



AWARDS OF EXCELLENCE

VSAE's highly-anticipated Holiday Luncheon & Silent Auction was a grand success. Nearly 300 members and guests enjoyed the festivities at the Richmond Marriott Downtown, including participation in the Silent Auction, the proceeds of which support both VSAE and this year's charity, Bikes for Kids, a program supported by the Richmond Area Bicycling Association.

The highly coveted Awards of Excellence were also presented to four very special and deserving members who reflect the best in the association industry.

CEO AWARD OF EXCELLENCE

The CEO Award of Excellence is the highest award VSAE can bestow. This award is given annually to an outstanding association professional who has been nominated by their peers in recognition of his or her leadership and achievement.

Rick Eisenman, CAE, President & CEO of Eisenman & Associates, Inc. and Executive Vice President of VSAE

Much of VSAE's success over the past twenty years can be traced back to the leadership of Rick Eisenman, CAE. His steadfast

CONTINUED ON PAGE 5

DR. HOLSWORTH PRESENTS IN JANUARY

Come join VSAE for the annual presentation from Dr. Bob Holsworth on Virginia Politics at the first VSAE meeting of 2016, the January Monthly Luncheon. This is the eighteenth year members will hear from one of Virginia's most recognized political prognosticators. Dr. Holsworth is a local analyst with a Ph.D. from the University of North Carolina at Chapel Hill and is a retired VCU professor where he taught courses in Virginia politics, American politics, and political theory.

Dr. Holsworth will talk about the coming General Assembly session including some significant leadership changes in both the House and Senate. Next year is also a Presidential election year and Virginia will once again be a battleground state. What does this mean for your association, your industry, and the state in the coming twelve months? Come find out on Friday, January 8 at the newly renovated Hilton Richmond Downtown.

NEXT EVENT

JANUARY MONTHLY LUNCHEON & SEMINAR

Friday, January 8
Hilton Richmond Downtown

SCHEDULE

Registration 9:45 a.m.
Orientation 10:00–11:00 a.m.

HOW TO GET MORE OUT OF YOUR VSAE MEMBERSHIP

Dr. Robert Holsworth, DecideSmart

Reception 11:00–11:45 a.m.
Luncheon 11:45 a.m.–1:15 p.m.

VIRGINIA POLITICS 2016

Dr. Robert Holsworth, DecideSmart

[Register online at vsae.org](http://vsae.org)

UPCOMING EVENTS

CS | CARITAS Dinner + Fellowship

December 17
Church of the Holy Comforter

SIG | Meeting Planner

January 21, 2016 and February 18, 2016
Topic: Emergency Planning Workshop
Medical Society of Virginia

