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Georgia Society of Association Executives

FALL
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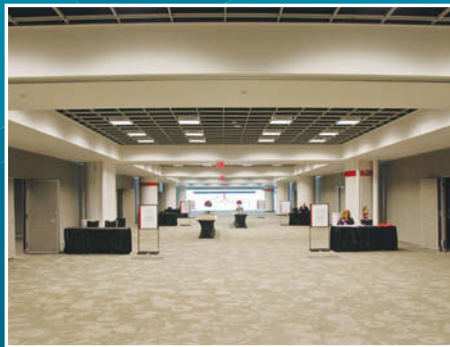
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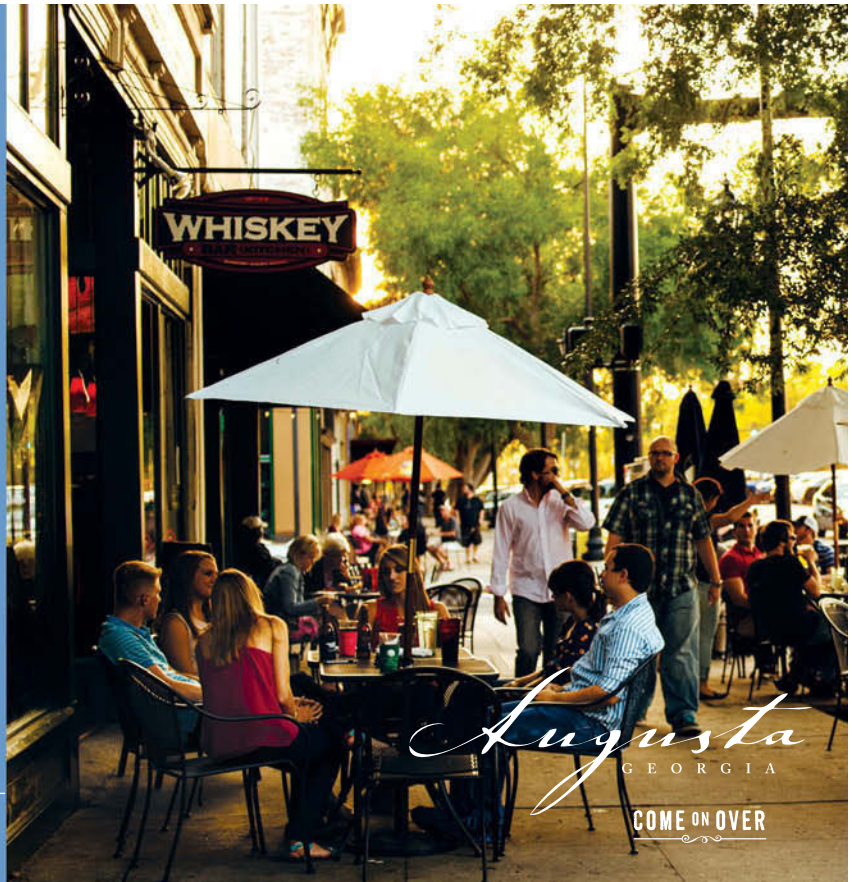
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Lead, Follow or Move Aside

DOES THE PHRASE “connecting leaders, advancing associations” ring a bell? Well it certainly should — it’s GSAE’s tag line, and something we as an organization enthusiastically embrace through the collective efforts of many.

In our last issue we focused on the “advancing” piece, and the critical role volunteers play in the advancement of our organizations. Our focus today is on “leadership,” and the importance of being strong, effective leaders in the roles we serve.

With the many changes occurring in our social, economic and business environments, is the landscape also changing in respect to effective leadership practices? I say no. Fads and cycles come and go, however, proven leadership skills and the qualities of effective leaders are time-tested and consistent. If you manage, supervise, or formally influence other people toward a common purpose, you lead them — and how you go about doing that will determine the degree of your success as a leader.

Becoming an effective leader is a process of growth and development — gathering knowledge, skills and experience through successes and failures. Books and formal education can add to your leadership style, but the best way to learn how to be an effective leader is by doing. Leadership today is really the practice of influencing, and getting others to want to get things done. So, what is a well-meaning manager or supervisor supposed to do? How does one operate as a leader in today’s high performance organizations? My advice is to concentrate on a few key areas.

- **Executive Presence** – Have and display confidence, courage and charisma. Allow others to readily see your dedication and “all in” commitment to the cause.
- **Be Accessible** – Nurture relationships, carve out time away from phones and meetings to grab coffee

with a colleague, enjoy lunch with a professional friend or just pop into someone’s office to chat.

- **Be Honest** – Trust is paramount. When your colleagues realize your actions and decisions are made based on what’s best for the organization versus what’s in your best interest, your influence will flourish.
- **Be Dependable** – Walk the talk. Do what you say you are going to do, when you say you’ll do it. How can you expect fellow team members to deliver when the leader is singing from a different song sheet?
- **Seek Opinions** – It’s not just about you. Show a genuine interest in others, find out what is important to your co-workers and help them achieve their goals.
- **Be Transparent** – When people have honest information and get straight talk from their leaders, they will consistently do the right thing.

Leadership growth starts with the fundamentals, and time on task is a key driver. Spending time around other leaders can be invaluable as well — having dialogue, sharing stories and lessons learned. GSAE is the forum for all of this and more, and it’s easy to tap into our community.

If you are not already taking advantage of connecting with fellow peers and the incredible network of leaders within GSAE, what are you waiting for? Join the movement, watch yourself grow, be the best you can be — and make a difference!!



