



— VIRGINIA SOCIETY of —  
ASSOCIATION EXECUTIVES

# YOUR *association* PRESS

June/July 2023

## Registration is Now Open!



Get ready to engage with fellow VSAE members on Thursday, August 3 and Friday, August 4, with robust discussions you've come to expect from SIG meetings, where a variety of experiences and viewpoints can be shared. The virtual format lets you attend multiple SIG meetings each day.

TIME	THURSDAY, AUGUST 3	FRIDAY, AUGUST 4
9:00–10:00 am	AMC	Meeting Planner
10:30–11:30 am	Government Affairs	CEO
1:30–2:30 pm	Associate Member	Membership, Marketing, & Communications
3:00–4:00 pm	Senior Staff	

Register at [vsae.org/sig-a-palooza](https://vsae.org/sig-a-palooza)

## Interpersonal Communications– Informed Marketing

by VSAE Member Whitney Meyerhoeffer, MPA, CAE

I'm sitting at the membership table at our annual conference guzzling my morning coffee, like you do at such events. People are buzzing by, and in between sips of 'the elixir of conference gods' someone asks me where to go or how to download the app. On one particular pause between sips a member comes up to me and asks a question about a standard of the profession. I answer the question and the member politely suggests that our organization tell people about the helpful information I just gave her. I smile nicely, and nod, biting my tongue as they head to their next session because...well, we did. As I take another sip of what I call 'conference focus juice,' the question I ask myself is, how did I market that and why didn't that member get the message?

Communication meets physical, identity, social and practical needs. In the communication process a sender encodes meaning into a message and conveys it to a receiver through a channel. The receiver then decodes the message. In marketing, your organization is the sender and the receiver is your audience, usually your members or potential members. The part where

*continued on page 4 >*

## UPCOMING EVENTS

**TUESDAY, JULY 11**

**AMC Summit**

Hotel Madison & Shenandoah  
Valley Conference Center

**THURSDAY, AUGUST 3–**

**FRIDAY, AUGUST 4**

**SIG-a-Palooza!**

Virtual

**THURSDAY, SEPTEMBER 7**

**Seminar with Lunch**

Delta Hotels by Marriott  
Richmond Downtown

**MONDAY, SEPTEMBER 11–**

**TUESDAY, SEPTEMBER 12**

**CEO & Senior Staff Retreat**

Kingsmill Resort

**THURSDAY, SEPTEMBER 21**

**NOVA Seminar Series**

Offices of Family, Career, and  
Community Leaders of America, Inc.  
Reston, VA

**WEDNESDAY, OCTOBER 4–**

**THURSDAY, OCTOBER 5**

**Fall Conference & Expo**

Hilton Richmond Downtown  
& Greater Richmond  
Convention Center

**THURSDAY, NOVEMBER 2**

**Seminar with Lunch**

The Westin Richmond Hotel

**FRIDAY, DECEMBER 1**

**Awards Luncheon**

**& Silent Auction**

Hilton Richmond Hotel  
& Spa at Short Pump

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

# Discover

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## PATRON

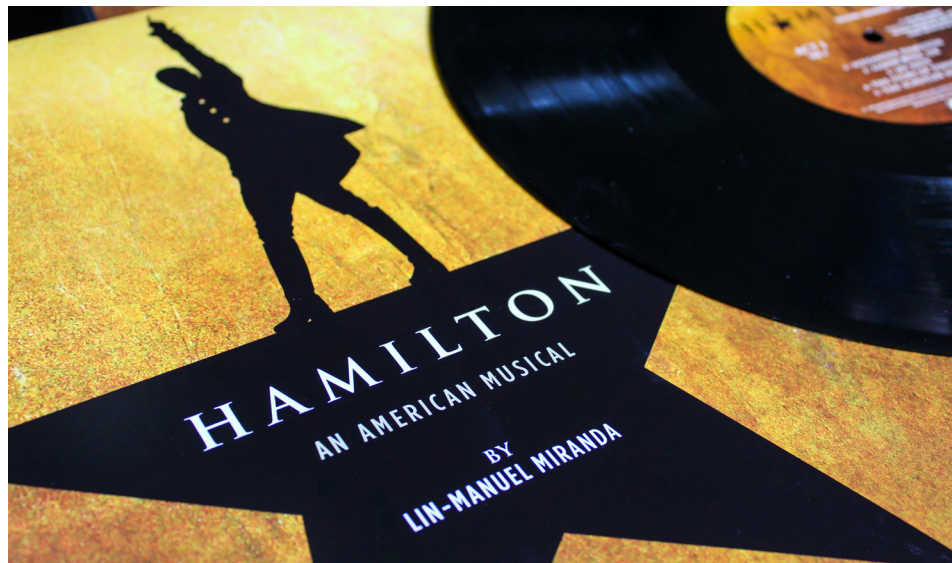
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Great Wolf Lodge  
The Greenbrier  
GrowthZone  
Hilton Richmond Downtown  
Hilton Richmond Hotel & Spa Short Pump  
Independence Golf Club  
Lynchburg Office of Economic  
Development & Tourism  
Newport News Tourism  
Novi AMS  
Omni Charlottesville Hotel  
Omni Richmond Hotel  
Renaissance Portsmouth-Norfolk  
Waterfront Hotel  
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Sheraton Norfolk Waterside  
The Virginian Hotel

