



Mix, mingle, and jingle with your peers at the 2015 Holiday Luncheon & Silent Auction.

Although it may be too early for the decorations, it is certainly not too early to register for the **2015 Holiday Luncheon & Silent Auction**. Mark your calendars now for the event, which will be held on Friday, December 4 at the Richmond Marriott Downtown.

Register now to be a part of the festivities, including the always popular Silent Auction. Sticking with tradition, the Holiday Luncheon & Silent Auction will feature a delicious meal and the presentation of the 2015 VSAE Awards of Excellence. These awards will honor a CEO, a Staff Member, and an Associate who have been recognized for going above and beyond in the association world this past year.

When you donate to the Silent Auction, you will also be doing your part in assisting a local charity. This year's charity is Bikes for Kids, a program supported by the Richmond Area Bicycling Association (RABA) and managed by VSAE's own Andrew Mann. Every year, RABA raises money to purchase bicycles to donate to area Christmas Mothers so they in turn can give them to less fortunate children in our community.

To register and to learn more about donating items for the Silent Auction, please visit [vsae.org/silentauction](http://vsae.org/silentauction). If you're unable to submit an item, but still want to do your part to make an underprivileged child's holiday special, consider making a cash donation to the Silent Auction Fund. Check out a current list of companies and individuals who have made a donation to the Silent Auction on page 10.

## AFTER TWENTY YEARS SERVING VSAE

By Rick Eisenman, CAE, Executive Vice President, VSAE

In December of 1995, the VSAE Board of Directors made a bold decision. They elected to move their management contract to a rather unknown association management company.

At the time, this AMC had only been around about two years and was led by a 36 year old with limited association management experience – me. However, I did have a passion for working with clients to add value to ensure a healthy bottom line and was very familiar with VSAE having been a member and serving on the board.

VSAE took a gamble to partner with Eisenman & Associates, Inc. and it is a gamble that I truly believe has paid dividends for both VSAE and E&A. *CONTINUED ON PAGE 3*

### NEXT EVENT

#### HOLIDAY LUNCHEON & SILENT AUCTION

Friday, December 4

*Richmond Marriott Downtown*

#### SCHEDULE

Registration opens	10:00 a.m.
Reception & Silent Auction	10:30 a.m.
Luncheon & bidding close	12:00 p.m.
<i>Auction bidding ends at 12:00 p.m.</i>	
Live auction will occur at beginning of the Luncheon.	
Awards of Excellence	1:30 p.m.
<i>CEO, Staff, &amp; Associate Presentations</i>	

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

### UPCOMING EVENTS

#### CS | Project Homeless Connect

November 17

*Greater Richmond Convention Center*

#### SIG | Meeting Planner

November 19

Topic: Emergency Planning Workshop

*Hosted at Medical Society of Virginia*

#### SIG | Emerging Association Professionals Social

December 10

TBD

#### CS | CARITAS Dinner & Fellowship

December 17

*Church of the Holy Comforter*

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



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## AFTER TWENTY YEARS SERVING VSAE, CONT'D.

Now, after nearly twenty years serving VSAE, I will step down as Executive Vice President, effective December 31, 2015. I have had the honor and privilege working with a wide variety of association leaders to build VSAE into the strong and stable organization it is today. When I took over in 1995, the organization was stable and looking to grow. Membership was about half of what it is today and the calendar of events consisted mainly of monthly meetings and an annual conference. Now, as we move into 2016, we have a balanced budget, a healthy reserve fund, and a strong engaged membership base with a five year growth trend. In just the last three years alone, we have added several new peer-to-peer events, grown our Shared Interest Group (SIG) experiences, and greatly enhanced our learning opportunities. I think it's safe to say, the state of VSAE is strong.

As such, I think the time has come for new leadership to build upon the successes of the last twenty years. Under **President Wilmer Stoneman III, CAE's** leadership, the board is getting ready to embark on a new strategic



planning process. The result of this process will be a new vision for VSAE. This vision will take into account new leadership and the changing demographics in our industry as well as our memberships. It will also take into account the time honored traditions and history that have contributed and continue to contribute to VSAE's long string of success.