Jim Fowler, CAE
President, Atlanta Apartment Association

2015 Events

GSAE's calendar offers more than 25 hours of CAE-matched programming this year. GSAE has been approved for Preferred CAE Provider status through the CAE Commission. Our list of events is always available online at www.gsae.org (Learn/Calendar View). Various Shared Interest Group meetings will be added throughout the year.

Oct
22-23

OCTOBER

Leadership Academy
kick-off retreat

Nov
11

NOVEMBER

GSAE Tradeshow & Luncheon at Georgia World Congress Center, featuring economist Jeff Saut, sponsored by IPMG of Raymond James in partnership with Goldman Sachs and Lincoln Financial; food & beverage sponsorships available

Dec
9

DECEMBER

Holiday Luncheon, Awards Show, Silent Auction & Annual Business Meeting at the Georgia Tech Hotel & Conference Center, sponsored by Athens Convention & Visitors Bureau and The Georgia Center's UGA Hotel and Conference Center

2016 Events

Feb
17

FEBRUARY

Luncheon - Sponsorship and hosting opportunities available

Apr
20

APRIL

Luncheon - Sponsorship and hosting opportunities available

July
13

JULY

Summer Luncheon - Sponsorship and hosting opportunities available

Sep
21

SEPTEMBER

Luncheon, The Abit Massey Lecture Series - Hosting opportunity available; sponsored by Augusta Convention & Visitors Bureau

Nov
16

NOVEMBER

Luncheon & Tradeshow - Sponsorship & hosting opportunities available

Dec
14

DECEMBER

Holiday Luncheon & Silent Auction - Sponsorship & hosting opportunities available

GSAE Hosting Opportunities

The host property of each luncheon will receive a reserved table during registration, the opportunity to place materials at each place setting, podium time, significant exposure and an attendee mailing list following the luncheon. This is a great opportunity to showcase your property! All GSAE luncheons are on Wednesdays. All 2016 dates are available.

Congratulations to Georgia's newest DELP scholar, Simona W. Marcellus, MBA

Simona Marcellus has spent most of her 18-year career in marketing and currently serves as director of marketing for TAPPI, a technical association serving the paper, tissue and packaging industry for the past 100 years. She has worked on hundreds of marketing projects and managed custom advertising campaigns. She leads marketing and communications for TAPPI conferences, training, membership, publications and other products and services. Her experience spans everything from traditional marketing to launching new search marketing campaigns for her organization. She also works with their PRESS Publications group which has published nearly 300 book titles and e-learning products. Simona is responsible for membership marketing and developing key acquisition and retention programs. She is a member of TAPPI's senior management team, which focuses on developing and executing the strategic goals for the association. Simona graduated from Clark Atlanta University with a Bachelor's degree in Business Administration/Marketing and later earned an MBA.

ASAE: The Center for Association Leadership manages the Diversity Executive Leadership Program (DELP), which supports individuals from under-represented identity groups in the association community, to advance into the ranks of leadership in the association profession. DELP scholars participate in an accelerated, two year leadership program of education, mentoring, and volunteer service in the association community.



Budget Info for 2016 – We're Here to Help!

We are so excited about our 2016 calendar. We'll add additional opportunities for connecting and learning throughout the year, but this is a great start!

- Membership dues for 2016 remain unchanged and are due January 1.
 - Association Executive #1 - \$195
 - Association Executive #2-3 - \$150 each
 - Association Executives #4+ - \$125 each
 - Corporate Supplier #1 - \$300
 - Corporate Supplier #2+ - \$250 each
- Shared Interest Group meetings are included in your membership (a nominal fee may be included to cover a meal).
- Luncheons in February, April, July and September are \$39 for all GSAE members.
- The November Tradeshow & Luncheon member exhibitor price is \$799; 2015 exhibitors will receive a \$100 discount. Association Executives and 3rd party meeting planner attendees - \$39.
- The Holiday Luncheon & Silent Auction is \$49 for all GSAE members; additional staff members from the same company are \$39 each.
- The 2016 Annual Meeting is in Athens, GA, June 1-3. Registration fees for the first association executive attendee - \$299; corporate suppliers - \$359; additional attendees from the same organization - \$199 each.
- Annual Meeting room rates at Hotel Indigo - \$139 run of house (plus taxes); Graduate Athens - \$114 run of house (plus taxes).
- The CAE Study Group will meet this summer (more details and exciting changes coming soon!). The cost is \$50 for GSAE members.
- Full on sponsorship brochure is available at www.gsae.org (Support/Sponsorships).



Donate Now, Then Bid High and Bid Often at the GSAE Holiday Silent Auction

Mark your calendar now for the 2015 Holiday Luncheon, Silent Auction and Awards Show on Wednesday, December 9 at the Georgia Tech Hotel & Conference Center. This event is all about networking and fun, celebrating your peers (Awards Show) and shopping (Silent Auction)!

Silent Auction items donated to GSAE in 2014 raised more than \$15,000 to support GSAE's mission of advancing the profession of association management and enhancing the professionalism of association executives.

The Silent Auction includes a display of all items and will be open for 1.5 hours during the networking portion of the Luncheon. This is a great way to showcase your property, product or service! Additionally, we look forward to listing your organization's name on our website and in other promotional materials for the Holiday Luncheon.

The donation form is due by Monday, Nov. 23, and may be found at www.gsae.org or by contacting GSAE. Thank you for your support of GSAE through our Silent Auction!

