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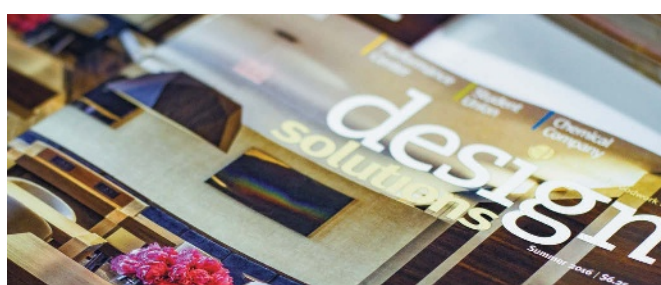
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BY JOHN P. HARRISON, CAE, CMP



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Thank You GSAE Volunteers!

BY DAVID ELLIS, CAE

GSAE CANNOT BE successful without the significant contributions of our volunteer leaders. It is my pleasure, on behalf of the staff and Board of Directors, to formally express our gratitude to those who have served the organization so well this year.



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GSAE Committees That Welcome and Connect Members

Meet & Greet

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Tangela Monroe, CAE, AIA Georgia

New Member Welcome & Orientation

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Professional Development

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Silent Auction

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

Mark your calendar now for the 2016 Holiday Luncheon, Silent Auction and Awards Show on Wednesday, December 14. This event is all about networking and fun, celebrating your peers (awards and officer installation) and shopping (silent auction)!

Silent Auction items donated to GSAE in 2015 raised more than \$19,000 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! Your organization's name will also appear on our website and in other promotional materials for the Holiday Luncheon.

The donation form is due by Wednesday, Nov. 30, and may be found at www.gsae.org or by contacting GSAE. Thank you for your support of GSAE through our Silent Auction!

Budget Info for 2017 – We're Here to Help!

We are so excited about our 2017 calendar. We'll add additional opportunities for connecting and learning through the year, but this is a great start!

- Membership dues for 2017 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 event is under construction; supplier pricing will be available soon. 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 2017 Annual Meeting is in Macon, GA, May 31-June 2. Registration fee for the first association executive attendee – \$349; corporate suppliers – \$409; additional attendees from the same organization – \$249 each.
- Annual Meeting room rates at Macon Marriott City Center Hotel – \$129 run of house.
- The CAE Study Group is \$89 for members and will meet in the summer.
- Full on sponsorship brochure is available at www.gsae.org (Support/Sponsorships).

GSAE Sponsorship and Hosting Opportunities

Luncheons are the primary venue for networking in GSAE. About 180 members generally attend each luncheon, which is preceded by a 30-minute networking reception. Your exclusive sponsorship includes an exhibit table during registration and the networking reception, 2-3 minutes of podium time, rights to leave a brochure or flyer on each seat, luncheon registration for 5 people, recognition in promotional materials and post-event attendee mailing labels. November is still available for sponsorship of food and beverage.

The **host property** of each luncheon will receive an exhibit table during registration and the networking reception, the opportunity to place material 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 2017 dates are available.

2016 GSAE Events

To help you plan your professional development year, GSAE's calendar of events is available below. We will offer more than **25 hours** of CAE-matched programming this year. GSAE is a Preferred CAE Provider through the CAE Commission.

Our list of events is always available online at www.gsae.org (Learn/Calendar View). Various Shared Interest Group meetings and webinars will be added throughout the year. We look forward to seeing you!

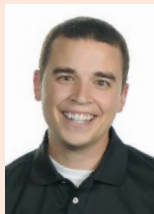
- **NOVEMBER 16** – GSAE event at Georgia International Convention Center; sponsored by Jekyll Island Authority/Convention & Visitors Bureau
- **DECEMBER 14** – GSAE Holiday Luncheon, Awards Show & Silent Auction at Crowne Plaza Atlanta Midtown; sponsored by Coral Hospitality and Athens CVB and The Classic Center

Save the Date for GSAE Events in 2017

- February 15 Luncheon
- April 19 Luncheon – Sponsored by Jekyll Island Authority/Convention & Visitors Bureau
- July 12 Summer Luncheon
- September 20 Luncheon & The Abit Massey Lecture Series – Sponsored by Augusta Convention & Visitors Bureau
- November 15 Luncheon & Tradeshow
- December 13 Holiday Luncheon, Awards Show & Silent Auction

