – 10:45 am 1.25 CAE Credits

WHAT WERE YOU THINKING? ETHICS IN ASSOCIATION MANAGEMENT | Rhea Steele, MS, CAE

An ethical decision can arise at any time in the most unlikely situation. How do you recognize when a decision is ethics-based? What do you do once you realize that's the type of decision you are facing? How do you talk with those around you about it? In this session, we'll use a series of scenarios to talk about how to recognize an ethical issue, understand how to apply ASAE's Ethical Decision Making Model in your organization, and work through the ethical issues that arise in the workplace. We'll also touch on the elements needed to ensure your association fosters ethical decision-making practices.

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



GET SOCIAL! #VSAEAC22

PRE-CONFERENCE ACTIVITIES

All Pre-conference recreation activities are on Sunday, May 1. Registrations are limited. Activities require additional fees. The Winery/Brewery Tour and the Golf activity include lunch. A pre-conference recreation confirmation email will be sent the week before the conference.



HIGH-TEA, CROQUET & BUBBLES (1:00 – 3:30 pm)

You're in for a treat by the peaceful riverside. Golf carts will escort you to Turnberry's on the Course Grill, in the heart of our Greg Norman Course. Here at "Member's Hill" you're able to watch VSAE golfers nearby as you enjoy High Tea, sandwiches and sweets. For a friendly challenge, steps away wickets and mallets are ready for some competitive croquet.

Paired with the beautiful scenery, flutes of champagne will tie in the day's celebrations.



LOUDOUN GRAPES & HOPS ESCAPE

(10:30 am – 3:30 pm)

Shuttle to the epicenter of Loudoun County's wine country where Stone Tower Winery's 300-acre rolling estate awaits. This trip will feature a full tour of the vineyard, stopping for cheese and wine tastings along the way. The breathtaking views don't stop here as a short trip up scenic

Route 15 will bring you to Vanish Brewery. Enjoy lunch under a private cabana while sampling some of Loudoun's finest and unique brews. The 63-acre laid back vibe is the perfect place to kick-off your Sunday afternoon.



ROUND OF GOLF THE "LANSDOWNE WAY"

(11:30 am – 4:00 pm)

A classic experience awaits both the accomplished and novice golfer on the 7,063-yard, par-72 Robert Trent Jones II course. With zoysia fairways and bent grass greens, the key to success on this Northern Virginia golf course is the ability to accurately judge the effects of

the elevation changes. For example, the par-3 13th hole features a 50-foot drop from tee to green, requiring a forced carry over a creek that runs across the front of the green, as well as a stone wall that dates back to the 1700s. Jones provides mental challenges with risk-reward holes, as well as physical tests with a pair of classic, three-shot par-5s. While friendly, the strategic layout will test the skills of all playing levels, rewarding each with a round that they won't soon forget. This course is a true "players" delight.



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Visit Williamsburg

GOLD

Hilton Virginia Beach Oceanfront
The Hotel Roanoke &
Conference Center
James River Audio Visual Services
Minuteman Press Glen Allen
Newport News Tourism
Omni Richmond Hotel
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We Look Forward to Showing You What *Loudoun* Has To Offer!

There are Lots of Ways to #LoveLoudoun. We hope you enjoy your stay while attending the 2022 VSAE Annual Conference. From the bike trail to the ale trail, to scenic vineyard views and historic small towns, discover how Loudoun is a must-visit destination for lovers of artisanal, epicurean and culturally rich experiences.



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Check out our full list of things to do
during your stay at visitloudoun.org.

> **Burnout**, continued from page 1

- Past Traumas
- Work Environment Issues (workload, culture, etc.)
- Absence of (Perceived) Control
- Absence of Community
- Online Media
- Confused Values (personally and professionally)

I find using the word **BURNOUT** as an acronym is helpful in exploring these factors.

Boundaries

If we don't have boundaries, we will wear out; it's inescapable. Self-esteem and self-care are affected if we don't allow ourselves to say "no" to the demands others place on us when we need to.

Unhappy

When we're burnt out, we're not content with anything in life. We may feel frantic or we may go the opposite direction and be numb, neither of which lead to productivity. We don't rest soundly or eat well. We're not doing anything effectively and life is simply overwhelming to the point that even little burdens seem like calamities in our day-to-day existence.

Rhythm

Our lives are about following a beat. When we're burnt out, we've lost our natural rhythm. Throughout our lives, we develop propensities, schedules, and a wide range of techniques

to manage the unexpected challenges that inevitably arise. When we're out of rhythm, these tools become difficult to implement or we skip them altogether.

Neglect

Burnout causes us to disregard self-care. Taking care of oneself means truly dealing with what we are experiencing – intellectually, emotionally and spiritually – and putting in place the mechanisms proven to support us.