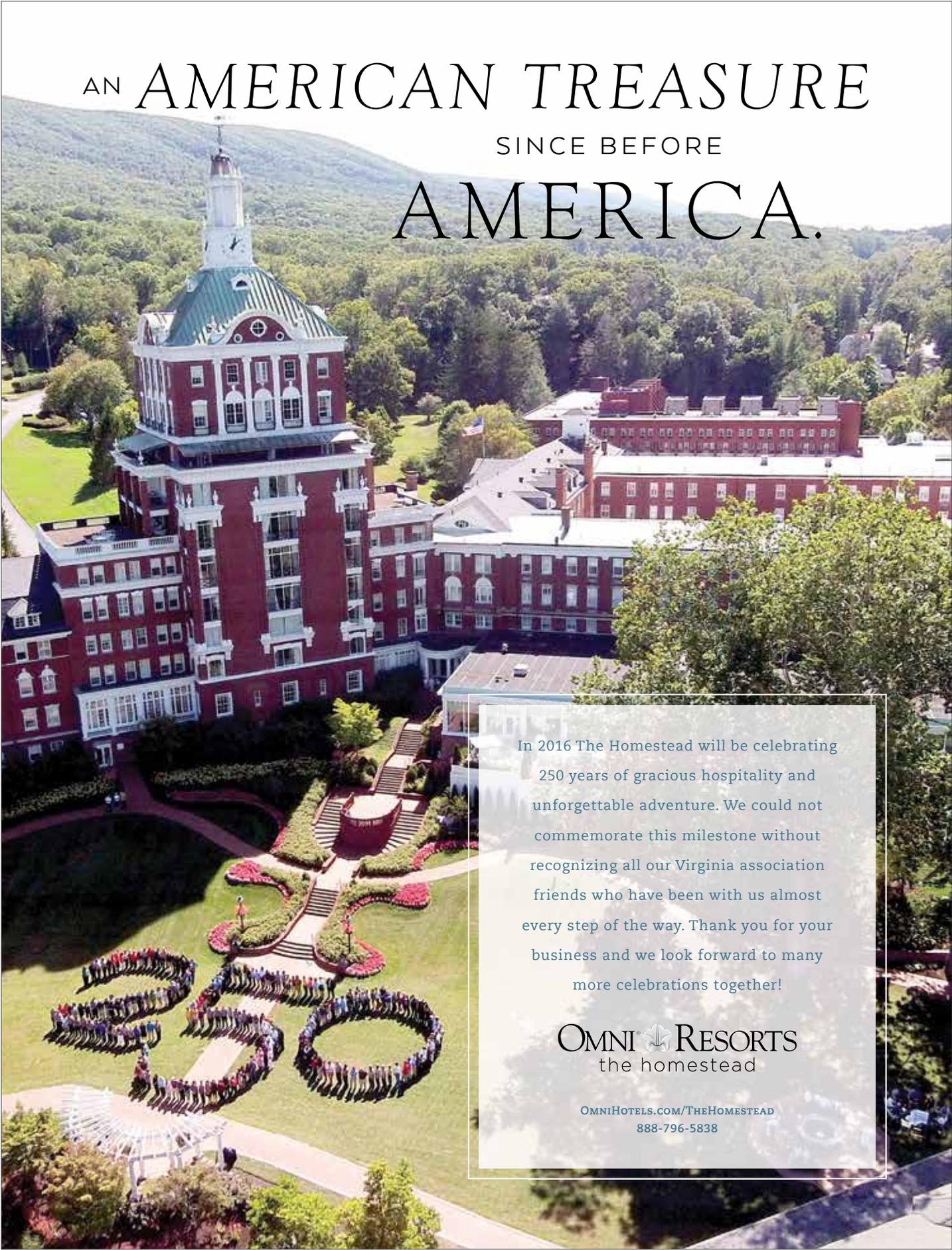
SIG | Senior Staff

January 29, 2016
Topic: Navigating Association Trends in Our Organizations
Virginia Health Care Association

SIG | Senior Staff

March 25, 2016
Business Book Discussion:
Essentialism: The Disciplined Pursuit of Less by Greg McKeown
TBD

[Check out all events at vsae.org/upcoming-events](http://vsae.org/upcoming-events)



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THE FUTURE OF VSAE IS ALL ABOUT YOU



Last month, Rick Eisenman, CAE wrote an article in this newsletter about the successful partnership between VSAE and Eisenman & Associates, Inc. over the last twenty years. He also announced I would be succeeding him as Executive Director, effective January 1, 2016. Following in the footsteps of a long tenured industry icon is no easy task. Lucky for me, though, I have the privilege of working through this transition with a great Board of Directors full of association leaders. There is also a team in place with extensive experience and passion for this association. Tracie Grady, Tami Guthrie, Lorraine Meade, and Leah Peterson are an amazing team and it is a privilege to call each of them a colleague.

However, this transition isn't about me, or Rick, or the staff. It's about you – the members – and your vision for the future. **President Wilmer Stoneman III, CAE** and **President-Elect Barbara Homiller, CAE** are leading the board through a comprehensive strategic planning process that will require significant input from members. Early in 2016, we will be conducting

a membership survey to help us determine the future vision of this organization. That vision should reflect your dreams and aspirations. A member recently said to me that they view VSAE as “the gold standard” in association management. What an inspiring statement. My hope is that this process – with your help – will help clarify how VSAE can be your “gold standard.”

Nearly every time I meet with and talk to members, I'm blown away by your passion for VSAE and your association community. The wealth of knowledge among our members is astounding, which makes serving you in this capacity a very humbling experience. It also makes it a challenging experience though it is a challenge I cannot wait to tackle starting with this strategic planning process.

VSAE will look different in the future. This is a necessity. We must continue to adapt to stay ahead of industry trends. Being proactive helped this organization remain strong through the Great Recession when many organizations struggled mightily. We must continue to change to avoid getting “Uber'd” in the future. When the new vision is in place, my plan is to build upon the time honored traditions and rich history of VSAE to embark upon another successful twenty years.