The good news is the mutually beneficial relationship between VSAE and E&A will continue. I will still attend events and remain active, just not as your Executive Vice President. Brandon Robinson, CAE will step into that role

effective January 1, 2016. The entire team at E&A including Tracie Grady, Tami Guthrie, Matt Minor, and Leah Peterson will also continue in their same roles. I'm confident their talents, combined with the continued leadership of VSAE's board, committees, and active membership, will produce great things for VSAE in the coming years. The future is bright.

Again, it has been an honor, privilege, and a highlight of my life to serve VSAE and all its members these past 20 years. I look forward to watching this organization grow for many years to come.

### ABOUT THE AUTHOR



**RICK EISENMAN, CAE**  
*Executive Vice President, VSAE*

Rick is the CEO of Eisenman & Associates, Inc., a full service association management company that has been partnering with clients for success since 1993.

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## ABOUT THE AUTHOR



**SCOTT STEINBERG**  
CEO, TechSavvy Global

For more, visit his website at  
[AKeynoteSpeaker.com](http://AKeynoteSpeaker.com).

## HEALTH CARE CORNER



On Oct. 7, 2015, President Obama signed into law H.R. 1624 known as The PACE “Protecting Affordable Coverage for Employees” Act. The law gives states the ability to set their own definition of a “small employer group” as long as the definition is no less than 50 and no more than 100 employees.

However, the law does not change the employer shared responsibility mandate for mid-size employer groups 50-99. Therefore, mid-size employers will still be required to offer affordable health insurance to their employees beginning January 1, 2016.

Small employers are subject to certain market regulations such as limited underwriting, unisex rates, essential health benefits, and other regulations that have shown to increase premiums for many groups.

**Monty Dise | (804) 423-7700**  
[mdise@agroupinc.com](mailto:mdise@agroupinc.com)

## 5 WAYS TO MAXIMIZE CONTENT MARKETING

Content marketing – the practice of producing articles, videos, podcasts, and other compelling assets – is among the most powerful ways to promote organizations, special events, and featured programs today. But are you really getting the most from your campaigns? Following are several ways to take creative material you’ve already invested in and extend its value to drive added promotional value and website traffic at minimal cost.

### CREATE AN eBook

Already been sharing hints and tips or ways to plan more powerful events on your organization’s blog? Compile it into an eBook or guide as a unique takeaway that also cements your business’ expertise. PDF files suitable for reading on computers or mobile devices can easily be created by graphic designers, or exported from Microsoft Word, while services like Lulu.com and CreateSpace provide affordable print-on-demand capabilities. For added impact, consider updating material and adding new chapters to prior works, then promoting media awareness around the launch of new editions.

### DESIGN A PODCAST SERIES

An HD webcam (available under \$100) or smartphone with audio/video recording capabilities is all it takes to start your own virtual radio or TV show for online distribution. Currently find yourself speaking at events or constantly providing advice to association

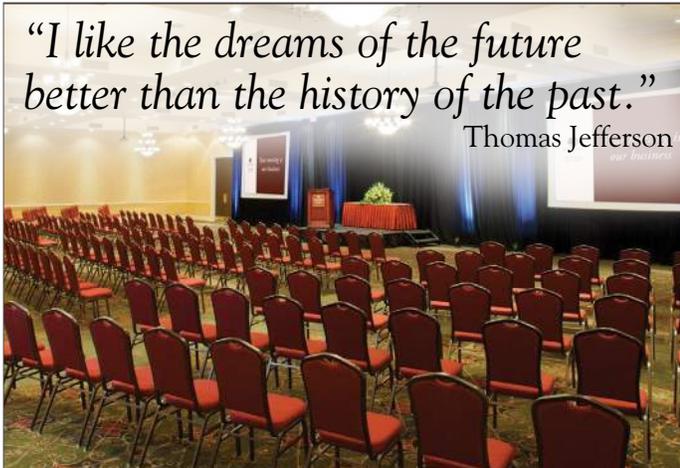


members? Record sound bytes and remix them into downloadable programs featuring highlights as well. Where possible, dovetail with other promotions, e.g. piggybacking off your newly-published eBook to create an audio series on similar topics, to help raise awareness.