Jacob Wilder Selected to Attend ASAE's NextGen Association Summit

Jacob Wilder, Director of Communications and Technology, Building Owners and Managers Association of Georgia, was selected by the American Society of Association Executives (ASAE) to participate in the 2016 NextGen Association Summit. The program brings together leading young association professionals and established thought leaders to focus on young professional perspectives in the association community. The NextGen Association Summit is a competitively selected program for professionals under age 35 with demonstrated leadership potential. Approximately 25 young professionals are invited to participate in the program, held annually in September in Reno, Nevada.



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 nonprofit executives, and offer two \$500 partial tuition scholarships to one of Institute's 2017 sites. The two scholarships, available to 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 95 years, Institute has educated association, chamber, and other nonprofit 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 stronger business advocates and better serve their members. In addition, you will earn points towards your CCE or CAE certification as Institute's curriculum is directly tied to the bodies of knowledge of both the American Society of Association Executives and the Association of Chamber of Commerce Executives.

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 at (404) 577-7850 by October 14. Early registration deadline for Winter Institute is November 18. For more information about Institute's curriculum, sites, and dates, visit the Institute Web site and Prospective Student Toolkit to help you gain insight into the program.

Live Webinars – Approved for 1 CAE Hour

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

TUESDAY, OCTOBER 11

Inclusion: Beyond the Law – Jessica Pettitt, GSAE's July 2016 Luncheon Speaker

Published by Georgia Society of Association Executives

As an association professional, you want to foster a workplace that is inclusive of all kinds of people. And when it comes to event planning, you want to be mindful of the laws regarding inclusion. This webinar will teach association professionals and event planners how to keep attendees feeling safe, welcome, and included in the event and at the venue. Covering topics ranging from ride share programs to roommate matching considerations, participants will leave the webinar fully aware of the myriad ways to promote inclusiveness and pull off a successful event!

WEDNESDAY, OCTOBER 26

Content Marketing for Associations – Aaron Manogue

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

Most small associations don't have a large marketing team; maybe one or two marketers - if they have dedicated marketers at all. As content marketing has emerged as an asset to small marketing teams, we've quickly learned that associations are a perfect fit. How are small association marketing teams supposed to add yet another layer to their already time and resource-restricted schedule? Understanding the basics of Content Marketing can open up your association to thousands of potential new members and help your organization become thought-leaders in your industry.

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



2016 SOUTHERN SAE RECEPTION AT ASAE'S ANNUAL MEETING & EXPOSITION

Thank you to everyone who joined us at the reception in Salt Lake City, Utah! We look forward to doing it again next year, at the 2017 ASAE Annual Meeting & Exposition, August 12-15 in Toronto, Ontario, Canada; the SAE reception will be Monday, August 14, prior to The Classic. Mark your calendars now, and learn more about the conference at www.annual.asaecenter.org.

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AWI Improves its Industry through Member Engagement

BY MARY LOU JAY

PHONE CONVERSATIONS WITH members are an important part of every day for the staff of the Architectural Woodwork Institute (AWI).

"Our members thrive on personal contact; they like to have the staff pick up the phone and call them," said **Ashley Goodin, CAE**, technical services manager. "We try very hard to maintain that personal relationship with all our members and to give them opportunities to network and engage at our annual meetings as well as at our chapter programs."

"As a trade association, AWI does for many what no single member individual could ever hope to do alone," said **Philip Duvic**, AWI executive vice president. "Through AWI's many programs, products and services, there is

no shortage of opportunities for member engagement through industry standards, education and networking."

AWI, which has 960 manufacturing members and 212 supplier members, develops and publishes the standards for the specification, construction and installation of interior architectural woodwork.

"Members and industry stakeholders alike are encouraged to participate in the continuous improvement of those standards," he added. "Each member's voice is very important to our technical committee and essential to its role of standards improvement. Over time, our entire industry improves through this member-driven continuous improvement process. After

all, the reason AWI exists is to serve and improve the industry in which our members go to market."