So, I look forward to serving you as Executive Director. I look forward to growing with you and this organization. And I look forward to seeing what the next twenty years will bring.

ABOUT THE AUTHOR

Brandon Robinson, CAE is the VP of Professional Development & Communications, VSAE

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VSAE SUPPORTS BIKES FOR KIDS



Top: Bikes for Kids chair Andrew Mann with Lt. Governor Ralph Northam and Dr. Edwin Wortham, father of Carrie Wortham, a young woman who was killed in September while riding her bicycle on Rt. 33. The bicycles were donated in Carrie Wortham's honor.

Bottom: Andrew Mann worked tirelessly this year to raise \$20,000 to purchase over 500 bikes, the most ever donated.

On Saturday, December 5, volunteers from the Richmond Area Bicycle Foundation joined Lt. Governor Ralph Northam to distribute over 500 brand new bicycles and helmets to local Christmas Mothers thanks in part to support from VSAE. VSAE volunteers helped build the bikes in November and then a portion of the proceeds from the Holiday Luncheon & Silent Auction were donated to help purchase additional bikes and helmets. This is the fourteenth year RABA has sponsored Bikes for Kids, a program run by VSAE's own **Andrew Mann**.

THANK YOU TO ALL OF OUR 2016 PARTNERS!

VSAE Partners are Associate members who are actively engaged and financially committed to supporting VSAE and all its programs and services. It is with their support that VSAE is able to keep membership dues low, programs affordable, and services aligned to the needs of members. These Partners have committed to a minimum level of support for 2016 through advertising, sponsorship, and scholarship.

The 2016 Partners are committed to helping VSAE realize its strategic goals of strengthening your association community and delivering value to members. When looking for industry services for your association, VSAE encourages you to reach out to these 2016 Partners first to see how they can deliver more value to your association and its members.

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

PRESIDENT'S CLUB



Justin Beale
Hilton Norfolk The Main



Lisa MacArthur
Virginia Beach CVB



Joe Barrow
Kingsmill Resort
& Golf Club



Leslie Atwood
Westfields Marriott
Washington Dulles



Randy Cummins
James River
Audio/Visual Services



Matt Polansky
Colonial Williamsburg Hotels

BENEFACTOR

Greater Richmond Convention Center
Hilton Richmond Hotel & Spa at Short Pump
Norfolk Waterside Marriott
Virginia Beach Resort Hotel & Conference Center

SUPPORTER

DoubleTree by Hilton Williamsburg
Hilton Virginia Beach Oceanfront
The Hotel Roanoke & Conference Center
Renaissance Portsmouth-Norfolk Waterfront Hotel
Roanoke Valley CVB
Sheraton Norfolk Waterside Hotel
Sheraton Virginia Beach
VisitNorfolk

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Craddock Terry Hotel
DoubleTree by Hilton Richmond-Midlothian
Embassy Suites Hampton Roads
Exhibits, Inc.
The Greenbrier
Hampton CVB
Hilton Richmond Downtown
Keswick Hall & Golf Club
Marriott Chesapeake
MemberClicks
Newport News Marriott at City Center
Newport News Tourism Dev. Office
Omni Charlottesville Hotel
The Omni Homestead
Omni Richmond Hotel
Richmond Marriott Downtown
Richmond Marriott Short Pump
Richmond Region Tourism
Salamander Resort & Spa
Wyndham Virginia Beach

AWARDS OF EXCELLENCE CONTINUED FROM PAGE 1

leadership, professional demeanor, and outgoing personality have proven invaluable in continuing the organization's trajectory of success. This award recognizes his many years of experience in the association industry and through VSAE, all of which has helped VSAE be the strong organization it is today.

ASSOCIATION STAFF AWARD OF EXCELLENCE

The Association Staff Award of Excellence annually recognizes an association staff professional for his or her 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.

Cassie White, Communications Specialist, ACEC Virginia

Cassie is an active and engaged member of VSAE, serving in several leadership positions including with VSAE's Emerging Association Professionals Shared Interest Group and on the Community Service Committee. She was especially recognized for keeping everything running smoothly while her CEO was out on an extended medical leave, this past summer.

ASSOCIATE MEMBER AWARD OF EXCELLENCE

The Associate Member Award recognizes a supplier or vendor from the VSAE membership who has distinguished themselves through professionalism and customer service.