# Leadership reflections



Terry Monroe, MBA, CAE  
VSAE Executive Director

## Hamilton: Hip-Hop, History, Higher Learning



I love the theatre. There is something about the energy of a live performance that you just can't get on TV. Recently, I got to re-experience Hamilton. If you've seen it, you know the story is compelling, the music is uplifting, and the choreography is amazing (and if you haven't seen it, do so!). And each time I experience it, I take away more meaning from its story, including important lessons we can apply to our own stories.

## Take Your Shot

In the show, Hamilton has just emigrated to New York from the Caribbean and sings "My Shot," about the importance of taking chances to make something of yourself in the world.

Throughout our personal journeys we encounter many paths. While it's difficult to predict the outcomes of the paths we choose, what's certain is we can learn from those choices, including those that at the time don't seem like the best choices. We must focus on moving ahead and embracing each opportunity and experience. As Yogi Berra said, "when you come to a fork in the road, take it."

I encourage you to take your shot and to not be afraid to challenge yourself. That can include learning new skills, improving on current ones, pursuing credentialing (e.g., CAE), certifications (e.g., ALV) and advanced degrees.

## Be Where It Happens

Act 2 features the song, "In the Room Where It Happened," featuring Aaron Burr, who is envious because he wasn't included in a private dinner where Jefferson, Madison and Hamilton agree to support Hamilton's federal taxation plan in return for Hamilton's support in moving the capitol south to what is now the District of Columbia.

Whether it's your job, your association, or your personal relationships, don't be on the outside looking in. Take advantage of opportunities to be where it happens. As a VSAE member, the opportunities are many, including annual and fall conferences, monthly seminars and luncheons, SIG meetings, serving on a committee and/or task force, being a new member mentor, and more.

## Talk Less, Listen More

Hamilton is not one to stay quiet. He is passionate, strong-willed, and open about expressing his views and opinions. Hamilton's fiery personality helped lead the fight for independence from King George III and supported passage of the Constitution. But Burr also admonishes Hamilton for needing to learn the art of diplomacy to effectively govern the new country.

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# WHERE TO BE IN '23!

## AMC Summit July 11

Hotel Madison & Shenandoah  
Valley Conference Center

## CEO & Senior Staff Retreat September 11–12 Kingsmill Resort

## Fall Conference & Expo October 4–5 Greater Richmond Convention Center and Hilton Richmond Downtown

## Awards Luncheon & Silent Auction December 1 Hilton Richmond Hotel & Spa Short Pump

Mark your calendars  
and learn more at  
[vsae.org/calendar](https://vsae.org/calendar)

### Interpersonal Communications

> *continued from page 1*

interpersonal communications skills can come into marketing is in both the encoding of the message you are sending and the channel in which you are using to convey the message to your audience.

How you are encoding messages to your receiver, or your audience? Take a moment to consider your audience and how the receivers of your messages will best hear and understand your meaning. Just as people understand information through different representations, people want to hear information in different ways. Some people like to know details and the process, while others only want the bottom line and a straightforward reason why they should care about what you are telling them. When you are sending information out about your conference, are you telling them the story of how you chose that location, why and who is on the planning committee as well as giving bullet points on the ROI and reasons why they should attend?