AWI's best practices groups are one way the association both involves members and improves the industry. The 13 best practices groups include owners and top executives of up to 10 member companies who are similar in size but geographically separated so they are not competing. The groups meet on a quarterly basis at each other's plants.

"It's like having their own personal board for their plants," said **Cassey Gibson**, AWI's chief member services officer. "They share financials, they share struggles, they share successes. They look at each other's businesses critically—in

a good way—to help each other grow and become better.”

A few of the groups have a more specialized focus. There’s a next generation best practices group for younger leaders, and a women’s best practices group. One group has decided to identify itself as faith-based.

Approximately 65 AWI members are involved in best practices groups. There’s a waiting list as well, since it takes time to find the right mix of non-competing companies of similar size.

Providing Educational and Marketing Opportunities

AWI’s educational offerings, taught by experienced AWI volunteers, are another important element in its member engagements efforts. To keep the classes relevant, AWI is currently refreshing and updating these programs.

In the past, most of these training opportunities were available only at AWI’s annual spring conference. But four years ago the association launched an education outreach that enables its 21 chapters to bring these high-quality programs to local venues. The national association pays for the speakers and any program materials, while the local chapter hosts the event. Prior to the event, AWI staff calls all manufacturers in the area, inviting them to attend.

“That allows the local chapter to engage new and perspective members on a more regional or local level, and also provides the opportunity for our national members to receive this education at a different venue and at a time that’s convenient for them,” said Goodin. “That has helped to spur engagement in our chapters.”

AWI offers another alternative for members who can’t make it to classes: free webinars on a broad range of subjects. “We average about one a month,” said Gibson. “We’ve offered green talk webinars about how LEED (Leadership in

Energy and Environmental Design) affects the woodworkers. AWI also has a certification arm, so we offer some webinars on certification. We even have webinars that consist of questions and answers about the standards, since they can be hard to navigate sometimes.”

Recently, AWI’s technology taskforce has been working on a series of four webinars that will deal with the topic of information technology specifically geared toward the woodworking industry. These classes are designed for smaller companies who may know a great deal about woodworking but are probably less familiar with today’s business software.

“That’s new and updated, and should be really interesting to our members,” Gibson added.

Another way to engage members is to offer them tools that will help their businesses grow. Through AWI’s free speakers’ bureau, AWI members can offer presentations on specifying woodwork to potential architect customers in their area. The presentations are approved for continuing education credit by the American Institute of Architects. AWI is the longest continuing provider for AIA—number 003.

“This is a really good opportunity for our members to get themselves in front of architects. They can buy copies of the standards books for the course—we offer member pricing—and put a stamp with their company information inside. The next time the architect

specifies woodwork, they are going to think of that member company,” said Gibson.

AWI’s Design Solutions magazine, sent out to 18,000 architects, also provides a way for its members to get free publicity. Each quarterly issue features four members’ projects that showcase excellent examples of architectural woodwork. Inclusion is free; members simply submit a brief description of the project and high-quality professional photos of their work.

Nurturing New Members

Like all associations, AWI is constantly looking for creative ways to inform non-members about the benefits of membership. Prior to the recent International Woodworkers Fair in Atlanta, AWI sent out a new type of mailer to attendees. It featured the company’s own website on the cover and provided the invitee with a special code to view a video about AWI. Those who visited the AWI booth and left their business card got a follow up mailing featuring their business card on the cover; it provided additional information about the steps required to join. Using attendees’ websites and business cards on these mailing helped boost the open rate.

When a company joins, AWI staff reach out to them several times. “We call every company when they join AWI and follow up with an email a month later,” said





Gibson. One new member benefit is a \$500 credit towards one of AWI's educational seminars, so they receive a call from a staff member before the convention to remind them of this opportunity.

While these outreach efforts help boost member engagement, AWI understands that it will need to keep updating and enhancing its programs and services to members to keep them interested and active in the future.

"In 2014 we became an ANSI standards development

organization, and we have taken this new opportunity to partner with other organizations in the design and architectural interiors field to build better standards," said Goodin. "We're looking forward to those new standards being introduced in late 2018 or early 2019."