### BREAK CONTENT INTO PARTS

Have a lengthy educational piece or whitepaper that contains tons of great info? Consider breaking it into a set of stand-alone articles for online sharing. Running groups of posts can be themed and linked together via a master page and promoted as a running series. Couple these programs with community and PR outreach efforts, and you can both advertise key themes and keep dialogue and awareness levels high amongst your membership for weeks at a time.

CONTINUED ON PAGE 12



*“I like the dreams of the future better than the history of the past.”*  
Thomas Jefferson



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# MEMBER SPOTLIGHT

Courtney Fleming  
Senior Vice President, Education & Training/Communication  
VA Bankers Association



### How has your time as a VSAE Board Member helped you?

My involvement on the VSAE board has helped me develop so many new relationships in Virginia's association industry. I feel very fortunate to work with my fellow board members and to learn from their ideas and perspectives on the work that we do.

### If you could sit down for lunch with anyone, who would it be?

My grandfather, J.B. Jackson, or "Poppy" as I called him, loved his city of Richmond, its history, and being involved in planning for its future. He was involved in numerous business and philanthropic organizations. Sadly he passed away when I was 16. I would love the opportunity to have lunch with Poppy at one of his regular spots to tell him all about how Richmond has evolved in the most awesome ways and to ask for his advice as I continue to navigate my career in this great city.

### What are your top 3 tips for new association executives?

**Be passionate.** About who you are and what you do every day.  
**Be yourself.** Know what it is that you want and don't be afraid to pursue your goals.  
**Be curious.** Ask questions and listen intently to the answers.

### What is your 10 year outlook on the association industry?

Technology and changing member demographics are going to be the biggest factors influencing the way association professionals do business in the next 10 years. It is imperative that our organizations are able to evolve as technology evolves and as the new generation of our members evolve. What is our value proposition? Why do young people want to engage with us? How can we help our members connect with us through technology while still maintaining the personal feel of the interaction? We have to make time to think about these topics and the organizational changes that might be necessary to ensure we all remain relevant.

## APP OF THE MONTH



Courtney's favorite app, **Twitter**, allows her the chance to have an up-to-the-second update into what's happening in the world at large.

Be sure to follow VSAE on Twitter **@vsae** to interact with your fellow association members and to check out great resources to help you in your career.



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# The *Powerful* Case For a Diverse Board

## ABOUT THE AUTHOR



**DOUG EADIE**

*President & CEO,  
Doug Eadie &  
Company*

For more information  
visit [DougEadie.com](http://DougEadie.com).

**“In a rapidly changing and ever more complex and challenging world, a highly diverse board...is one of your most precious assets in developing and executing change and growth strategies.”**



At recent workshops I presented for the Florida and Virginia Societies of Association Executives, a very familiar question came up not long after we'd gotten underway, as it has in virtually every one of my workshops over the past 25 years: “What’s the right size for a non-profit board?” I always respond by pointing out that there’s no “right” size for a board, but I don’t stop there, since I think the issue is high-stakes enough to merit serious discussion. And I’m very concerned that audience members understand the high cost of traveling the road of board downsizing without thinking through what they can lose while gaining precious little in return.

It might go without saying, but I’ll say it anyway: In a rapidly changing and ever more complex and challenging world, a highly diverse board – in terms of experience, expertise, access to funders, connections with key stakeholders, and such important symbolic factors as geographic

location, gender, and race – is one of your most precious assets in developing and executing change and growth strategies. In my experience, a board in the range of 20 to 30 members allows for a high degree of diversity, while a board of fewer than 15 members cannot possibly be diverse enough for the challenges you face in today’s world.