Live Webinars – Approved for 1 CAE Hour Each

All webinars are 60 minutes (2-3 pm) and cost \$45 for members

Tuesday, October 20 - Managing Multiple Priorities: And Staying Sane in the Process – Anne Grady
Published by Texas Society of Association Executives and Georgia Society of Association Executives

In a time when every priority claims itself as the most urgent, it is essential to understand the attitudes, behaviors and skills required to become effective and efficient at utilizing the resources at our disposal to handle multiple tasks and priorities. The perfect planning system, Outlook tasks, and a smart phone can certainly help improve our productivity, but they are not the solution. This fun and interactive session will provide participants an opportunity to learn specific, practical strategies to work smarter, not harder.

Wednesday, November 4 - Developing Your Association's Value Proposition - Melynn Sight

Published by Texas Society of Association Executives and Georgia Society of Association Executives

Associations must be relentless in convincing members that you matter to them to ensure loyal members and a strong future. Communicating how you matter is sometimes a challenge. A value proposition answers 'so what?' about why a member or prospective member should choose your organization. Associations across the country consider their value proposition a crucial step in conveying what a member should expect from your association.

Learn more and register for live and on-demand webinars at www.gsae.org (Learn/Live Webinars).

Scholarship Opportunity for Institute for Organization Management

The Georgia Society of Association Executives is proud to partner with Institute for Organization Management, the U.S. Chamber of Commerce Foundation's professional development program for non-profit executives, and offer two \$500 partial tuition scholarships to attend Winter Institute in 2016. The two scholarships, available to any of our members, will be awarded to students attending Institute for the first time to assist with enrollment fees, and cannot be combined with any other Institute scholarships.

For over 90 years, Institute has educated association and chamber leaders across the country through its national program, highly rated curriculum and high caliber instructors. Thousands of executives have attended Institute sites across the country to strengthen their management skills, learn industry best practices, and gain a broad national perspective from peers. Institute has helped them build stronger organizations, become strong business advocates and better serve their members. In addition, you can earn up to 96 credit hours toward your CAE certification as Institute's curriculum is directly tied to the CAE's body of knowledge. Upon completion of the Institute program, graduates receive the IOM recognition which allows them to use the letters "IOM" in public mention and professional correspondence. The IOM recognition signifies the completion of 96 hours of course instruction in nonprofit management and commitment to the industry.

If you are interested in this scholarship opportunity, contact Wendy Kavanagh, CAE at (404) 577-7850 or wendy@gsae.org by November 10th. Early registration deadline for Winter Institute is November 20th. For more information about Institute's curriculum, sites, and dates, visit the Institute website and Prospective Student Toolkit.



Southern SAEs Meet in Detroit

Over 75 members of the Southern SAEs joined us for a reception at the Detroit Brewing Company during ASAE's Annual Meeting & Expo in fantastic (truly!) Detroit. Thank you to our generous sponsors, MemberClicks, Atlanta Convention Center at AmericasMart and Naylor Association Solutions. Be sure to mark your calendar and plan to attend the 2016 ASAE Annual Meeting & Expo August 13-16 in Salt Lake City. We'll be there!



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Taylor Eson
Sales Manager
Graduate Athens

Ronald Frierson
Senior Sales Manager
Sonesta Gwinnett Place
Atlanta Hotel

Al Garver, CAE
President
Synthetic Turf Council

Cassie Johnson
Senior Sales Professional
The Georgia Center's UGA Hotel &
Conference Center

David Kaszowicz
Hilltop Consultants

Ritu Mitra
Account Executive
Gather Digital

Katie Neal
Executive Director
Nuclear Medicine Technology
Certification Board (NMTCB)

Kara Nolan
Sales Manager
Hilton Atlanta

Devrin Perry
Chapter Manager
YPO Southern 7 Chapter

Mendee Rock, LNHA, M.Ed
VP Membership Services
Georgia Health
Care Association

Joel Slocumb
Assistant Vice President, Sales
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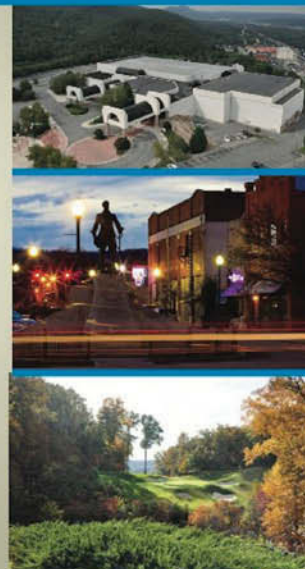
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THANK YOU GSAE VOLUNTEERS!



GSAE cannot be successful without the significant contributions of our volunteer leaders. Please join us in thanking those who have served the organization so well this year.

Welcome and Connect Members

Meet & Greet

Jennie Nesspor, Georgia Association of Convenience Stores
Holly Wright, Omni Amelia Island Plantation

New Member Welcome & Orientation

Spence Downs, MemberClicks
Amy Kane, CAE, Rheumatology Research Foundation

Peer Connections

James Pace, National Association of Social Workers, Georgia Chapter

Table Hosts

Erin Hall, Nardone Consulting Group, Inc.

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Sharon Shuford, CAE, CTC, CITE, LEED GA, Building Owners and Managers Association of Georgia
Robert Sumner, Esq., Sumner & Associates, P.C.