AWI also did a benchmarking survey back in 2014 to determine which benefits their members value most. "That feedback is very vital to our board," Goodin said. "We are currently undergoing a

process of planning strategically, using a consultant to even better align our programs, products and services to members' needs as well as our overall mission and vision.

"We are continuing to innovate," he added. "As we receive member feedback, we are looking not just at what our industry is today, but what it will be three to five years down the road. We are trying to anticipate our members' needs so that we are prepared to meet them not just now, but in the future as well." <



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Engaging with Generation Y Members

BY SARAH SLADEK

GENERATION Y. MILLENNIALS. Echo Boomers. Trophy Generation.

Regardless of how you refer to them, organizations worldwide are perplexed by the generation of young adults now moving into the majority of the workforce and consumer spending.

In 2015, Generation Y (1982-1995) became the workforce majority, marking the largest shift in human capital in history. Not only are they the largest generation to have ever roamed the earth, they are the first to be raised in an era driven by technology, instant gratification, customization, and globalization.

As the first generation of the Post-Industrial Era, Gen Y came of age at a time when an entirely new value system was introduced

to the marketplace—and many of the cornerstones of membership associations have since lost their value and become irrelevant.

As a result, this generation isn't joining, buying, networking, learning, or engaging like other generations. They have proven to be difficult to engage—not because they are difficult or unengaged—but because the traditional membership falls drastically short of meeting their expectations.

Here's a snapshot of the most dramatic shifts that recently took place:

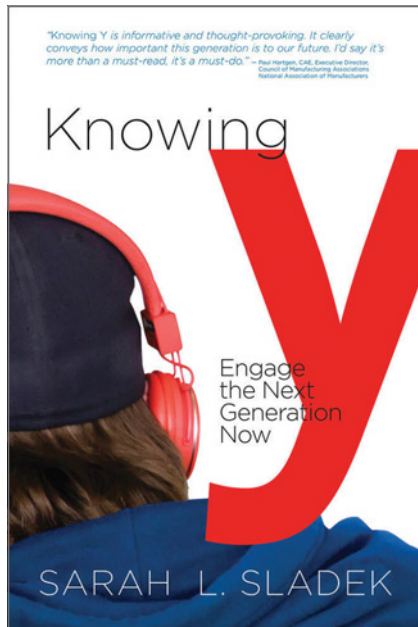
- **Ownership vs. Access**

After defining ourselves for centuries by possessions—cars, houses, books, china patterns, stocks, boats, land,

and jewelry—what matters to a growing number of young people is not so much ownership as access. The pressure is on for associations to deliver continued, quick, and easy access to new information, valuable services and products, meaningful relationships, and experiences that deliver a real return on investment.

- **Loyalty vs. Relationships**

Generation Y is more apt to move from one opportunity to the next, garnering them a reputation for having a lack of loyalty. Actually, Ys are very loyal—they're just not loyal to institutions; they are loyal to people. Gen Y commits when meaningful relationships and great experiences are actively



present. To them, loyalty is not something you do “just because,” it is something that is earned.

- Community vs. Globalization**
 Members of the older generations are more likely to define community as knowing your neighbors and participating in association events. Generation Y thinks of community as having access to and interacting with a global network via social media. As a result, some Ys won't see the need to be organized by geography or physical location and will desire the option to be organized by common interests instead.
- Status vs. Inclusion**
 Leadership is no longer synonymous with experience. Gen Y is the most racial and ethnically diverse generation in history, the most tech-savvy and entrepreneurial, the most educated, and the first to have more women than men obtain postsecondary credentials. Associations need to take note and reformat their boards of directors to allow for the participation of members from all ages and backgrounds.
- Jobs vs. Entrepreneurs**
 In recent years, more workers have detached from conventional jobs to take on contract work,

the demand for flextime has increased, and Ys have launched a record number of start-up businesses. The world of work is moving into an entrepreneurial mindset. Associations will need to reconsider their benefits considering people may not have the time or affinity to a profession to want to join an association.