My response when one of my VSAE workshop participants pointed out that she’d just read an article about the virtues of board downsizing was “caveat emptor!” Don’t believe everything you read or hear, I said, even if it’s assertively recommended (as pretty much all wrong-headed advice often is). Instead, she and her CEO colleagues must (for their own protection) be cautious consumers of advice, carefully weighing costs and benefits before acting. In that regard, the case for board downsizing is stunningly weak: that a smaller board is easier to manage and

culturally more cohesive. Maybe one or both assertions are true, but so what? In these challenging times, don’t you want as diverse a board as possible to help you grow your non-profit?

As I told the group in Richmond, while a board of fifty might very well be too unwieldy, making meticulously managed downsizing a sensible course to follow, just make sure that in the process you don’t go too far and sacrifice too much experience, expertise, clout, connections, etc., to achieve a modest efficiency goal.

At the Florida workshop, we talked about a couple of very special CEO benefits of a larger, more diverse board. First, you’ll be able to make use of three or four full-fledged board committees, which will provide you with opportunities for the kind of intensive interaction that breeds a more solid working relationship. And second, it will be much harder for a relatively small group of board members gunning for you (5 of 9, for example) to send you packing.

Generally speaking, you should keep in mind that although non-profit boards have been around for years, there isn’t a well developed field called “non-profit governance” with a set of universally accepted standards and preferred practices, so there’s always a good chance of getting bad advice. Again, for your own protection, follow the “caveat emptor” rule and don’t act on advice without a thorough analysis of benefits and costs.



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# YOUR *Community Service* ASSOCIATION

By Denise Creasman,

*Chair, Community Service Committee*

2015 has been a prolific year for VSAE's community service outreach efforts. Under the vision of **President Wilmer Stoneman III, CAE**, the renewed focus on serving our community has had far-reaching benefits for all involved.

Whether from monetary donations or hands-on volunteering, a large majority of our members have pitched in to increase support. As chair of the committee, I've seen first-hand that not all superheroes wear capes – they also wear hard hats and hair nets.

Since the beginning of the year, our members have donated \$2,323 dollars to various charities and non-profits. Ranging from the Evelyn D. Reinhardt Guest House to the Hanover Habitat for Humanity, VSAE's mark on the community has been far-reaching.

In addition to the 250+ hours we've dedicated to on-site volunteering, VSAE is on pace to surpass the \$3,000 goal the Community Service Committee had set at the beginning of the year. The most important statistic to me, however, is the fact that our efforts have served over 6,500 people.

We've packed snacks and assembled meals to combat child hunger, built homes for families who needed a roof over their heads, and provided children with the school supplies needed to help them succeed in the classroom. Yet, we still feel that we've barely scratched the surface of what our organization is truly capable of achieving.

December's Holiday Luncheon and Silent Auction presents an amazing opportunity to demonstrate the holiday spirit this season. A portion of the proceeds from the Silent Auction will go to the Richmond Area Bicycling Association's mission to provide children with bikes. There is truly nothing more selfless than helping to make a child's holiday special.

In addition to this, there are a number of volunteer opportunities left in the year to make your impact in providing a helping hand to the underprivileged. I implore you to contact us to pledge your support to those who need it.

## A Commitment to Community



**250+**

Hours Volunteered

**6,500**

People Served

**\$2,323**

Donated to Date

### In January...

**\$327** raised for **Greater Richmond SCAN**, a charity with a mission of preventing and treating child abuse and neglect throughout the Greater Richmond area.

### In February...

**\$380** raised for the **Evelyn D. Reinhardt Guest House**, an on-site guest house at Bon Secours St. Mary's Hospital that provides overnight accommodations for caregivers.

### In March...

**\$240** raised for **First Things First Richmond**, a non-profit organization dedicated to strengthening families for a better community through education and collaboration.

### In April...

**\$453** raised for **United for UNOS**, an organization encouraging the community to unite in support of organ donations and organ transplantation.