Professional Development

Mary Wheatley, CAE, IOM, Rheumatology Research Foundation

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Silent Auction

Carol Hall, Augusta Marriott at the Convention Center
Karla Yeck, The Ritz-Carlton, Amelia Island

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Amanda Hammerli, CMP, Meeting Expectations
Amy Hokkanen, Nardone Consulting Group, Inc.

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Jeremy Minnick, MapDynamics
Mike Pennington, CAE, Kellen
Russ Webb, Atlanta/Georgia Apartment Association

Shared Interest Groups

Emerging Professionals

Kamilah Lewis, American College of Rheumatology
Jacob Wilder, Building Owners and Managers Associations Georgia

Government Relations

Michael "Sully" Sullivan, JD, American Council of Engineering Companies of Georgia (ACEC Georgia)

Small Association Staff

Gene A. Stinson, CAE, PCED, CECd, HLM, Southern Economic Development Council

Atlanta-area YourMembership.com Users Group

Beth Chitnis, CAE, Meeting Expectations
Gabrielle Nicolini, Meeting Expectations

Technology

Heather Robinson Min, Information Technology Advisory Group



SAO LEADERSHIP PROGRAM

Strengthens Association on Multiple Levels

BY MARY LOU JAY

AS A REGIONAL association, the Southern Association of Orthodontists benefits in many ways when its state components are strong and well-run. Through its Leadership Program, SAO has helped ensure that its 11 components have a steady supply of people who understand how to lead an organization and get things done.

"As many as 40 percent of the leaders at the state level are graduates of our Leadership Program," said **Heather Hunt**, SAO executive director.

The SAO started its Leadership Program in 2007 and now offers it every other year. The association pays all the expenses for the 15 participants, who nominate themselves and commit to attending three different sessions during the year. SAO holds the Leadership Program sessions in conjunction with its Executive Committee and Board meetings, since the instructors for the Leadership Program are SAO's senior leaders.

Before the first meeting participants read two books and two articles. The books are "George Washington's Leadership Lessons," by James Ress and Stephen Spignesi and "Lincoln on Leadership: Executive Strategies for Tough Times," by Donald Phillips. The articles, which both appear in the Harvard Business Review, are entitled "Timeless Leadership" (an interview with David McCullough) and "Level Five Leadership: The Triumph of Humility and Fierce Resolve" by Jim Collins.

The program leaders discuss these assignments during the initial January get-together and cover a variety of other topics at this meeting and a subsequent one in March. One session focuses on the legal issues (such as liability) involved with serving in a leadership role in organized dentistry. Another looks at the organizational structure



of the national parent group, the American Association of Orthodontists.

"We lay out how governance is executed and talk about the different committees, groups and rules. It can be hard to explain who reports to what, so this demystifies the organization," said Hunt. "One of the reactions that we get from our participants is that they did not understand how many people were volunteering and how much work there is to do to get things done."

At the end of the March meeting, participants divide into three teams of five and take on a leadership project. "Basically, if they have a concern that's out there in the world of orthodontics and organized dentistry they're writing a paper about it and proposing solutions," said Hunt.

"One group looked at increasing and developing social responsibility at annual meetings, which is something we've actually implemented. Another group talked about making changes to the planning of the annual meeting. One project group this year is looking at

how to help orthodontists who are graduating with larger and larger amounts of debt and no longer going into private practice," Hunt added.

At the last get-together, held at SAO's annual meeting in the fall, Leadership Program participants present their projects to the Board of Directors and sit in on the Board's entire meeting.

Leaders at many levels

SAO does not usually invite outside speakers for its Leadership Program, relying instead on its Executive Committee members to lead the sessions. That aspect of the program has proved to be very popular with participants, said Hunt. "When the person talking to them is also a practicing orthodontist, they find that person to be more relevant and approachable. They're more interested in what they have to say because those senior leaders have been through the same thing and they deal with the same issues."

This year the association made an exception, however, since its leaders-in-training had the opportunity to hear from Dr. Robert Rohm, a motivational

and personality speaker who discussed his theories on DISC personality types. Participants can use this information to deal with different types of patients and to help their office staffs work together more effectively.

It's important that the participants gain leadership skills that can apply in any kind of situation, not just in a dental association. "A lot of people who come to us are interested in being more active, more visible and in being seen as more of a leader within their community," said Hunt. "They have to be extremely community focused, be very involved in their communities in order to promote and sustain their practices."

One of SAO's benefits in having these trained leaders throughout their component states is better organizations at the component level. "Graduates bring with them greater familiarity with parliamentary procedure, allowing

them to be more effective in leading meetings," said Hunt. "It increases member engagement; members tend to be happier with the organization and the association. We enjoy better engagement in our region of the AAO than average for the regional constituencies." The SAO's Leadership Program has gained the attention of those other regions. After shadowing the SAO program two of those regions are now setting up their own leadership training.

The Leadership Program helps SAO understand its members better. "When we are in a search for talent to fill roles within the organization, we have a wider knowledge of willing individuals. We also learn faster and more directly of new trends with our younger members," Hunt added. For example, the input of Leadership Program participants encouraged the association to look at different types of venues for its upcoming annual meetings.

The Leadership Program project that examined how SAO could increase its participation in socially responsible projects led to the association's involvement with "Give Kids the World Village." This non-profit organization enables children with life-threatening illnesses and their families to enjoy Central Florida's attractions. SAO has been raising money for the organization all year, will hold a benefit silent auction for the group at its annual meeting and will offer members the opportunity to volunteer at the Village before or after the annual meeting.

By listening to the ideas that flow from participants in the Leadership Program, SAO has become better at learning about members' needs and serving them more effectively.