Denise Creasman, Sales Manager, Renaissance Portsmouth- Norfolk Waterfront Hotel

Denise is an actively engaged member and a consummate professional, who is always willing to help in any way possible. Her "can-do" attitude makes her the ideal volunteer leader. There are many activities throughout the years that would not have been possible or as successful without her. Denise is a long-time, dedicated member of VSAE, who has served on numerous committees and has been a tireless champion of the community service activities. Her years of leadership as chair of the Community Service Committee is one of the main reasons she received this award.



Top: Members and guests could place bids on 142 silent auction items. **Middle:** It was a full house at the Richmond Marriott Downtown with nearly 300 attending. **Bottom:** VSAE events are always cultivating relationships. *Photos by Jesse Peters, Backlight Photography.*

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 to your association community over the years.

Houston Pettus, Director of Banquets, Omni Richmond Hotel

Houston was nominated by not one but two VSAE members. Described as one of those individuals one cannot help but like, he is the very definition of customer service. Anyone who has held an event at the Omni Richmond Hotel has noticed how Houston carefully watches over each and every meeting detail ensuring that nothing is left to chance.



Houston follows in the footsteps of his father, Woody Pettus, the 2000 Career Service Award recipient.

Please join VSAE in congratulating these winners of the 2015 VSAE Awards of Excellence. A complete list of all of the previous award winners can be found at vsae.org/about



Is the incoming chief elected officer, AKA president or chairman of the board, ready for the job?

Transitioning from VP or president-elect to the office of the president requires preparation. He or she assumes responsibility for advancing the mission, serving the members, protecting the assets, solving the problems, addressing the media, and inspiring the leadership, among other duties. The more one prepares—the better the results.

Review this self-paced diagnostic tool built upon three governance foundations: **Purpose, Plan, and Performance**. Once finished with the assessment, schedule a meeting between the incoming president and executive director to discuss each person's image of success for the term ahead.

PURPOSE

The reason for existence.

- **Duties**—Do I understand the responsibilities of the chief elected officer? Is there anything I don't feel comfortable with for which I should find help, for

example rules of order or finances? Am I able to inspire others to fulfill their volunteer roles?

- **Organizational Purpose**—Is the mission statement understood by everyone, including myself, my leadership team, and stakeholders? Am I ready to ensure that all efforts and resources are directed to advancing the mission? Can I recite the mission, realizing that it should frame nearly every action and discussion?
- **Governance**—Have the governing documents been provided to the leadership team, including bylaws, budget, and strategic plan? Is the distinction clear between the principles of board governance and staff management?

PLAN

The intent or roadmap to achieve results.

- **Intent**—Am I able to communicate a clear vision of a successful year? Have I communicated my vision to the leadership team and staff? Am I confident that everything I suggest, say, and do will advance the organization, leaving it in better form than when I started my term?
- **Strategic Plan**—Am I conversant about the strategic plan? Is the leadership fully versed about the plan? Will it need to be updated or drafted during by term?
- **Business Plan**—Are assignments tracked with a program of work or business plan? Will progress on the strategic plan and program of work be reported at board meetings?
- **Agenda**—Do I understand a well designed board agenda is a collaborative effort between the president and executive director? Will the format lend itself to

efficient, effective meetings? Will re-crafting the agenda improve results?

- **Committees**—Committees supplement the work of the board. Have I inventoried them, aligned them with the strategic plan, appointed chairs and provided current-year assignments? Do committees have board and staff liaisons to champion their efforts?

PERFORMANCE

The process and behavior for carrying out the plan.

- **Personal Performance**—Am I prepared for my role, able to inspire, and readily share the credit with others? Is my leadership style authentic? Do I have the support of my company and family for the time and resources required personally?
 - **Organizational Performance**—Am I focused on outcomes and members' needs? While many ideas will arise, do they lend themselves to the broader good of the organization? How should we assess our performance?
 - **Results**—Will results be achieved throughout and by the end of my term? Are there sufficient resources to support the work at hand? Am I able to think beyond my term of office to lay a solid foundation for future leaders?
 - **Succession**—Though I am just beginning my term, am I able to identify future leaders? Can I maximize the role of the incoming president to help him or her prepare?
- Preparation pays off. The three Ps—**Purpose, Plan, and Performance**—keep the chief elected officer focused.

ABOUT THE AUTHOR



BOB HARRIS, CAE provides free governance tips and templates at nonprofitcenter.com and facilitates strategic planning an board orientation. He can be reached at bob@rchcae.com.