### In June...

**\$455** raised for **Hanover Habitat for Humanity**, an interfaith non-profit organization bringing together volunteers to build houses for underprivileged families.

### In September...

**\$468** raised for **Smoke Detectors for the Hearing Impaired**, a program dedicated to helping offset the costs of smoke detectors for the hearing impaired.

COMMIT TO YOUR COMMUNITY AT [VSAE.ORG](http://VSAE.ORG)



## MEASURING THE VALUE OF YOUR MEMBERSHIP

By Molly Wash, CAE, VA Society of CPAs  
Chair, VSAE Membership Committee

What a year this has been for VSAE, and there's still over a month to go, including one of my favorite VSAE events, the Holiday Luncheon & Silent Auction. So, as we approach year's end and do an annual look back, I thought I would do the same and provide a few key 2015 highlights of VSAE from a membership perspective. Needless to say, it's been a great year.

### NEW BRAND IDENTITY

In May, the VSAE Board of Directors concluded a year's long process by unveiling a new brand identity for VSAE. The new identity included a new logo designed to show the diversity of VSAE and its members. In the logo, seven different colors come together and the letters V-S-A-E are formed in the white space in-between. This is a reflection of the fact that VSAE exists to connect members together in service of the association community. The new tagline – your association community – reinforces VSAE's focus on its members and the community it serves.

Along with the new brand identity came a new association management system, a new website platform, and a host of new communications materials.

The new AMS, hosted by **MemberClicks**, has created a more efficient and easier-to-use event registration process for members and staff. The new website is also more user friendly and full of regularly updated content for VSAE members. VSAE's monthly print publication, the *Association Press*, also got an overhaul. More infographics, images, and other features were added to continue adding value to members.

### EXPANDED EDUCATION OPPORTUNITIES

VSAE added several new events to the calendar this year. In July, our association management company (AMC) members participated in the AMC Retreat in Virginia Beach. Then in August, meeting planner members attended the first ever Meeting Planner Summit hosted by the **Norfolk Waterside Marriott** and **VisitNorfolk**.

These small peer-to-peer events provided additional opportunities for members to gain credits towards their CAE. It also gave members a chance to learn from other association executives in similar roles, whether that be planning meetings or working at an association management company. The events were also a great chance to network with fellow executives and sponsors while having just a little bit of fun in the process.

### STRONGER COMMUNITY

With the new tagline, your association community, VSAE has a renewed focus on strengthening the association community here in Richmond and across the Commonwealth. This past year, we have added new members from new

associations, and we have added new members from different departments in associations who have been connected to VSAE for many years. We have also added new Associate members. All of this creates a stronger association community by adding to the diversity of experiences and the breadth of knowledge within the membership.

VSAE also remains an active contributor to the local community through the efforts of the Community Service Committee, which has been a strategic focus for **President Wilmer Stoneman III, CAE**. You can see all the good work this group has been doing locally on page 7.

If you haven't already, you will soon be receiving your membership renewal for 2016. And if you're like me, you'll be looking forward to returning it as quickly as possible, so you can stay connected to this thriving and growing group of professionals in your association community. 2015 was a great year for VSAE. Imagine what 2016 will bring. Join me on the journey and be sure to renew your dues today. There's much to come in 2016 and beyond.