Obstacles

There will always be obstacles, some predictable and some unexpected, as we strive toward our personal and professional goals. Burnout can come from denying they exist instead of strategically adapting. Incorporating obstacles into our process, as challenges that will be overcome, keeps them from overpowering us.

Upheaval

Over the course of one year, I had a cardiovascular failure, lost employment during a financial downturn, our family vehicle was repossessed,

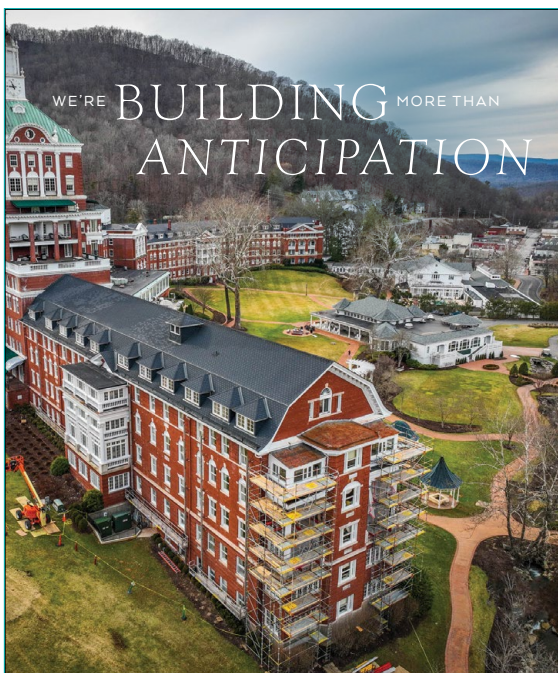
and finally, our house was foreclosed. Burnout is understandable during these times of extreme misfortune, so the life choices we make and our attention to self-care are critical to moving past them.

Time

Many individuals say they need more time. But the truth is that it's how we choose to invest our energy that has the greatest impact. We may believe we don't have time to work out at the gym, for example, but will then spend hours on our phones. Take the time to change your behavior. Start with small changes – go to the gym for five minutes at first. I promise it will not feel difficult to gradually increase that duration until you realize you really do "have the time."

We know that all humans confront some or all of these difficulties through the course of a lifetime. Burnout is real, but not inevitable. I hope you'll join me on **Tuesday, May 2 for the closing keynote – "Burnout Proof Your Life"** at the VSAE Annual Conference. During this talk, you will learn techniques you can apply immediately to reduce the stress we all face at work and at home. Finally, you'll be able to avoid burnout, once and for all.

Join Michael Levitt at the Annual Conference for his closing keynote, "Burnout Proof Your Life." During this talk, you will learn techniques you can apply immediately to reduce the stress we all face at work and at home.



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SCHEDULED COMPLETION - SUMMER 2023

ABOUT THE AUTHOR



Michael Levitt is the founder & Chief Burnout Officer of The Breakfast Leadership Network, a San Diego and Toronto-based burnout consulting firm. He is a Keynote speaker, host of the Breakfast NLP and CBT Therapist, a Fortune 500 consultant, and author of the new book **BURNOUT PROOF**.

Vote for Your Officers and Directors at the Annual Business Meeting on April 1

The Nominating Committee, chaired by Immediate Past President **Phyllis Errico, JD, CAE**, and the Board of Directors, nominate the following slate of officers and directors for the 2022-2023 year (May 1–April 30).

OFFICERS

PRESIDENT

Steven Williams, CAE
Partner
Hardiman-Williams, LLC

PRESIDENT ELECT

Stewart Hinckley
President & Chief Executive Officer
Ruggles Service Corporation

TREASURER

Shannon McCabe, CAE
Executive Director
Association of Consulting Foresters

SECRETARY

Abby Tammen
Chief Executive Officer
Charlottesville Area Association
of REALTORS

IMMEDIATE PAST PRESIDENT

Maureen Dingus, CAE
Chief Operating Officer
VA Society of CPAs

DIRECTORS

To begin new two-year terms:

Christina Lewellen, MBA, CAE
Executive Director
Association of Technology Leaders
in Independent Schools

Dean Lynch, CAE
Executive Director
VA Association of Counties

Carter Lyons, CAE
Director of Communications
Associated General Contractors of VA

Sarah Mattes Marshall, CAE
Executive Director
VA College of Emergency Physicians

To continue serving the remainder of their current terms:

Lisa Noon, CAE
Vice President
Organization Management Group

Kyle Shreve
Executive Director
VA Agribusiness Council

Bruce Whitehurst
President & Chief Executive Officer
VA Bankers Association

To serve the remainder of the unexpired Director terms of Sarah Gouger and Abby Tammen (appointed by VSAE President Dingus):

Susan Park, CAE
Executive Director
Coastal and Estuarine Research Federation

Craig Toalson, CAE
Chief Executive Director
Home Builders Association of VA

To serve one-year term as the Associate member representative:

Denise Creasman
Sales Manager
Renaissance Portsmouth-Norfolk Waterfront
Hotel & Doubletree by Hilton Williamsburg



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.