MEMBER SPOTLIGHT

Matthew Stanley
Vice President, Government & Association Relations
Elwood Consulting, LLC

What was drew you to the association industry?

Like many people, I stumbled into it by accident in my first job at a local government affairs firm that also does association management. Having the opportunity to get involved in the association management business was intriguing at the time and I said, "Why not?". I immediately realized that it was a good fit. Forming the lasting relationships with association members has come naturally and the opportunity to advance very noble professions and causes has been a privilege.

In what way(s) has your membership in VSAE benefited you?

I have met some amazing people through VSAE and made some great friendships that would have never happened otherwise. But in terms of professional benefits, I've come to have great pride in the role of association management because I see the integrity and purpose demonstrated by my colleagues through their engagement and drive to serve their associations in increasingly meaningful ways.

What do you enjoy doing in your time away from work?

Giving back to the neighborhood and city that have treated me so well has been a source of great pride and enjoyment. But for true fun, I love getting outdoors—exploring and enjoying all the great outdoor spaces that Richmond and the Commonwealth has to offer.

Where do you envision the association industry heading, and/or what do you think will be the most significant changes in the next 10-15 years?

I think we're going to see a diversification of who is involved in the leadership of our associations in the coming years. Everyone is starting to figure out how to deal with the millennials (yes, that's my generation) and we're ready to help lead the way forward, working alongside those of every generation to advance our professions and causes. And in terms of professional development, with



all the information overload that exists in our internet and social-media driven world, coming together with like-minded peers to focus on something specific and relevant is going to be increasingly valuable.

WHAT'S ON YOUR...?

iPod?

First of all, who uses iPods anymore!? It's all in the cloud. Currently playing a combination of Radiohead and the early released songs from Charlie Puth's upcoming album.

Desk?

My desk is a daily battle for organization. But it always has a clear spot in the corner for a pair of concrete hands cupping a small globe. It's a good reminder of many things that keep me grounded and sane—travel, faith, and the bigger picture.

EVALUATION PRIZE WINNER

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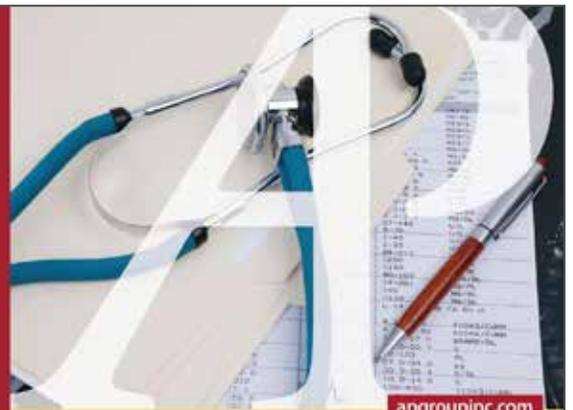
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LEADING INTO OBLIVION



Where were you when your greatest failure took place? Like many people, you were probably nowhere to be found. No really—think about it. While failures occur with surprising regularity, few are recognized as such until long after the senior management team, Board of Directors, staff, or member has left the room.

The natural distance between decision-making and the delivery of outcomes leaves room for all sorts of misdirection and mischief. More troubling, there is oftentimes a huge disconnect between our decision-making methods and the assessments we deploy in measuring outcomes. All too often we seek wisdom

in hindsight and deploy rationalizations to fit the moment. How often have you heard people say, “I knew that would never work”?

For the purposes of illustration let’s take the example of a nonprofit whose board decides to

spend half its cash reserves for a fast-track 12 month effort to emulate their richest and most successful tradeshow competitor as a way to improve its fortunes. Their competitor is one of the world’s largest and most successful industry shows with over 700,000 attendees worldwide at eight different global locations. Its annual revenues are well north of \$350 million per year.

What would convince the board of a modest sized nonprofit with a small industry show they could compete or even emulate such a behemoth? It’s hard to say definitively, but the concepts of hindsight bias and competitive escalation offer some insight. While society often recognizes and awards competitive behavior in people, in a group setting a discussion that dissolves into competitiveness often triggers impulsive decision-making behavior using faulty decision-making frameworks fraught with danger. When discussions become centered on what the group “always” or “never” does, alarm bells should be going off in your head. Calling for a timeout may be the most prudent decision of all.