### RENEWING YOUR MEMBERSHIP

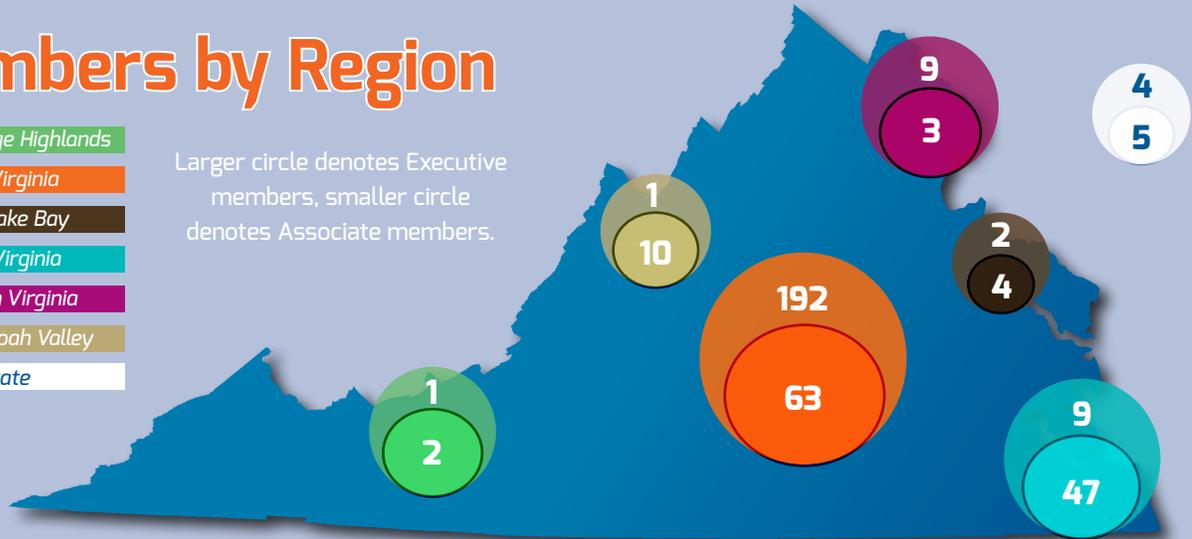
For more information on how membership in VSAE can help you grow professionally and personally, please visit [vsae.org](http://vsae.org).

You can also contact Brandon Robinson at (804) 249-2234 | [brandon@vsae.org](mailto:brandon@vsae.org).

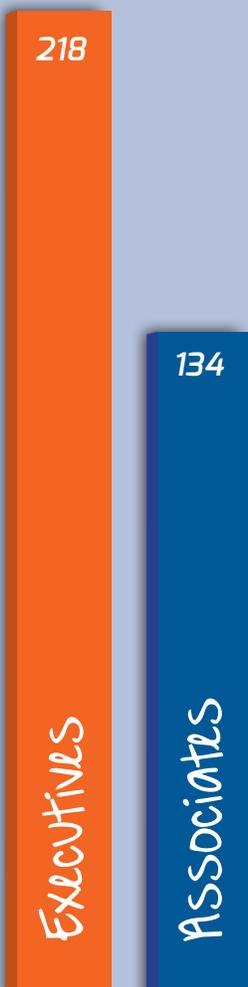
# Members by Region

- Blue Ridge Highlands
- Central Virginia
- Chesapeake Bay
- Coastal Virginia
- Northern Virginia
- Shenandoah Valley
- Out of State

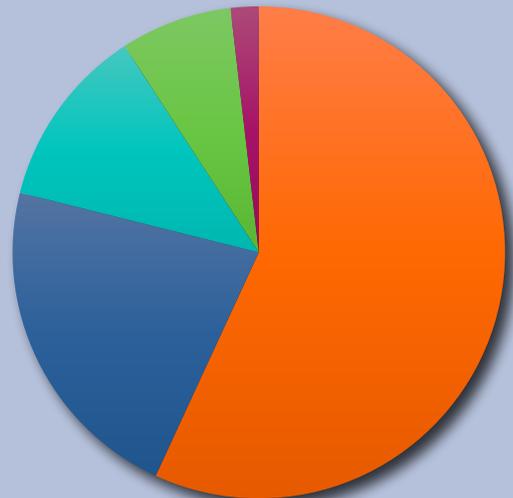
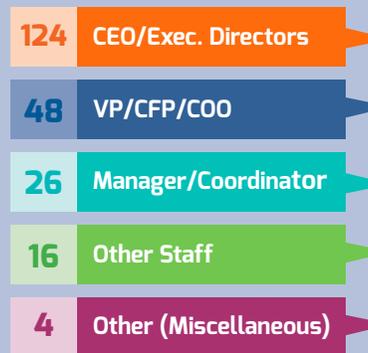
Larger circle denotes Executive members, smaller circle denotes Associate members.



