

Congratulations to the Award of Excellence Recipients!



Associate Member Award Recipient, Lisa Meriwether; VSAE President Stewart Hinckley, CEO Award Recipient, Steven Williams, CAE; Association Staff Award Recipient, Megan Williams, CAE, CMP; and VSAE Executive Director Terry Monroe, CAE.



Dr. Holsworth to Discuss Virginia's Political Outlook

Kick off the new year with VSAE's most popular monthly seminar! Join your VSAE colleagues on Friday, January 5 at the **Omni Richmond Hotel** where the expert on all things Virginia politics, Dr. Bob Holsworth, with DecideSmart, will enlighten us with his analysis of the recent statewide elections and his prognosis for 2024. Joining Dr. Holsworth will be Jeff Evans, ASAE's Director of Public Policy, to discuss "ASAE Public Policy: Advocating for a Stronger Workforce."

The VSAE Community Service Committee has selected the American Heart Association as the charity raffle recipient this month. For nearly 100 years, the American Heart Association has been fighting heart disease and stroke and helping families and communities thrive.

Raffle tickets will be sold at the event to raise money for this worthy cause.

Register at vsae.org/calendar

DON'T MISS IT!

2024 VIRGINIA POLITICAL OUTLOOK

FRIDAY, JANUARY 5
Omni Richmond Hotel

SCHEDULE

10:30 a.m.

Registration Opens

11:00 – 11:45 a.m.

Networking Reception

11:45 a.m. – 1:15 p.m.

Luncheon and Speaker

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

UPCOMING EVENTS

FRIDAY, JANUARY 26
Senior Staff SIG Meeting
virtual

THURSDAY MARCH 7
Seminar Series with Lunch
Dover Hall Experiences
Manakin Sabot

TUESDAY, MARCH 12
Seminar Series with Breakfast
Law Offices of Whiteford
Falls Church

THURSDAY, MARCH 21-22
Meeting Planner Summit
Delta Virginia Beach
Bayfront Suites
Virginia Beach

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

President's Club



Justin Beale
Cavalier Resort



Juan Ayala
Colonial Williamsburg Hotels



Doug Barger
Hilton Norfolk The Main



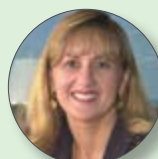
Randy Cummins
James River
Audio Visual Services



Karen Garrett
Kingsmill Resort



Sarah Lester
Massanutten Resort



Sally Noona, CMP
Virginia Beach Convention
& Visitors Bureau

Thank You, 2024 Partners!

VSAE Partners are Associate members actively engaged and financially committed to supporting VSAE and all its programs and services. These Partners have committed to a level of support for 2024 through their advertising, sponsorship, and scholarship.

The 2024 Partners are committed to helping VSAE realize its strategic goals of strengthening our association community and delivering value to members. When looking for industry services for your association, VSAE encourages you to reach out to these Partners first to see how they can deliver value to your association and its members. See page 3 for a list of the 2023 Partners who supported VSAE throughout the year.

If you are interested in becoming a Partner, there are still advertising and sponsorship opportunities available to make your mark on the society for Virginia's association professionals. Visit vsae.org/partner-program for more information.

BENEFACTOR

Dover Hall/Bartizan
The Hotel Roanoke & Conference Center
Novi AMS
Richmond Marriott Downtown
VisitNorfolk
Visit SoSi
Visit Virginia's Blue Ridge

SUPPORTER

Caesar's Virginia
Great Wolf Lodge
Greater Richmond Convention Center
Hilton Virginia Beach Oceanfront
Hotel Madison & Shenandoah Valley Conference Center
Jamestown-Yorktown Foundation
Minuteman Press – Glen Allen
Norfolk Waterside Marriott
The Omni Homestead Resort
Personify
Visit Loudoun

PATRON

DoubleTree by Hilton Williamsburg
Embassy Suites Hampton Convention Center
The Greenbrier
Hampton Convention & Visitors Bureau
Hilton Richmond Downtown
Lansdowne Resort
Omni Charlottesville Hotel
Omni Richmond Hotel
Renaissance Portsmouth-Norfolk Waterfront Hotel
TowneBank
The Virginian Hotel
Visit Richmond VA