"We're pretty passionate about our Leadership Program," said Hunt. "It's been a huge success for us." <



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Attending Athens

Host City of the 2016 GSAE Annual Meeting, June 1-3

A VIBRANT COLLEGE town with sophisticated southern charm, Athens, Georgia is located just 60 miles northeast of Atlanta. Visitors will discover a unique blend of southern heritage and contemporary entertainment in this historic town known for its delicious foods, live music scene and Division I SEC sports. Antebellum architecture, a bustling restored downtown, and the nation's first state-chartered university is a compelling backdrop for an array of museums, concerts, restaurants, breweries, galleries and world-renowned music scene.

Foodie Fun

Athens is a rising star on the food scene with "Top Chef" alum Hugh Acheson (Five & Ten, The National) among many talented chefs creating exceptional menus from local, seasonal and sustainable fare. There is no shortage of restaurants in Athens, Ga. Visitors can find anything from fine dining to traditional Korean BBQ to southern-style chicken and waffles to classic American hamburgers. The Georgia Food Tours of Athens

takes visitors on a walking tour of Athens' best locally owned restaurants and eateries. Participants have the opportunity to sample delicious specialties while restaurant owners, chefs, and farmers share their stories. Some Athens favorites include The Last Resort Grill, The Grit and Mama's Boy.

Three local farmers markets, open in season from April-December, feature local fruits, vegetables, meat, baked goods and dairy. Many of the items sold are grown locally using sustainable farming methods. In addition to foodstuffs, the farmer's markets also feature home goods, health and beauty items and other products made by local artisans, along with Athens' famous homegrown live music.

Terrapin Beer Co., located in Athens, recently claimed a spot on The Best 25 Craft Breweries in the U.S. list. The brewery first burst onto the scene in 2002 when their Rye Pale Ale won a Gold Medal at the American Beer Festival in Denver. This award-winning brewery opens its doors every Wed.-Sun. for free tours, tastings and live music. Creature Comforts

Brewing Company joined the Athens brewing community in the spring of 2014 in downtown Athens. They offer tours on Tues.-Fri. in the evening and Sat. in the afternoon. A third brewery, Southern Brewing Co., opened in May 2015. Trappeze Pub, The Globe, and Copper Creek Brewing Company finish off the list as top spots to sip a local Athens brew.

Retail Therapy

Athens' restored Victorian-era downtown sits just across Broad Street from the famed UGA Arch on North Campus. While similarly sized communities have struggled to keep downtown districts vibrant in the wake of mega stores and strip malls, Athens' downtown has flourished by attracting an eclectic mix of restaurants, specialty shops, galleries, and nightclubs whose appeal transcends the college crowd.

The charming downtown boasts a number of unique shops filled with one-of-a-kind and locally-made products. Notable spots include R. Wood Ceramics, Agora Vintage, Bee Natural luminaries, and Masada leather goods.



Home of the Bulldogs

As the home of the University of Georgia, Athens more than doubles its population on home football weekends. The massive Sanford Stadium seats over 92,000 fans. But, it's not just football that makes Athens so special. The University of Georgia boasts a number of Division I sports teams including baseball, soccer, tennis, swimming and ice hockey. Sports fans can visit Butts-Mehre Heritage Hall for UGA sports memorabilia, interactive displays and video highlights from the best moments in Georgia sports history.

Shiny, Happy People

No visit would be complete without sampling a bit of Athens' renowned music scene. Known worldwide as the birthplace of R.E.M., Widespread Panic, Drive-By Truckers and the B-52s, hundreds of bands still call Athens their home. Up-and-coming musical acts, top artists and old favorites perform nightly at acclaimed venues such as the Georgia Theatre, 40 Watt Club and The Melting Point. Smaller shows are usually playing at more intimate downtown clubs, bustling bars and classic concert halls. Music fans from throughout the world make pilgrimages to Athens to discover its musical roots through the self-guided Athens Music Walking Tour, available at the Athens Welcome Center

or online. With jazz, classical, blues, country, hip hop, rock and every kind of alternative genre playing on a regular basis, Athens provides one of the most diverse and affordable music scenes in the world.

Art History Majors

There is a quieter side to Athens, one the locals (and many visitors) may cherish more than the acclaimed sporting and musical heritage. The Georgia Museum of Art, in a gleaming facility on East Campus, houses the state's official art collection of over 10,000 works as well as traveling exhibits. Student and faculty artwork can be found at The Lamar Dodd School of Art. Another Athens treasure, The Lyndon House Arts Center, is a community visual arts complex with airy galleries overlooking the Appalachian foothills. Lastly, The Classic Center Theatre stage often features headliner entertainers, touring Broadway productions and top comedians. Recently, big names including "Iron Chef" host Alton Brown, comedian Bill Cosby and country star Martina McBride have visited the Classic Center stage.

With a rich history dating back to the early 19th century, Athens is a true southern charm. Visitors can take a peek into the lives and legacy of antebellum Athens by touring four historic house museums, each representing a different architectural

style from the 19th century. The house museums include the Church Waddel-Brumby house (1820), T.R.R. Cobb House (1852), Taylor-Grady House (1844), and the Ware-Lyndon House (1856). Visitors can tour the interiors of these historic masterpieces through Classic City Tours, available at the Welcome Center.