What channels are you using to communicate your messages to your audience? By channels I'm not just talking about social media, email, newsletter, etc., although those are important. For me, personally, I am a visual person. This means I can remember and understand messages easier and faster through a visual representation. Are you considering how your audience decodes messages when you are designing marketing? When you send a newsletter informing your members of something new and important, do you include a graphic that represents what you are talking about alongside the written explanation? How many different ways do you tell your members something? Just as in interpersonal communication, people decode messages in different ways. In order to get buy-in, for someone to retain and really hear what your message is, it is important to explain it in different ways.

It is frustrating to put work and energy in to creating something or doing something that requires time and money, only to have someone say later that they didn't know you did it. Interpersonal communications can inform your marketing and help you design different messages so it can be heard and retained by your audience. You can get your message across

better if you deliver it in multiple different ways, making it easier for the audience to digest. In the end, don't we all just want to avoid having our morning coffee interrupted at the annual conference?

### About the Author



**Whitney Meyerhoeffer, MPA, CAE**, is a VSAE member and the Director of Communications, State Chapter Relations and Strategic Planning with the **American Mental Health Counselors Association**.

### Leadership Reflections

> *continued from page 3*

Just like Hamilton, learning to “talk less and listen more,” is important in our personal relationships. Whether you're a CEO, a team lead, or an individual contributor, the less talking and more listening you do will have a big impact on your productivity and the quality of your decision making.

Because the fact is no matter where you are in your professional journey, you don't know what you don't know, and the only way to figure that out is by asking questions and listening, rather than talking someone's ear off.

For those newer to their profession and/or looking to move up the ranks, seek out and learn from those who've been there and done it. Mentors can be great resources not only for their insights and experience, but also for opening doors to future opportunities (as George Washington was for Hamilton).

### Take a Break

And finally, take time for yourself. Eliza Hamilton urges her husband to “take a break and run away with us for the summer.” So many of us spend time focusing on the future that we forget to focus on the present. There is a time and a place for everything, and that includes taking care of our mental and physical well-being.

Finally, as you contemplate your legacy, remember that it's defined by your daily actions, engagements, and decisions. Hamilton describes legacy as planting seeds in a garden you may never get to see. So, as you travel on your journey, what will be your legacy?



# Engaging Young Professionals in Professional Development

We often see it in our own associations at conferences, workshops, and classes—young and emerging professionals are underrepresented, and the opportunities for professional development are granted to more experienced staff. As association leaders, our experience with engaging members and building leadership pipelines in their industries should be a guide to help us encourage and invest in our own early career professionals.

## Ask and Listen

No one likes a survey more than an association leader, and we are always listening to what our members need and want from our organizations. To be able to support our staff members just starting out, we should take the same information gathering approach. With a staff member, it's even easier as we can simply ask. Keep it open-ended and you may discover an interest that doesn't fit their role now but is a skillset the Association needs like embracing new tech and AI, story-telling techniques, or project management. Be open to supporting something outside of the conferences you already attend and modeling your support on your own career path. There isn't just one way to become an association leader, something most of us can attest to with our own stories and experiences.

## Budget Wisely

Consider your whole staff when budgeting for professional development and resist the temptation to simply set aside one round number as a general pool for whatever comes up. While the flexibility is nice, it'll be too easy to see that budget depleted quickly by the senior staff members who are already in the habit of attending annual events and who feel more comfortable asking leadership

## Are You an Early Career Professional?

If you consider yourself an early career professional in the non-profit, association, or hospitality space, you are invited to participate in VSAE's Early Career Professionals (ECP). Contact **Zach Eisenman** at [zach@vsae.org](mailto:zach@vsae.org) for more information.

Listen to the VSAE podcast featuring co-chairs of the Early Career Professionals Task Force, **Laiya Rollins** and **Lucy Firebaugh**, and learn the importance of young and emerging professionals within VSAE, as well as networking, mentorship, and leadership development. [vsae.podbean.com](https://vsae.podbean.com)

for the financial support. Earmark part of the budget for young professionals explicitly and encourage your staff supervisors to think about their team, the opportunities and needs they already know about, and the time of year when expenses will come up. Consider virtual courses if the budget can't handle the expenses of travel.