Thank You, 2023 PARTNERS

PRESIDENT'S CLUB

Cavalier Resort
Colonial Williamsburg Hotels
Embassy Suites Hampton Convention Center
Hilton Norfolk The Main
James River Audio Visual Services
Kingsmill Resort
Omni Homestead Resort
Virginia Beach Convention & Visitors Bureau

BENEFACTOR

Dover Hall
Greater Richmond Convention Center
Lansdowne Resort
Richmond Marriott Downtown
Visit Virginia's Blue Ridge
VisitNorfolk

SUPPORTER

Caesars Virginia
Glue Up
Hampton Convention & Visitors Bureau
Hilton Virginia Beach
The Hotel Roanoke & Conference Center
Jamestown-Yorktown Foundation
Massanutten Resort
Minuteman Press – Glen Allen
Norfolk Waterside Marriott
Visit Loudoun

PATRON

DoubleTree by Hilton Williamsburg
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
Richmond Region Tourism
Sheraton Norfolk Waterside
The Virginian Hotel

Leadership reflections



Stewart Hinckley
VSAE President

Leadership in 2024



What a great day it was at the recent VSAE Awards Luncheon & Silent Auction! Everyone was dressed festively, and it was so refreshing to put more and more distance between us and the pandemic. No love lost there.

There are a number of radiant event components: the Silent Auction, the Recognition of Partners and all that they do to support our Society throughout the year, the community service support (Comfort Zone Camp this year), and the chance to see old friends and make new ones. Perhaps the highlight for me is the Awards of Excellence and this year was no different. How wonderful that we recognize our peers for their efforts and this year's awards again went to three outstanding recipients – all LEADERS: **Lisa Meriwether** (Visit SoSi), Associate Member Award of Excellence; **Megan Williams** (Virginia Sheriffs' Association), Association Staff Award of Excellence; and **Steven Williams** (Hardiman-Williams), CEO Award of Excellence. The Awards Committee led by **Steve Yeakel** did an outstanding job of selecting these three award recipients. Congratulations to each of the winners and it was wonderful to have your families present to see you being honored. A special thank you again to the **Hilton Richmond Hotel & Spa at Short Pump** for hosting our 2023 Awards Luncheon.

This time of the year means so many things to different people. As you enjoy the holidays with your family and friends, I hope you

will reflect on your own leadership skills for 2024. What is leadership and what is it NOT? Quite simply, leadership is not about your title or position. It's about inspiring others to reach their goals towards a shared vision. It means that you empower your teams to take calculated risks and to have the courage to make tough decisions.

Successful leaders, however, need more than just vision. They must communicate well in order to align objectives and build trust. Effective communication is key to advocating your position, inspiring your colleagues, and collaborating with stakeholders. Finally, leadership is about making a commitment to long-term sustainability. It's about navigating the uncharted waters while keeping the collective goals in sight.

No matter what type of VSAE member you are, I hope you will take time to consider honing your leadership skills in 2024 through all of the terrific VSAE programming to come! You will get so much out of it, and I strongly encourage you to take advantage of these excellent resources.

As we set our sights on 2024, let's all pray for a good, healthy, and prosperous new year ahead. One thing that you don't want to miss is VSAE's 75th Anniversary Annual Conference, May 5-7 at Hilton Norfolk The Main. It promises to be above and beyond anything you have ever experienced at a VSAE event. Mark your calendar now!

Awards Luncheon & Silent Auction

On Friday, December 1, over 180 members and guests of the VSAE community came together in-person to enjoy the holiday season at the **2023 Awards Luncheon & Silent Auction** held at the **Hilton Richmond Hotel & Spa Short Pump**.

After an outstanding surf and turf lunch, the highly distinguished VSAE Awards of Excellence were presented to three special and deserving individuals who reflect the best in the association industry. Congratulations to the following recipients:

Steven Williams, CAE, Partner, **Hardiman-Williams, LLC**, recipient of the **CEO Award of Excellence**, given to an outstanding association professional in recognition of their leadership and achievement, not just to their own association or VSAE, but to the entire association industry.

Megan Williams, CAE, CMP, Deputy Director, **VA Sheriff's Association**, recipient of the **Association Staff Award of Excellence**, which recognizes an association staff professional for their contributions to their association and

VSAE. Criteria for this award include high integrity, professionalism, peer recognition, a record of success in association management, and consistent leadership and service to VSAE.