Aside from the history, restaurants, music, arts and athletics, Athens is home to one of the most diverse collections of gardens and specialty nurseries in the entire Southeast. Visitors shouldn't miss the opportunity to get up close and personal with both native and international species at the State Botanical Garden of Georgia. Additionally, the UGA campus has been designated an Arboretum and contains lovely gardens such as Founder's Memorial Garden on North Campus behind Brooks Hall. Sandy Creek Nature Center also has beautiful walking trails and interactive animal exhibits for families to enjoy. ◀

The Athens Welcome Center is open daily to provide maps, brochures, as well as tour and visitor information. Contact the Athens Convention & Visitors Bureau at 706-357-4430, 800-653-0603, or at tourinfo@athensga.com. Visitor information can also be found at www.visitathensga.com.

PURPOSE, PLAN, PERFORMANCE

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

BY BOB HARRIS, CAE

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.

Use this self-paced diagnostic tool built upon three governance foundations: Purpose, Plan and Performance. Finish the assessment then 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 my 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 assigned 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. ◀



Bob Harris, CAE, provides free governance tips and templates at www.nonprofitcenter.com. He facilitates strategic planning and board orientation.

The Undeniable Significance of the Handwritten Note



BY DEBBIE HACKMAN-BARTLETT, CAE

WHEN WENDY [KAVANAGH] reached out to GSAE members requesting ideas related to best practices in leadership, there were a number of really good concepts that I've routinely utilized over the years, and would include as central to our organizational success.

The usual suspects came to mind: Annual Board Orientations; signed Conflict of Interest Policies; Board Member Media Training and Crisis Communication Planning; How to read the Financial Statement; Standards for Nonprofit Ethics & Accountability. The list goes on and on.

As non-profit executives, we must consistently prepare our staff and revolving Board members to be proper stewards of the public trust. All of these best practices are critical and important, and yet, in the end, we can only lead a horse to water.

The message I'm choosing to emphasize as most helpful to remember is what I consider the unfortunate disappearance of the all important, meaningful, uniquely-southern tradition of the handwritten thank you note.

Please don't think for a second that a quick email is a satisfying substitute for the real thing. It's not.

Many of us will soon be passing the torches of leadership on to the next generation. They will choose to do some things our way, and many things their own way. We, in the meantime, will be practicing

the fine art of letting go. We CAN let go. Really — we can.

But what I don't want us to do is let go of role modeling the grace and gratitude we always find and admire in our truly exceptional leaders who rarely miss an opportunity to thank everyone they can, as often as they can.

Let's make a vow that as a best practice we will keep a box of fine stationery and envelopes, along with a stock of real stamps, handy in the top drawer of our desks. We'll set aside a calendar reminder each week to take out that box and write at least one hand-written thank you note to someone who deserves our recognition and appreciation. Handwrite a note. Seal it. Stamp it. Mail it. By doing so, you will fill the recipient's heart with gratitude.

The real bonus I hope you will personally find, buried in this fine southern tradition, will be that extra lift of energy and spring in your step that you will undoubtedly experience on the way back to your desk

after having deposited your thank you note in the mail.

I want that infusion of energy for you, and I also want that pride of professional appreciation for our colleagues that your thank you note will engender.

The best of leaders never forget how they got to their position and the good karma resulting from paying it forward.

And oh — by the way — thank YOU for helping to make GSAE a professional society I am so very proud and thankful to be a part of! ◀

Debbie Hackman-Bartlett, CAE, is a third-generation Georgian, the CEO of the Georgia Nurses Association, a licensed consultant for the Standards of Excellence Institute, a keynote speaker and a leadership development expert.

2015 Summer Luncheon — Set GSAE Afire with Your Great Ideas

The July 8 luncheon speakers focused on lessons learned, experiences created and other success stories — in under 15 slides and just five minutes each. The “drinking from a fire hydrant” cliché certainly applied!

THANK YOU TO OUR SPEAKERS!



Debra Berliner - Crisis Communications in a Digital World



Robin B. Gray, Jr., JD - Our Scary Digital Future



Mike Pennington, CAE - Reading the Warning Signs



Ragan Cohn, CAE - Reclaiming Your Mojo: Stretching Your Mental Muscles for Greater Joy and Success



John Harrison, CAE - Where Associations Come From



Russ Webb - Bright, Shiny Tech Tips

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2015 Leadership Retreat

GSAE Board of Directors, Foundation Trustees, Committee chairs and staff met August 27-28 for the annual Leadership Retreat at Lake Lanier Islands Resort. These volunteers focused on the current strategic plan, participated in a team building activity and met in small groups to brainstorm membership recruitment and retention campaign strategies, to set the framework for the newly forming Governance Task Force and to look ahead at GSAE programming, in preparation for the Professional Development committee meeting later this fall.



GSAE Leaders enjoying the reception: **Gale Macke, Jim Fowler, CAE, James Pace, Mark Sedgley, Tara Morrison, CAE, Julie Anderson, CAE, Karla Yeck and Carol Hall.**



Silent Auction committee co-chairs **Carol Hall and Karla Yeck** would like to remind you that it's never too early to donate to the Holiday Silent Auction on December 9!



GSAE leaders discuss new ideas as a result of the small group brainstorming activity.



Team building selfie: **Spence Downs, Jim Fowler, CAE, Amanda Hammerli, CMP and Gale Macke.**

**A HUGE THANK YOU
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2015 September Luncheon, The Abit Massey Lecture Series

The September 16 Abit Massey Lecture series featured President Jere Morehead, University of Georgia.



President **Jere W. Morehead**, University of Georgia's 22nd president, addressing GSAE luncheon attendees.