The slate of officers and directors will be voted on by eligible members present at the Annual Business Meeting and Board Election on April 1 at the Seminar with Breakfast at the **Hilton Richmond Downtown**.



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SESSIONS:

Contracting Smart in an Uncertain Future

Presenter: **Jordan Vallerga, CMP**, *Eisenman & Associates, Inc.*

Do the Hustle: Discussion Disco

Facilitators: **Tiffany Brown**, *Virginia Tech* and **Rebecca Butler, MSW, CFRE**, *Virginia Association of Free and Charitable Clinics*

Let's Plan an Event!

Facilitator: **Pamela Flynn**, *Eisenman & Associates, Inc.*

Quests and Questions: A Sponsors Panel

Moderator: **Megan Williams, CAE, CMP**, *Virginia Sheriff's Association*

Panelists:

Michele Moker, *Omni Richmond Hotel*

Lori Leib, *Hampton CVB*

Rita Matthews, *VisitNorfolk*

Sarah Lester, *Massanutten Resort*

How to Use Data to Plan Better Events

Presenter: **Shameka Jennings, MTA, CMP, CAE**, *Events Noire*

Flipped Panel: Necessity is the Mother of Invention

Moderator: **Rhea George, CAE**, *American Institute of Architects, Virginia*

VSAE.ORG/MPSUMMIT

PARTNER HIGHLIGHT

Nestled along the banks of the Potomac River in Leesburg, Virginia, Lansdowne Resort delivers an idyllic setting for the upcoming VSAE 2022 Annual Conference. Attendees will discover the transformative moments that drive momentum, promote personal well-being and guide them in charting a path forward.

AN INSPIRED VENUE

Envision gathering your own members in the 55,000 square feet of uplifting indoor and outdoor spaces that have helped distinguish Lansdowne as a top DC-area conference center with an entrusted reputation over 30 years in the making.

DISTANCED BY DESIGN

In addition to 500 acres of open space that promote alfresco achievements in energizing outdoor settings, a dedicated wing of immaculately renovated meeting and event spaces ensures associations enjoy coveted seclusion indoors.

PEACE OF MIND

Whether planning a face-to-face or hybrid gathering, the resort offers capacity for up to 900 with flexible room setups. Protective protocols include advanced cleaning and sanitization of guestrooms, group venues and shared equipment, as well as paperless registration and cashless transactions. These efforts have allowed the resort to continuously keep its doors open with zero interruption to guest access.

GATHERING WELL

Together with Deji Harmony, an innovator in health and wellness, Lansdowne Resort has developed the “Harmony Way of Life,” which is infused into every guest experience. Associations have the option to treat members to a variety of enhancements—from meditation and Yin Yoga sessions to wellness body work and traditional treatments in the spa—all to empower individuals on their journey to well-being.

LANDSOWNE RESORT



MINDFUL FOOD & BEVERAGE

The resort’s culinary philosophy is guided by The Five Element Theory and its correlating five seasons—so dishes aren’t just delicious and visually stunning, but also deliver perfect balance. Lettuce, herbs and microgreens presented on the plate aren’t just locally sourced, but hydroponically grown on-site. And menus are only conversation starters, as Chef meets with each planner to create the ultimate personalized dining experiences.

RESTORATIVE ACCOMMODATIONS

Designed with unconditional comfort in mind, accommodations at Lansdowne Resort range from guestrooms offering 350 to 380 square feet of personal space to luxury suites showcasing additional settings for lounging, dining and entertaining. All accommodations are well-appointed with premium bed linens and bath amenities, plush robes and more.

INVIGORATING GOLF

Discover the traditions of great golf at Lansdowne Resort. Featuring player-friendly designs by Robert Trent Jones Jr. and Greg Norman, the property’s 45 holes of golf harmonize with the rolling Potomac River landscape. Experience the friendly atmosphere of the clubhouse and focused instruction—tailored to any skill level—by top golf pros.

The Lansdowne Resort team is ready to help you plan the perfect assemblage of your members, securing the accommodations and experiences to make your next event unforgettable.

CONTACT:

Skyler Dowell, Director of Sales
Lansdowne Resort
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571.291.7651
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for the April Issue**
March 25

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THINGS TO DO IN '22!

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

Annual Conference | May 1–3
Lansdowne Resort

AMC Summit | July 12
Omni Charlottesville

CEO & Senior Staff Retreat
September 12–13
The Cavalier

Fall Conference & Expo | October 5–6
**Greater Richmond Convention Center and
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Awards Luncheon & Silent Auction
December 2
Hilton Richmond Hotel & Spa Short Pump

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