Lisa Meriwether, Tourism Manager, **Visit SoSi**, recipient of the **Associate Member Award of Excellence**, presented to VSAE member suppliers or vendors who have distinguished themselves through their leadership, professionalism, and customer service.

SILENT AND LIVE AUCTIONS

Members had the opportunity to bid on three different auctions: online silent auction, in-person silent auction, and a live auction.

The online silent auction featured over 60 items, including getaways at top destinations across Virginia and the Southeast, wine and beer packages, specialty goodie baskets, golf outings, outdoor adventures, professional services, books, tools, and much more.

The in-person silent auction featured 20 baskets containing wine, food items, hotel stays, gift cards, and more.



Three items were auctioned live at the luncheon by a lively and entertaining auctioneer, Ernie Rogers of Blacktie Benefit Auctions. Congratulations to both **Tim Koch**, National Sales Manager for **The Omni Homestead Resort**, and **Jordan Vallerga**, Meetings & Events Manager for **Eisenman & Associates, Inc.**, for each winning a "The Majesty of Mexico" package, and to **Eric Paulson**, Executive Director for the Virginia State Dairymen's Association, for winning the "7 Lady Vineyards Wine Basket" donated by **Dover Hall Experiences**.

The Community Service Committee selected Comfort Zone Camp (CZC) as this year's charity. Mary Beth Poma, Development Assistant, shared the history of and the many beneficial services provided by CZC.

Congratulations to the 50/50 raffle winner, **Julie Andrews**, Sales & Marketing, Busch Gardens. The other half of the raffle proceeds will benefit VSAE educational activities and Comfort Zone Camp.

We appreciate all of those who donated 155 pounds of canned and packaged goods that were collected during the event. The food will go to Feed More and will be prepared and distributed to 125 neighbors in need.

Thanks to everyone who made this year's Awards Luncheon & Silent Auction such a great success, including the Silent Auction Task Force, the Community Services Committee, the Awards Committee, Eisenman & Associates staff, the Hilton Richmond Hotel & Spa at Short Pump, and of course, our donors and bidders!



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WHAT'S IN STORE FOR '24!



An opportunity for professional Meeting Planners to bond as they share best practices and experience together the newest ideas in event planning. Approximately 6.5 CAE credits.

Meeting Planner Summit March 21-22

Delta by Marriott Virginia Beach Bayfront Suites



The entire membership comes together for high-caliber educational sessions, networking at receptions and a banquet, and fun activities in the local area. Approximately 7 CAE credits.

Annual Conference May 5-7 Hilton Norfolk The Main



Roundtable and panel discussions to explore the issues unique to owning and working for an Association Management Company. Approximately 4.25 CAE credits.

AMC Summit July 16 Omni Richmond Hotel



Top-level decision makers focus in on the current challenges and opportunities in leading their association into the future. Approximately 9 CAE credits.

CEO & Senior Staff Retreat September 9-10 Massanutten Resort



Virginia's premiere conference for association executives and meeting planners, offering an Expo with 70+ exhibitors and multiple educational sessions. Approximately 6 CAE credits.

Fall Conference & Expo September 25-26 Greater Richmond Convention Center and Hilton Richmond Downtown



VSAE's most popular event! Bid on over 80 donated items, then enjoy a luncheon at which the winners of the Awards of Excellence are recognized.

Awards Luncheon & Silent Auction December 6 Hilton Richmond Hotel & Spa Short Pump

Mark your calendars and learn more at vsae.org/calendar

Evaluating Your Volunteer Management System for Mission Alignment

Associations rely on volunteers to accomplish goals and deliver member value related to the organizational mission, but volunteers have other motivations for serving unique to them. In a time of rapid change, it is imperative that associations' volunteer systems remain effective and nimble to address member priorities.

In 2023, ASAE published *A Holistic Approach to Association Volunteer Management* to help associations adapt their volunteer management systems to meet both association and member needs. In collaboration with ASAE's Research Council, ASAE's Component Relations Volunteer Management (CRVM) Advisory Council decided to pilot the new research. Our findings from the pilot helped us adapt how we engaged CRVM Advisory Council volunteers, as well as volunteers at our own associations, for greater community impact and higher volunteer satisfaction. While our context is unique in that we, as volunteer leaders, are evaluating our fellow volunteers, what we learned is broadly applicable to the association context.