## Take Advantage of Scholarships and Recognition

Many of the conferences and classes your team want to attend likely have scholarships available, particularly for young professionals, and the key to taking advantage of those is usually timing. Being open and proactive will help you identify great programs for your team early enough to apply. Additionally, many awards and recognition opportunities for young professionals come along with free registration for a conference, not to mention the excitement of being recognized in their industry as a rising leader, a point of pride that will be reflected in their contributions to your organization. Similarly, accepted speakers almost always get some discounted registration and the experience they will gain in a panel will be so much more than sitting in the audience. Encourage your team to submit abstracts on a regular basis to all the major conferences. Help connect your team with a cohort experience like Association Leadership

Virginia that will combine peer support, recognition, and a variety of education and networking opportunities all in one.

## Make it a Mentorship Opportunity

Your association probably has some kind of mentorship program and you may even work to make connections for young professionals at your events. Apply the same principles to your staff members as you would to your members by sharing your expertise and connections. Walk through the program schedule and point out great speakers you know or sessions you think they may enjoy. Make recommendations for connecting with new people and for having fun on the road. Help them set their goals for the conference or class and ask them to share what they learned with you.

When struggling to engage young professionals meaningfully on our teams, we can turn to the great programs and ideas we use for our own members and the body of knowledge in our association community, after all - we are the experts!



## About the Author

**Bailey Kasten, CAE** is a VSAE member and the Chief Data Officer of **Design-Build Institute of America** in Washington, DC.



## What People Want Out of Leaders Now

New research suggests that employees want leaders to get back to matters of trust and stability. But don't buy the idea that empathy is "out."

Despite some relatively optimistic data points in the past year or so—low unemployment, declining Covid numbers—executives are fielding a lot of stress in their workplace lately. Inflation and supply-chain issues aren't entirely resolved; recession concerns still loom; hosts of industries are concerned that AI will termite into their business model, if it hasn't been doing so already.

For association executives who are leading not just their staffs but also the industries their members represent, it's become a time where reliability is key to soothing a lot of stakeholder anxiety. A report released last week by FTI Consulting underscores the point: People are looking for CEOs who prioritize workplace wellness and other measures that speak to stability. For instance, the percentage of employees who listed "financially minded" as a most-desired attribute in CEOs increased from 17 to 23 percent. And respondents said they want more transparency from leaders: The percentage citing "accessibility" as a key attribute leaped from 15 to 28 percent.

Gone, for the moment, is the emphasis on the CEO who's simply "here to listen"; getting things done and being clear about it is now a priority. As the report puts it: "The desire

**"Employees now indicate they want to see a CEO who is ethical, accessible, and transparent."**

for a 'Chief Empathy Officer,' which rose in importance during the pandemic amid increased health concerns, is behind us. Employees now indicate they want to see a CEO who is ethical, accessible, and transparent."

On a similar note, last week Deloitte and SAP released a report last week calling for a chief trust officer—an executive role that recognizes the role that trust plays in "employee engagement, customer loyalty, and financial performance." According to their report, Introducing the Chief Trust Officer, the job is closely aligned with leadership around information security and real concerns about how data breaches can affect how a company is perceived. But the role as the report envisions it is also expanding well beyond that, covering all manner of potential reputational hits, from how an organization handles sustainability and wellness issues, regulation, and more.

Of course, it's unrealistic to expect most associations to make an investment in one more full-time executive role. But some of the elements of the CTro job can be folded into a CEO's work, if they're not already. For instance, the report advises that organizations look at "relevant signals emanating from different sources—ranging from news media and social media, to blogs and regulatory

postings, among others. This exercise lets organizations evaluate how they are perceived by the public and helps them to pinpoint opportunities to earn or rebuild trust with external stakeholders." Knowing how you're perceived internally and externally is always a good practice.

These trends will likely see-saw over time. The FTI report also notes that of late CEOs are being asked to modulate their comments on social issues, a substantial shift from 2020. With a presidential election year coming, that emphasis may change, especially for associations engaged in advocacy. For now, though, there's a strong craving for consistency, transparency, and stability. It will be the executive's job to determine how best to establish and communicate it.