- Sales vs. Service**

Gen Y is turned off by anything resembling a sales pitch. They are extremely savvy consumers, seeking a meaningful relationship and expecting exceptional service. Ys want personalized, knowledgeable human interaction when they interact with your association. They want to see that the association is connected to and responsive to their specific needs. They want to feel appreciated, valuable, and important.

- Control vs. Freedom**

Associations were founded on the premise that certain rules needed to be followed and traditions upheld. This left little room for innovation or change. However, Gen Y has been raised in a world driven by knowledge, innovation, and technology. They will expect associations to forego operating in a controlled environment and be open to new ideas emerging everywhere, from everyone.

Critical to that last point is the fact that associations will be challenged to innovate not just a little bit or once, but significantly and diligently, without pause. The relentless pursuit of innovation is a common expectation for a generation raised during an era of rapidly changing technology, customization, and instant gratification.

Furthermore, the trends and influences introduced and shaped by Gen Y are having a ‘trickle-up’ effect – changing the value of membership and expectations of the membership experience for every generation. In other words, if membership is declining in

value for Generation Y, soon it will decline in value for *all* generations.

This would seem like “The End of Membership As We Know It,” but it actually marks the beginning of unparalleled opportunity for those associations willing to embrace change and innovate.

Like the Air Traffic Controllers Association, which shifted its focus onto Generation Y, resulting in a 30 percent membership increase and 25 percent increase in event attendance of all generations of members. Equally impressive, the association's bottom line emerged from losing \$300,000 per year to establishing a healthy and growing financial reserve.


Or the Marine Retailers Association of the Americas, which launched a Young Leaders Advisory Council, and observed a 200 percent membership increase and \$100,000 revenue increase.

These are two examples of the Trickle-Up Effect at work. Focusing on the successful engagement of a Gen Y membership significantly improved engagement and revenue for the entire membership.

You can choose to dwell on the challenges that lie ahead and the unprecedented and significant shifts leading to irrelevance, or you can dwell on the opportunities and create something of unprecedented and significant relevance.

One thing is certain—whatever choice you make from here on out, it will begin and end with knowing Y. ◀

*Sarah L. Sladek is author of two best-selling books, **Knowing Y: Engage the Next Generation Now** and **The End of Membership As We Know It** (Association Management Press). In addition, she is co-producer of the **Millennials to Members** online course, and CEO of XYZ University, the only firm in North America specialized in helping associations engage younger generations. Her expertise has been featured in media and keynotes worldwide.*



Member Engagement is a Journey, Not a Transaction

BY MARK LEVIN, CAE, CSP

WE ALL KNOW that when a member or prospect joins (or rejoins) an organization it isn't an independent act. It happens because of an ongoing series of events and interactions and thoughts and emotions, some self-initiated and some driven by the organization. And, while we all know this is going on, too often the convergence of these thoughts and actions happens by chance or good fortune (or occasionally by design).

What if it all happened by anticipation, and information, and empathy, and by (heaven forbid!) a systematic approach to membership engagement?

In order for that to happen, organizations have to understand that members are not looking for another transaction to make; they really don't want to join, buy, or attend anything. Rather, they are on a journey, and their journey isn't the journey through the stages of readiness to buy, or the stages of membership we so love to track (new member, first time attendee, affiliate participation, etc.). Their journey actually has little to do with our organization, at least in their minds.

Their journey is a journey to personal, professional and/or

business success. That's their goal, that's their motivation, that's their focus. Our job is to understand where their (individual) journey is taking them and to help them get there via the most direct and least painful routes.

Managing member engagement is today's challenge, and there is actually a system for doing just that. It's called MembershipMapping. If we use all of our resources effectively, we should be able to not only understand the steps on their journey to success, we should be able to "guide" them through that journey by gently nudging them to stay on course with the help of our organization. I say "gently nudging" because every contact with members can't be centered around our desire to get them more *engaged* (i.e. buying, attending, renewing, participating, etc.).

We need to keep in mind, all the way, that their journey didn't start out including us. We have to let them understand that we can be their partner in success but it is **THEIR** success that matters, not the organization's success. By mapping their journey (actually

doing the necessary research and identifying the steps in their journey through the first year, that first renewal, etc.), we can create a *parallel* journey for our organization/staff to follow to help them along their way. If we are effective at guiding them through their journeys we create that picture of success all members want to achieve.