What is a Volunteer Management System?

A volunteer management system is the process by which your association recruits, manages, evaluates, and recognizes its volunteers.

The Problem

The CRVM Advisory Council leaders began collecting participation data on members in 2022, hypothesizing that members' level of participation would correlate to mission alignment and a satisfied volunteer experience. However, we quickly realized we needed to collect more meaningful data on members' satisfaction with their volunteer experience to identify actionable ways that we could improve the Council experience and increase its impact on the CRVM professional community.

The Process

After a meeting between CRVM Council and Research Council leadership, we determined



that adapting the evaluation criteria in *A Holistic Approach to Association Volunteer Management* could help us gain insight into CRVM Council members' volunteer experience. First, we explained in our monthly Council meeting why we were conducting this pilot. Members were kept informed throughout the process in an attempt at transparency and to achieve as close to 100% engagement as possible.

Next, we created an online survey using the criteria outlined in *A Holistic Approach to Association Volunteer Management*, through which we sought to measure how fulfilled volunteers felt on the Council, how prepared they felt after Council orientation, if they had the support they needed to be successful in their roles, and if they understood how success was defined. While this tool is meant to be used by associations, we adapted it for our purposes and instructed Council members to answer the survey from their perspective as volunteers on the Council.

When we analyzed the survey results with the Research Council, we identified action steps to close the gap between Council leaders' expectations and volunteers' expectations. For instance, contrary to what we initially believed, satisfaction with the volunteer experience was high despite volunteers feeling their productivity on the Council was quite low. In response, Council leaders redesigned our orientation to focus on measurable goals

for our Council, and created a calendar of upcoming participation opportunities that we review at each Council meeting.

Key Takeaways

When evaluating your association's volunteer management system, consider your association's underlying assumptions around volunteer expectations. What do you mean by "participation" or "engagement"? Consider also how your volunteer system can be more diverse, equitable, and inclusive. How important is attendance at monthly meetings compared to volunteer productivity on association goals? Where might your volunteer metrics be biased?

Before conducting the evaluation, do not reinvent the wheel. Instead, adapt existing tools to gain a better understanding of your volunteers' satisfaction and motivations. Take an inventory of how you are already evaluating the volunteer experience, what you need to gain a holistic picture of your volunteer system, and how you can modify existing systems to meet those needs.

Finally, keep in mind that it is not realistic to expect perfect scores from your volunteers across the board; rather, focus your association's energy on gradually improving the volunteer system—especially in ways that directly support the association's strategic objectives—and evaluate your volunteer system year-over-year to track your progress. By evaluating your volunteer system, your association can continue to realize its goals while providing a more rewarding experience for its volunteers.

About the Author



Michelle Runge, CAE, is a VSAE member and the Director of Chapter Relations for the American Inns of Court Foundation in Alexandria, VA.

She also serves as the current Vice Chair of the ASAE Component Relations Volunteer Management Advisory Council.

Renew Your Membership Online

PAYMENT MUST BE MADE BY JANUARY 31 TO REMAIN ACTIVE.

To renew, log in to the website with your member credentials (username is your email).

1. Click 'Member Center' on the menu bar. Click "My VSAE"
2. Under 'My Profile', click 'Your Organization.' Click "Profile and Member Search"
3. Click 'Invoices.'
4. Pay online via credit card OR print and mail with a check.

QUESTIONS?

Contact Tami at tami@vsae.org.

DUES INCREASE FOR 2024

Renewal notices for 2024 VSAE member dues will be going out in the coming weeks. The Board of Directors has approved a minimal increase for 2024 VSAE Executive memberships. Below are the new membership dues rates, effective January 2, 2024.

EXECUTIVE

1st and 2nd	\$360
3rd and more.....	\$190
Non-Richmond*	\$310

*Located 50+ miles outside of Richmond.

ASSOCIATE

1st and 2nd	\$560
3rd and more.....	\$295

SEMI-RETIRED

Each.....	\$ 75
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Abby Tammen
Treasurer

Bruce Whitehurst
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Wishing you and yours a
Joyous
Holiday Season

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