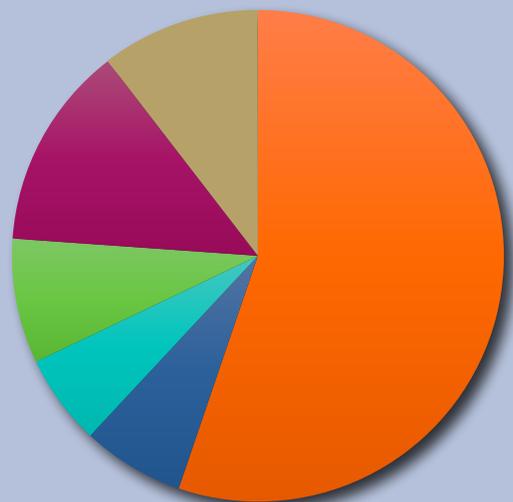
## Members by Type



## Executive Member Roles



## Associate Member Types



## NEW MEMBERS

### EXECUTIVE

#### Ashlee Ewing

VA Hospital Research &  
Education Foundation  
Glen Allen

#### Robin Gahan

American Heart Association  
Glen Allen

#### Kevin Kowar

Professional Insurance  
Agents of VA/DC  
Richmond

#### Lisa Noon

Oklahoma Association of  
Realtors  
Edmund, Ok.

### ASSOCIATE

#### Tauheedah Muhammad

Hilton Garden Inn Richmond  
Downtown  
Richmond

#### Kadi Peevy

Sheraton Virginia Beach  
Oceanfront  
Virginia Beach

## SILENT AUCTION DONATIONS As of November 2, 2015.

The following companies and individuals have generously donated items to the **VSAE Holiday Luncheon & Silent Auction**. To view what they've donated (or to donate something yourself), please visit [vsae.org/silentauction](http://vsae.org/silentauction).

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Embassy Suites Hampton  
Roads  
Greater Richmond Convention  
Center  
Hampton CVB  
Hilton Richmond Hotel & Spa  
Short Pump  
Hilton Washington Dulles  
Airport  
Holiday Inn Downtown  
Lynchburg  
Holiday Inn North Beach  
Holiday Inn Tanglewood -  
Roanoke  
The Inn at Virginia Tech  
James River Transportation  
The Jefferson Hotel  
The John Marshall Ballrooms  
Keswick Hall & Golf Club  
Kingsmill Resort  
Loews Ventana Canyon  
Andrew Mann  
Marriott Richmond Downtown  
Susan Motley, CAE

Newport News Tourism  
Omni Charlottesville  
The Omni Homestead  
PETS at PLAY  
Pinehurst Resort  
Brandon Robinson, CAE  
Sheraton Virginia Beach  
TK Promotions, Inc.  
theNeatNiche  
The Tides Inn  
Virginia Beach Resort Hotel &  
Conference Center  
Virginia Beer Wholesalers Assn.  
Virginia Business  
Virginia Council of CEOs  
Virginia International Raceway  
Virginia Society of CPAs  
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Norfolk Waterside Marriott  
Renaissance Portsmouth Hotel  
Sheraton Virginia Beach  
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Conference Center  
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Keswick Hall & Golf Club  
Marriott Chesapeake  
Newport News Marriott  
at City Center  
Newport News Tourism Dev. Office  
Omni Charlottesville Hotel  
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## PARTNER HIGHLIGHT:

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When you think of the finest tennis resorts in the U.S., what locations come to mind? Hilton Head? Miami? Scottsdale? Now you can add Virginia Beach to the list, thanks to the Virginia Beach Resort Hotel & Conference Center. Their state-of-the-art Virginia Beach Tennis & Country Club features 30 outdoor and 10 indoor courts with a variety of playing surfaces. It's no wonder the United States Tennis Association named it the Outstanding Indoor Tennis Facility in America for 2013.