Calls for action based on risk-seeking such as “we’ve never tried this before” or suggestions the organization is “always too cautious” warn of competitive escalation. Group discussions stuck in the “always/never” model of debate often miscalculate and escalate their commitments

ABOUT THE AUTHOR



KERRY STACKPOLE, FASAE, CAE
is President & CEO at Neoterica Partners and creator of the *Wired 4 Leadership* blog at wired4leadership.com.

**Wishing All
Our VSAE Friends**

**A Very Merry Christmas &
A Healthy, Prosperous
New Year**

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before realizing later on, the enormity of the risks they have created for their organization.

While such conversations often start out innocently enough within just a matter of minutes the agreed upon targets of selling say 100 new memberships has escalated to selling 500, because they have “never” tried to sell this many before and who knows what’s possible unless we try. The foolhardiness seems obvious, but surprisingly groups will come to consensus around outrageous goals

HEALTH CARE CORNER



ACA requires most individuals to maintain health insurance coverage, commonly known as “individual shared responsibility”, or pay a tax penalty.

The 2016 open enrollment for individual health coverage began November 1, 2015 and runs through January 31, 2016.

For 2016, the individual shared responsibility tax penalty is 2.5% of household income, above the yearly tax filing thresholds, or \$695.00 per adult, \$347.50 per child under age 18, up to a maximum of \$2,085.

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“While society often recognizes and awards competitive behavior in people, in a group setting a discussion that dissolves into competitiveness often triggers impulsive decision-making behavior using faulty decision-making frameworks fraught with danger.”

with little regard for precedent especially in the absence of hard data.

Many nonprofits require exhaustive preparation of “fiscal notes” before any decision is taken. Doing so makes certain all known and potential risks and costs are fully explored and identified. While the fiscal note policy can create some lag on decision cycles, the process also serves to protect the decision-makers and the organization from catastrophic risk and failure. Competitive behavior often compels people to only acknowledge information that confirms their position while ignoring that which undermines it. Increasing one’s commitment to a previous course of action demonstrates predictability, which is often viewed as a favorable attribute by others. In truth it’s way closer to being a “rookie mistake.”

So how did competitive escalation play out for our nonprofit group? With the wind of a million

dollar investment decision at their back, staff ran full speed toward the goal. New staff was hired, an advertising agency placed on retainer, contractors, event experts, a huge convention center commitment and even an in-house concierge service to ease pressure from the long work hours at headquarters were all put in place.

But twelve months and a million dollars later, the tradeshow that had been launched with such great expectations had resulted in a net gain of less than 50 new registrations. The effort was a colossal failure. Within weeks the ad agency, nonprofit CEO, and most of the newly hired staff were fired. The Chair of the Board stepped down due to the “pressures of business.” With the harsh lessons of unrestrained competitive escalation weighing on its financial future, the organization merged and disappeared.

IMAGINE YOUR AD HERE!

As the only printed publication dedicated to Virginia's association management industry, your advertisement in this newsletter will reach over 400 association professionals. It is one of your best opportunities to connect with potential clients and customers.

If you have not yet purchased advertising for 2016, VSAE encourages you to do so. Help keep this important member benefit alive and well. If you have purchased an ad, VSAE encourages you to consider increasing your support.

If you have any questions or are ready to lend your support to this important industry publication, call Brandon at (804) 249-2234 or write him at brandon@vsae.org.

WELCOME NEW MEMBERS

EXECUTIVES

Vincent Abbott

National Association
of Social Workers,
VA Chapter
Glen Allen

Andrew Clark

Home Building Association
of Richmond
Richmond

Cathy Crossfield

Organization Management
Group
Chesapeake

Tyler Eastham

Norman & Associates
Manakin Sabot

Chandler Owdom

VA Bankers Association
Glen Allen

Kristen Reid

VA Bankers Association
Glen Allen

Josie Webster

VA Council for Private
Education
Richmond

ASSOCIATES

Mark Jones

SIMA Financial Group, Inc.
Richmond

Joe Manriquez

Muster
Richmond

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James River Audio Visual Services
Kingsmill Resort
Virginia Beach CVB
Wyndham Virginia Beach
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The Founders Inn & Spa
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Exhibits, Inc.
The Greenbrier
Hampton CVB
Hilton Richmond Downtown
The Hotel Roanoke &
Conference Center
Jepson Alumni Center
Keswick Hall & Golf Club
Marriott Chesapeake
Newport News Marriott
at City Center
Newport News Tourism Dev. Office
Omni Charlottesville Hotel
The Omni Homestead
Omni Richmond Hotel
Richmond Marriott Short Pump
Richmond Region Tourism
Salamander Resort & Spa
Sheraton Norfolk Waterside Hotel
Virginia Beach Resort Hotel
& Conference Center