President **Morehead**, **Abit Massey, CAE**, **Kayanne Massey** and **Lewis Massey**.



Meet & Greet committee members **Nicosia Brewer** and **Sylvia Woolcock** welcoming attendees.



Luncheon sponsor **Barry White**, President & CEO, Augusta Convention & Visitors Bureau, with 2015 GSAE Board of Directors Chair, **Jim Fowler, CAE**.

THANK YOU

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Meeting Beyond the Beach: The Outer Banks Experience

SINCE THE LATE 1500's the Outer Banks of North Carolina has welcomed groups with open arms. From the first English explorers to the Wright Brothers, on the Outer Banks of North Carolina hospitality has always been first and foremost.

In 1900, Bill Tate, Postmaster of Kitty Hawk, NC, told the Wright Brothers: "If you decide to try your machine here & come I will take pleasure in doing all I can for your convenience & success & pleasure, & I assure you will find a hospitable people when you come among us."

The Outer Banks has long been a place of discovery and adventure; known as the Graveyard of the Atlantic it is also where the first English colonists visited the new world. In addition to its well-known beaches, the area offers your meeting attendees many other opportunities to discover the area.

Riding, Hiking and Biking

Many choose to take the path less traveled and explore beaches and maritime forests on foot, where they discover hidden treasures in places like Buxton Woods and Nags Head Woods Preserve. Hiking trails also are offered at Jockey's Ridge State Park, Alligator River Wildlife Refuge and at Pea Island National Wildlife Refuge.

Others would rather wheel their way through the destination, which features several bicycle paths and wide paved shoulders on most major roadways. Wheeled explorers will find biking opportunities in Sanderling, Duck, Southern Shores, Kitty Hawk, Kill Devil Hills, Nags Head and Roanoke Island.

If riding horses rather than bicycles appeals to vacationers,

they can enjoy scenic trail rides through Buxton Woods and peaceful, memorable rides along uncrowded beaches. Equine Adventures (252-995-4897) in Buxton has details of the rides. Reservations are required.

Golf

Gentle ocean breezes whisper an invitation to golfers to play on some of the finest year-round courses in North Carolina. The Outer Banks offers courses certain to challenge both experienced and beginner players. There are four public courses on the Outer Banks as well as additional courses in the surrounding region.

Golfers at Duck Woods Country Club (252-261-2609) enjoy a semi-private 18-hole, par-72, Ellis Maples designed course that's routed through an array of canals and majestic greenery. The championship course is both visually stunning and supremely challenging.

Just a short drive down the road at Nags Head Golf Links (252-441-8073), players are treated to an 18-hole Scottish-style championship course, where Bentgrass greens and Bermuda fairways complement the landscape and remain in good playing condition year-round. This course, which offers great views of the Roanoke Sound, also is open year-round at milepost 15 on the U.S. 158 Bypass in Nags Head.

Get your swing at the Sea Scape Golf Links (252-261-2158), an 18-hole championship course, designed by former PGA tour player and Masters Champion Art Wall, that winds around the edge of the Kitty Hawk Maritime Forest and provides beautiful views of the sea.



Built in 1870, the Cape Hatteras Lighthouse marks an underwater series of sand bars known as Diamond Shoals, a navigational hazard for sea-going ships, which extend past the Cape for about 14 miles into the Atlantic Ocean.



The Outer Banks' newest attraction, Jennette's Pier in Nags Head is an educational and recreational fishing pier with small meeting space, concessions and live animal exhibits. Operated by the NC Aquarium on Roanoke Island.



The Cape Hatteras National Seashore enjoys a wide variety of recreational uses, one being horseback tours along the Atlantic Ocean beaches provided by local outfitters.

Recreation and Amusements

While some vacationers are hiking, biking, horseback riding and playing golf and tennis, others are having fun at the destination's

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There's No Debating Our Leaders



BY JOHN P. HARRISON,
CAE, CMP

ONCE UPON A time in our country there was an interest in shaping debate around what the common man should do and what great influences he (or she) might have in the conduct of ordinary affairs. Nowadays, not so much. We're infatuated with so-called leaders, celebrities, candidates and the like. Many of them are in places of leadership because of inherited wealth, family connections, or more innocuously-pure luck.

I'm probably a candidate myself for some support group because I'm not a big fan of leadership as a particular discipline. And forgive

me, but I'm especially down on people who major in "management" in college, expecting that to somehow catapult them into leadership. There's maybe a need for a course or two here and there in management to find out about Maslow's hierarchy (hint: just read the Cliff's Notes), or perhaps if someone is interested in the academic research of the topic for its own sake. There's no one less prepared to help in the work place than a recent management major. It says to me: here I am, expecting to know how to run stuff, but I've no clue how to do anything

really—plus I'm afraid to admit I couldn't even do the math to major in business.

Arguably the greatest leader of the last century was Winston Churchill. He didn't really start his highest office of leadership until age 65—retirement time for most. There he led the free world to face down an empire led by a madman. Right, the bad guys have leaders too; they're everywhere. Maybe that's why we spend all this time focused on leaders, we want to make sure we don't get a bad guy as a leader.

Churchill, by the way, from what I've read, was one of the last politicians who could go into a chamber full of the opposition party—those rife with anger and predilections against his point of view—and by the logic of his argument and his eloquent defense—actually sway the minds and votes of the opposition. Those were the days of true debate. Churchill's mastery of leadership came from his mastery of sincere debate. He enjoyed the debate between the points of view; the bad guy leaders don't enjoy it.