### About the Author



**Mark Athitakis**, a contributing editor for *Associations Now*, has written on nonprofits, the arts, and leadership for a variety of publications. He is a coauthor of *The Dumbest Moments in Business History* and hopes you never qualify for the sequel.



## ceo + senior staff retreat

september 11–12, 2023  
kingsmill resort

[vsae.org/ceoretreat](https://vsae.org/ceoretreat)

# Leading In This Moment

9  
CAE  
HOURS

Everywhere association leaders turn, they face complex issues rife with uncertainty and unclear paths forward. At the 2023 CEO & Senior Staff retreat, association leaders will lean into this dynamic, exploring how they, their boards, and teams can navigate these uncertain times and successfully lead in this moment. Together, participants will:

- ✓ Identify the unique leadership requirements of the moment and how even experienced leaders need to go into a learning mode
- ✓ Explore how insights, strategy, and governance form the critical core of organization agility and resilience
- ✓ Understand how risk isn't just something to mitigate, but how we can embrace it as a critical element of future success

## REASONS TO ATTEND

- ✓ Learning format offering space to reflect and learn on your own, in small groups, and as a community.
- ✓ Create connections and deepen existing relationships that build a trusting peer group willing to engage in honest discussions and look to one another for effective practices and new ideas.
- ✓ Gain tools and plans to take the retreat experience back to your own organizations.

## ACCOMMODATIONS

Kingsmill Resort is nestled in Williamsburg, Virginia—awarded the best small town in the south by *Southern Living Magazine*, Top Ten Historic Small Town by *USA Today*, and a top 15 destination by *Travel + Leisure*. Kingsmill is a golf and spa destination within a private, gated community. With its extensive range of accommodations, stunning James River setting, two must-play championship golf courses, and boundless range of recreational activities and leisure pursuits—including tennis—right on the grounds, Kingsmill is a relaxing, fun, and memorable luxury waterfront escape.

For overnight accommodations, Kingsmill Resort is offering a special rate of \$189 a night, plus taxes. A reservation link will be provided in your registration confirmation email.

## MONDAY, SEPTEMBER 11

9:00 a.m.	Opening Remarks
9:15 a.m. - 12:15 p.m.	Education Session
12:15 - 1:15 p.m.	Networking Lunch
1:30 - 4:30 p.m.	Education Session
6:00 - 7:00 p.m.	Reception
7:00 - 9:00 p.m.	Dinner
9:00 - 10:30 p.m.	Dessert & Cocktails

## TUESDAY, SEPTEMBER 12

7:30 - 8:30 a.m.	Breakfast
8:30 - 11:30 a.m.	Education Session
11:30 - 11:45 a.m.	Closing Remarks

## REGISTRATION

	BY 8/11	AFTER 8/11
VSAE Member	\$475	\$525
Non-Member	\$595	\$645
Guest of Attendee*	\$125	\$135

\*Guest registration includes Monday reception and dinner.

This retreat is only open to Association CEOs, Executive Directors, Senior Staff, and event sponsors.

[vsae.org/ceoretreat](https://vsae.org/ceoretreat)

# Why Your Sponsorship Program Needs a Refresh

As sponsors place more value on content and thought leadership offerings, associations must retool their sponsorship programs to meet those needs and generate nondues revenue. Doing this will also require reframing the relationships they have with sponsors. One change that Dan Kowitz, founder and CEO of JSB Partnership Consultants, has seen in the sponsorship space in recent years is the rise of learning content from for-profit companies. That shift not only creates more competition for associations but also new demands from sponsors.

“Large companies are creating their own communities and offering benefits that associations have historically been wary to provide [to sponsors], such as data, member lists, and thought-leadership projects,” he said.

In other words, signage, logos, and other traditional sponsorship offerings no longer cut it. “When Google works with us they focus on content,” said Samantha Walsh, operations and vendor coordinator at the Associations of Technology Leaders in Independent Schools (ATLIS). “A lot of companies are moving in the same direction.”

Since sponsorships have real implications for an association’s bottom line, it’s important for groups to consider new ways to work with their sponsors to diversify offerings and deliver on expectations.

## Tools for Retooling

Rethinking your sponsorship program is a comprehensive process.