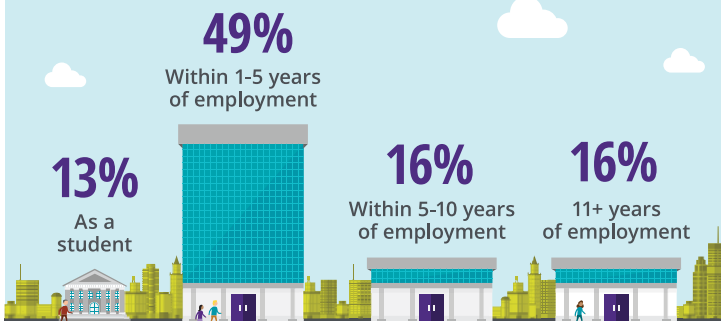
By using MembershipMapping to tailor our relationship with each member or group of members we show members (and prospective members) that, while their journey isn't exactly going to be a straight line—nothing in life really is—our organization can make it as direct and enjoyable as possible. It's time to start mapping out plans for our members' success, not just our own. ◀

Mark Levin, CAE, CSP is an association executive and professional speaker who specializes in helping associations grow their membership and develop their leaders. Information on his programs can be found at www.baileadership.com. Mark can be reached directly at mark@baileadership.com.

WHAT MATTERS MOST TO MEMBERS?

The Member Engagement Study surveyed both professional membership organizations and members to better understand how the attitudes, values, and preferences of members align or diverge with those of professional membership organizations.