### BE ACTIVE WHEN YOU STAY

The facility also offers an outdoor junior Olympic-size pool, snack bar, pro shop, a 200-seat restaurant, and a two-story fitness center that features Technogym equipment - the official fitness equipment for the last four Olympic Games. The 94,000 square-foot facility is one of the largest tennis clubs in the country, offering everything guests could want in healthy lifestyle options, including spin classes and personal training.

The facility is a two-minute drive from the hotel and there is complimentary shuttle service for those staying at the Resort. All guests of the Resort receive a free hour-and-a-half of outdoor tennis time for each day of their stay, and memberships are available for as little as \$10 a day for use of the entire fitness facility. Indoor court time is available for an hourly fee.

### AMENITIES DESIGNED FOR YOU

As we like to tell our guests, "There isn't a bad seat in the house." The Resort offers 295 bay-view rooms so every guest can enjoy the natural beauty offered by the Chesapeake Bay.

Located on a private beach, guests can relax and unwind, rent a paddle board, kayak, and a number of other activities. Complimentary bicycles are also available for those who want to take in the scenery at First Landing State Park.



### AWARD-WINNING DINING AWAITS

Once you've worked up an appetite, the award-winning TradeWinds Restaurant serves breakfast, lunch, and dinner. These awards are a string of accolades that include Best She-Crab Soup, Best Deck Dining, and Best of Virginia Beach Sunday Brunch in Eastern Regional Virginia by Virginia Living Magazine.

### FLEXIBLE MEETING SPACE

The Resort also offers 16,000 square feet of flexible meeting space. The convenient conference space and professional service is ideal for groups of 10 to 300 people. In addition to our unique waterfront location, amenities include professional sales and catering staff, restaurants, pools, health club, private beach, as well as access to world class tennis facility. The hotel is located in a tranquil, secure area with easy airport access and a variety of local restaurants.

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### READY TO BOOK? CONTACT

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## MEMBERS ON THE MOVE

**Carter Lyons**, The Virginia Hospital Research & Education Foundation (VHREF) is happy to announce that Mrs. Carter Hope Lyons joined the staff as Director of Education, effective October 19, 2015. Carter will be responsible for the identification, development, and evaluation of online and in-person educational programs for members of the Virginia Hospital & Healthcare Association (VHHA). She will also oversee continuing education certification and accreditation programs and run the corporate sponsorship program for all VHHA and VHREF events. Carter joins VHREF from the Virginia Dental Association, where she served as Director of Continuing Education for four years.

**Ryan Dunn**, Executive Vice President of Corporate and Government Affairs at the Virginia Chamber of Commerce was recently named by Style Weekly as a 2015 Top 40 Under 40 in Richmond.

The **Berglund Center** in Roanoke (formerly the Roanoke Civic Center) announced on October 20, 2015 that professional hockey would be returning to the center for the 2016-2017 season. The center is also undergoing numerous upgrades and renovations to Berglund Hall, the Performing Arts Theatre, and in the Coliseum. A rededication and press conference was held on November 4.

## 5 WAYS TO MAXIMIZE CONTENT MARKETING CONTINUED FROM PAGE 4

### REPURPOSE VISUAL ASSETS

Got a ton of great photos and images handy? Look for ways to bring all together, whether as a picture gallery, montage, social media series, or infographic that quickly conveys useful information. You might even create microsites designed to showcase all, or pair visual materials with corresponding articles and videos, creating the online equivalent of eye-catching brochures or programs.

### REPACKAGE AND REPRESENT CONTENT

Sitting on a mountain of preexisting online material? Try creating a master roundup post that serves as a one-stop reference. Likewise, updating past content with new information and opinions can help you create an expanded director's cut. You can also enhance and revise previously published material, providing fresh insight or adding a new spin on prior observations. Making things easy to find and routinely refreshing the presentation of popular articles or posts can help keep members coming back for more.

## 2015-2016 OFFICERS

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