“You need to dive in and look at everything your association is doing right now,” Kowitz said. “How are you selling currently? How do you package and price? What do your staff and sponsors think of the program? Use that information to draw new goals.”

And those goals can’t be built around gold, silver, and bronze sponsorship levels that were relied on in the past, according to Kowitz.

**“Since sponsorships have real implications for an association’s bottom line, it’s important for groups to consider new**



**ways to work with their sponsors to diversify offerings and deliver on expectations.”**

“Associations reach members 365 days each year, and companies want to market and reach members 365 days a year as well,” he said. “Focusing on ways to partner year-round will really drive revenue.”

Walsh recommends talking with sponsors to get a better sense of their marketing needs and what they want to communicate to members.

“Be curious about what could be next because that’s how you come up with interesting solutions,” she said. “I ask my sponsors what they’re working on and how we can help accommodate those needs and meet our own goals.”

## New Avenues of Revenue

According to Kowitz, content and thought leadership is really the heart of what sponsors and partners are looking for.

“Companies aren’t looking to sponsor your webinars,” he said. “They want to work with you on developing the webinar; they want to be collaborative partners around education and training.”

Content collaborations can take many forms, including webinars, white papers, or articles. Some sponsors may also be interested in paying for an association’s subject-matter experts to serve as panelists on their own webinars.

“Associations need to be up to flipping some of the traditional benefits on their head if they want to grow nondues revenue through sponsorships and partnerships,” Kowitz said.

Kowitz shared the example of the Academy of Medical-Surgical Nurses forming a partnership with Medtronic, a medical device company, that centered around content and thought leadership. “Much of the content was more than AMSN staff could produce on their own for members, and it was extremely valuable,” he said.

Knowing that content opportunities also appeal to its sponsors, ATLIS has started selling content tracks at its annual conference that meeting sponsors can purchase to host their own content sessions in a private room. Before adding these sessions to the conference program, ATLIS meets with sponsors to discuss session topics that would interest attendees.

## Better Profit Margins

Deepening its relationship with sponsors has also helped ATLIS meet its financial goals and boost nondues revenue. Since the association’s offerings are more content-focused, it has been able to increase its profit margins without overloading staff with additional work.

*continued >*

## Common Non-Dues Revenue Sources

According to Naylor's 2022 Association Benchmarking Report, while sponsorship sales are important to non-dues revenue, associations bring in money from other sources too. Here's the average breakdown:

**23.7%**

Sponsorship sales

**21.7%**

Exhibit sales

**17.4%**

Partner program

**14.7%**

Advertising sales

**13.4%**

Other

**9.1%**

Job posting sales

## LET'S RECAP

### June Seminar and Luncheon

The June seminar and luncheon on June 1 featured Blake Carlton, author of *The Hard Choice Habits*. Blake discussed how any significant level of achievement is directly correlated with the total number of hard decisions a person is willing to make.

The Hard Choice Habits is a belief that the highest levels of growth, prosperity, and advancement are earned through an accumulation of hard choices. He emphasized that the skills to make hard choices can be developed because they are repeatable. He offered tips and exercises for practicing the Hard Choice Habits in one's personal and professional lives.

### NOVA Seminar Series

On June 8, association professionals from the DC region met in Alexandria for "Coffee and Muffins: Case Studies and Lessons Learned,"

facilitated by **Christina Lewellen, MBA, CAE**, executive director for **Association of Technology Leaders in Independent Schools** and VSAE Board Member. Our thanks to the National Society of Professional Engineers for hosting the seminar.

Attendees discussed current issues and challenges, including internal communications, employee recruitment and retention, workplace culture, and business and leadership skills and strategies required for a post-COVID environment. The conversation also explored the importance of content and community as value drivers by which associations can differentiate themselves.



"We're focusing more on partnership content," Walsh said. "We're hosting platforms for vendors, and they are bringing in the content or making the content in partnerships with us. It's fewer physical deliverables, less social media posts, less signs, and less work on our end."

Kowitz anticipates that collaboration and thought leadership will continue to be key elements of strong sponsorship programs.

"To move forward, associations need to be nimble enough to recognize what they are hearing from their sponsors and act on those changes," he said.