CHANGE TO VSAE BYLAWS

On November 19, 2015, the VSAE Board of Directors approved an amended version of the bylaws. The changes were the result of a months' long process led by a Bylaws Review Task Force chaired by President-Elect Barbara Homiller, CAE and comprised of Nancy Israel, MPA; Phyllis Errico, CAE; Katie Frazier; and Dale Bennett. The amended bylaws can be found on the VSAE website on the Governance Document page in the About section.

If you have any questions, please contact the VSAE office at (804) 747-4971.



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PARTNER HIGHLIGHT:

HILTON RICHMOND HOTEL & SPA/SHORT PUMP

There is more to a successful event than meeting. Often, goals and objectives can be achieved by being creative in how attendees interact, and where they interact.

Situated in the heart of Short Pump, the Hilton Richmond Hotel & Spa combines great meeting space with great gathering spaces, creating an oasis in which successful events are guaranteed.

Featuring a total of 25,000 square feet of event space, the Event Center includes the 10,500 square foot Capital Ballroom, plenty of breakout meeting space, and nearly 6,000 square feet of pre-function space—ideal for exhibits, receptions, and team building exercises.

The Hilton Richmond Hotel & Spa is designed to accommodate meetings and events of multiple sizes and needs. They are proud to have hosted VSAE meetings every year since 2010.

But meetings are only a part of who they are. Their 254 guest rooms and suites are larger than most and offer amenities that make your stay very comfortable. The Executive Level guest rooms and suites offer upgrade options for your special guests.

At a time when health and wellness are a part of every meeting, Aura Spa & Salon creates special services that are tailored to your group's needs. The services are timed to fit into even the most hectic schedule, and mirror the focus of each event. The team of spa professionals can become part of your meeting agenda, facilitating a session on health, wellness and fitness, either in the spa or a meeting room. Or add a special touch during registration with chair massages for your attendees.

Dining is always an integral part of any meeting. Whether you are hosting planned events prepared by the banquet culinary team, or rewarding your board with a private dinner in Shula's America's Steak House, the



hotel offers many options. The seasoned Conference Planning team will guide you through the detailing process, making suggestions and creating culinary events that ensure your attendees will leave talking about how glad they are to have been part of such a fun, successful, and rewarding event.

Situated adjacent to Short Pump Town Center Mall, the hotel is minutes from the many unique venues the area has to offer. Shopping, historic tours, a comedy club, and numerous other activities and restaurants afford many options for your attendees.

READY TO BOOK? CONTACT

BOB HUDSON

Director of Group Sales
Hilton Richmond Hotel & Spa
at Short Pump
(804) 592-3620
bob.hudson@hilton.com
hiltonrichmond.com

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Hilton
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SHORT PUMP

Aura Spa & Salon
Relax, Rejuvenate, Refresh
Our Chromotherapy-inspired Spa & Salon offers a full compliment of services designed to pamper and rejuvenate. Incorporate Wellness into your program, earn Meeting Planner Credits, or gather on the Sun Deck for a relaxing evening around the Fire Pit.



aura

AROUND THE COMMONWEALTH



Lillian De Lisle is now the Director of Professional Development with National Association of College Auxiliary Services, overseeing all educational programs as well as their certification program.

Keswick Hall & Golf Club's Pete Dye-designed Full Cry golf course recently debuted at number 47 on Golfweek's list of "Best Resort Courses." This is the second major honor that Keswick Hall has garnered this year, with the first being the Forbes Five-Star Award.

Shannon Lockwood, CMP, Sales Manager at the Greater Richmond Convention Center recently passed the Certified Meeting Professional exam.

Emily Welty is now the Managing Director with Community College Business Officers (CCBO) and will manage the programmatic and administrative aspects of the organization.

2016 CALENDAR OF EVENTS

The 2016 Calendar of Events is out. Mark your calendar today so you can plan to attend all these great events. VSAE offers about 40 hours of CAE credit in a calendar year. You can use the Calendar of Events to track your attendance and your hours. The previous 5 years of calendars are available on the VSAE website on the CAE Exam Information page in the Events & Education section.

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