Maybe that's who good leaders really are: those who know the art of when to start and stop a debate. There's no doubt that in most cases a good debate, once started, is the best tool for great decision making. When I was in the military, one commander of

mine would gather his officer team together in the briefing room and put a little board game spinning dial in the middle of the table. He would spin the dial and whoever it pointed to had to argue against the consensus of the group on whatever decision was under consideration. It was the wheel of dissent. Not every decision has time for such process, but most do—and the wisest decisions spring from the best debates.

A few days ago I was in the gallery of a U.S. Congressional House Subcommittee meeting on a topic important to my association. The hearings were quite civil, rather boring, and with precious little in the way of honest debate. One side asked planned questions to friendly witnesses just to draw out familiar soundbites. The other side did the same.

Maybe that's who good leaders really are: those who know the art of when to start and stop a debate.

There was little exploration of the points of view. No real debate, not even decent cross examinations and no drive to get to the facts—especially any which might be unfriendly. Thus, there was no search for the truth, if that's what the facts could represent. I'm sure there were intellectual thoroughbreds among the congressmen, but they were strapped to the plow of insincere process. No one spun an honest wheel of dissent. I wasn't surprised really. I've seen it before many times. I hate to say it, but no Churchill will spring from here any time soon. No debate about that. ◀

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recreational amusements. There's the Promenade (252-261-4900) in Kitty Hawk, with its children's park, driving range, grass-putting area, water sports options, mini-golf course and arcades that are open year-round. And then there's Colington Speedway (252-480-9144) also in Kill Devil Hills, with its three tracks for two-seater and kiddie Naskarts. They are just a few of the destination's options for miniature golf, go karts and other family entertainment.

Gallery Hopping

Art galleries abound in the Outer Banks. Local painters, sculptors, print makers, jewelers, craftsmen, decoy carvers and photographers exhibit their works at one of more than 20 galleries between Duck and Hatteras Island. Original classics, such as work by Rembrandt, Whistler and Chagall, also can be found. Vacationers seeking art treasures can explore Gallery Row in Nags Head or the quaint shops in the towns along Hatteras Island, Duck and Manteo. The Bird Store (252-480-2951) in Kill Devil Hills is a wildlife gallery with antique and new decoys, locally carved waterfowl, original arts and prints, collectible fish gear and more. Glenn Eure's Ghost Fleet Gallery features original paintings and sculpture by local artists (252-441-6584). ◀


For more information please visit outerbanks.org.



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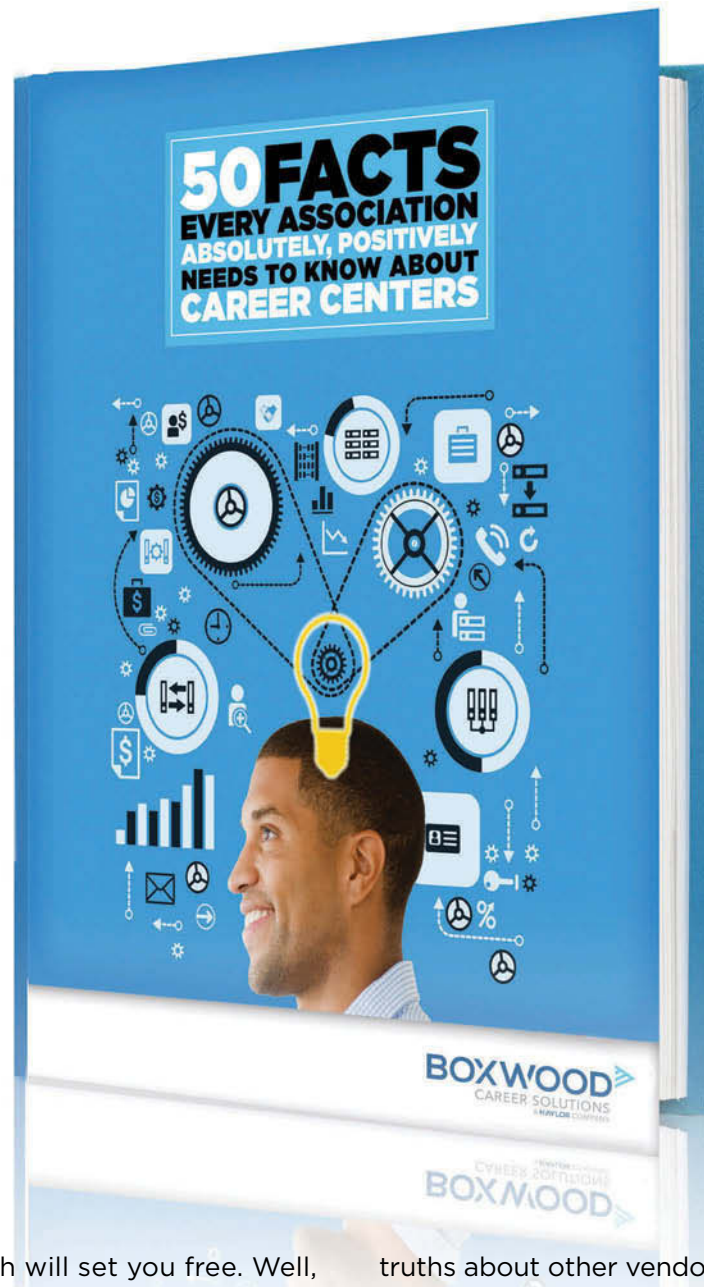
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