### About the Author

**Hannah Carvalho** is Senior Editor at Associations Now.

## PRIVATE EVENTS



*JamesTown & American Revolution*  
SETTLEMENT. MUSEUM AT YORKTOWN.  
[jyfmuseums.org/privateevents](http://jyfmuseums.org/privateevents)

# RECOGNIZE YOUR PEERS



Do you know an association executive or Associate member who has gone above and beyond in service to VSAE and your association community? If so, nominate that person for one of the following four **VSAE Awards of Excellence**.

## The CEO Award of Excellence

The CEO Award of Excellence is the highest award VSAE can bestow upon one of its Executive members. This award is given to an outstanding chief staff executive who has been nominated by peers in recognition of his or her leadership and achievement.

## The Association Staff Award of Excellence

The Association Staff Award of Excellence gives VSAE the opportunity to recognize an outstanding association staff professional for his or her contributions to their association. Criteria for this award include high integrity, professionalism, recognition from peers, a record of success and achievement in association management, and consistent leadership and service to VSAE.

## The Associate Member Award of Excellence

The Associate Member Award of Excellence allows the association community to recognize those suppliers and vendors among its membership who have distinguished themselves among their peers through their leadership qualities and professionalism.

## The Career Service Award

The Career Service Award is presented to an individual outside of the field of association management who through hard work, pleasing personality, and dedication to his or her job, has provided exceptional service over the years to the association community. Due to the nature of this particular award, nominations may only be submitted by Executive members.

**The award nomination period opens in late July.**

To learn more, go to [vsae.org/awards-of-excellence](https://vsae.org/awards-of-excellence).



Effective July 1, VSAE is offering pro-rated memberships for the remainder of 2023 at significant savings. This offer applies to association professionals and industry partners. If you have been thinking about joining, now is the time to act.

If you are already a member, encourage a colleague to join. If your organization currently has 2+ VSAE memberships, adding additional staff results in even greater savings!

Contact **Tami Rawlette** at [tami@vsae.org](mailto:tami@vsae.org) for assistance.



## INVEST IN YOUR FUTURE! Join the Fall CAE Study Group

Registration for the VSAE Fall CAE Study Group opens on Tuesday, July 18 for members interested in studying for the certified association executive (CAE) exam in December.

Nine sessions are held virtually each Tuesday, from 11:30 am to 1:00 pm starting Tuesday, September 26. There will be no study session on November 21. This is a group facilitated by current CAEs. Candidates who fully participated in a VSAE Study Group have had excellent pass rates. The study group is free for VSAE members and \$175 for non-members. Registration is required.

For more information and to register, visit [vsae.org/cae-study-groups](https://vsae.org/cae-study-groups). If you have any questions, please contact **Chrissy Cannaday** at [chrissy@vsae.org](mailto:chrissy@vsae.org).

**The CAE Study Group  
is sponsored by**



## PARTNER SPOTLIGHT

The Greenbrier is a distinct and spectacular luxury mountain resort situated in the Allegheny Mountains in White Sulphur Springs, West Virginia. It is best known as “America’s Resort” and is synonymous with world-class, authentic, southern hospitality.

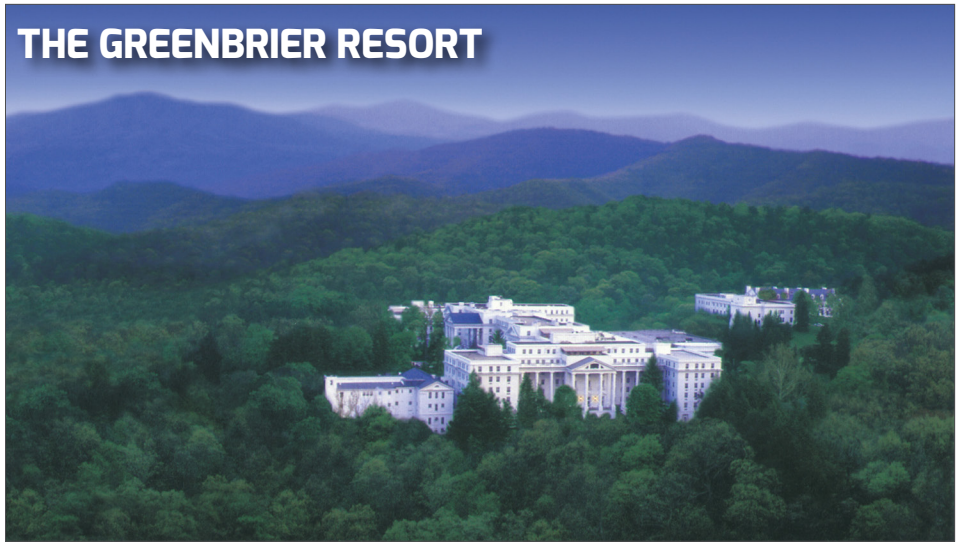
The Greenbrier experience began in 1778 when visitors first came to the property to “take the waters” of the natural sulphur springs and enjoy the health benefits that they provided. As more and more travelers discovered this “paradise among the hills,” cottages were built and later a hotel. In 1913, the current hotel was built, and the legacy continues to grow each year.

The grand scale architecture, Dorothy Draper décor, immaculate attention to detail and legendary gracious service set The Greenbrier apart from others. Guests walk in the footsteps of presidents, celebrities and generations of families who regard The Greenbrier as a “one of one” destination.

The 710 perfectly appointed Signature Resort Rooms, Classic and Historic Suites, Legacy Cottages and Estate Homes are situated on The Greenbrier’s breathtaking 11,000-acre playground. Guests can play championship golf courses that have hosted the game’s biggest events and most popular stars, or experience more than 55 other activities, including professional indoor and outdoor tennis, pickleball, bowling and escape rooms. Outdoor adventures include off-road driving, falconry, fishing, horseback riding and The Greenbrier Gun Club — complete with trap, skeet, sporting clays and a 5-stand. History tours, a museum and tours of the Cold War bunker, built to house the United States Congress, give visitors a glimpse into the amazing Greenbrier story.

America’s only private casino — available only to members and overnight guests — features table games, slot machines and the FanDuel Sportsbook for a unique, upscale gaming experience. The Greenbrier’s full-service, 40,000-square-foot world-renowned spa is widely recognized as one of the most luxurious mineral spas in the world, and offers a wide array of services, many featuring the same waters that drew visitors to the property nearly 250 years ago.

## THE GREENBRIER RESORT



The Retail Collection is comprised of more than 35 boutiques, shops and hand-crafted works of art. In addition to The Main Dining Room — which has been serving breakfast and dinner to guests since 1913 — The Greenbrier Restaurant Collection is comprised of 19 restaurants, cafés and lounges, featuring award-winning cuisine to please any palate.

The Greenbrier is also the perfect location for meetings and events, with everything groups need under one roof. It starts with more than 200,000 square feet of flexible meeting space, including 40 breakout rooms and a 16,500-square-foot exhibit hall. A wide range of state-of-the-art technology is available, and an Event Service Manager remains in

constant attendance throughout every event, ensuring that no detail is missed and every expectation is met.

Plan your visit to America’s Resort today and find out why there is truly “Only one Greenbrier.”

### CONTACT:

#### Robin Sweeney

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Meetings at The Greenbrier have produced results, smiles and indelible memories for more than a century. That grand tradition continues today with a plethora of activities, incomparable culinary delights and authentic hospitality away from the state-of-the-art meeting rooms that have earned this iconic spot in the picturesque West Virginia mountains the title of America’s Resort.

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*The*  
**Greenbrier®**  
AMERICA’S RESORT

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*Easter Associates, Inc.*  
*Richmond*

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**Amy Hyde**  
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## AROUND THE COMMONWEALTH



**Beth Stockner** is now the Senior Director of Marketing, Program and Development for the **Independent Petroleum Association of America**.

**Rachael (Van Liew) Baxley**, Meeting Sales & Service Manager for **Visit Virginia's Blue Ridge**, married Julius Baxley on June 10 in Ann Arbor, Michigan.

**Virginia Beach CVB** has officially moved to new offices, after 30+ years (just one block east). Their new address is 600 22nd Street, 2nd Floor, Virginia Beach, VA 23451.

**The Virginian Hotel** has been selected for the highly acclaimed Award of Excellence by Hilton, Curio Collection the Americas brand. The hotel also just received its fifth consecutive AAA 4 Diamond Designation.



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