WHEN THEY JOIN

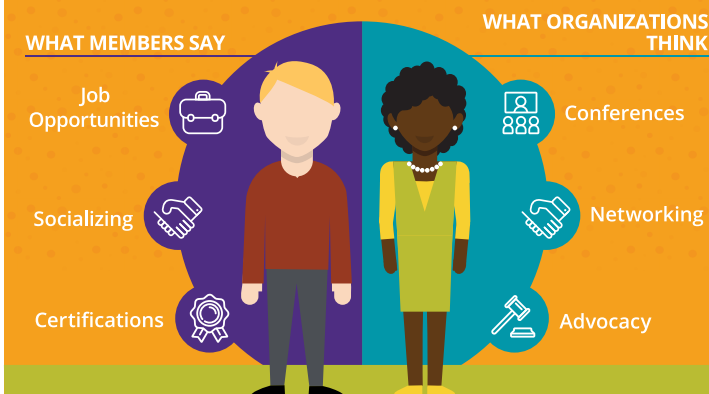


1 IN 5 MEMBERS HAS CANCELED OR LAPSED IN THE LAST YEAR

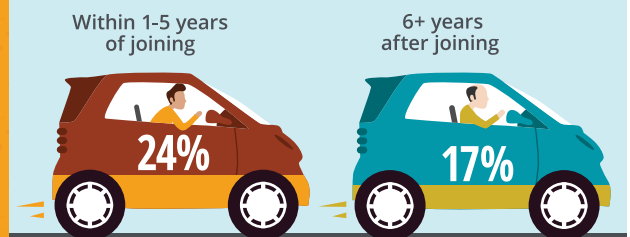
WHY THEY LEAVE



WHY THEY JOIN

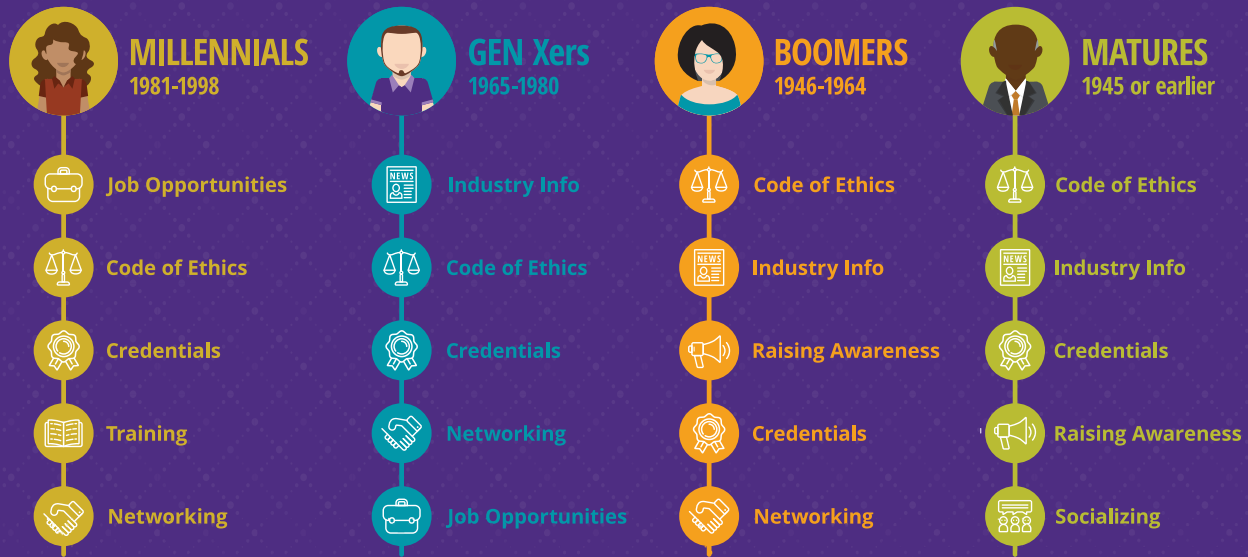


WHEN THEY LEAVE



CANCELED OR LET A MEMBERSHIP LAPSE IN LAST YEAR

WHAT BENEFITS MATTER MOST TO MEMBERS



WHAT ORGANIZATIONS THINK MATTERS MOST TO MEMBERS

MEETINGS/CONFERENCES

SOCIALIZING

INFORMATION

NETWORKING

ADVOCACY

WHAT MAKES MEMBERS FEEL MOST ENGAGED

LESS ENGAGED

MORE ENGAGED

| | | | | |
|-------------------------|---|--|--|--|
| EDUCATION/ TRAINING | <div>Mentorship</div> <div>Online Learning</div> <div>Professional Development</div> | | | |
| EVENTS/ NETWORKING | <div>Social Functions, Parties</div> <div>Volunteering</div> <div>Conferences</div> <div>Networking</div> | | | |
| INFORMATION | <div>White Papers</div> <div>Updates on Org</div> <div>Information</div> | | | |
| ADVOCACY & AWARENESS | <div>Election Involvement</div> <div>Influence Legislation</div> <div>Impact of Org</div> | | | |
| PERSONAL ADVANCEMENT | <div>Speaking</div> <div>Leadership Position</div> | | | |

Download the full study at Abila.com/MemberEngagementStudy.

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Don't Settle for 'Good'



BY DAVID GABRI

IN OUR COMPETITIVE global economy, we all must strive to do our very best if we want to succeed and thrive. I think this is particularly true in the meeting, incentive and hospitality industries. It isn't acceptable to rest on laurels of past accomplishments. It is necessary—and even expected—that we top our previous endeavors, and/or enhance our already impressive services or facilities.

In short, we should never settle for just being “good.” We constantly need to strive to be “great.”

But what does that mean?

Reach for New Heights

In our exciting industry, where we are in the “experience business,” there always seems to be a way to improve. This doesn't mean that anything was wrong with the prior meeting or venue. It may have been just as was planned. But that still leaves “opportunity” to improve. With a passion for excellence, it is admirable to challenge our achievement levels with each program conducted or hosted.

So, how is this achieved for meetings and incentive travel programs?

Start with the basics. Effectively communicate with your specific (and varied) audiences, and address their particular needs. Be sure to note that different audiences (and generations) may respond in dissimilar ways, so take this into consideration when

choosing the mode and manner of communication, with tailored messages. *And* if you are not creative then you may be boring.

Also, collaborate with colleagues and attendees on ways to enrich future programs. Take advantage of helpful and effective resources, such as your trusted Global Sales Organization (GSO) contacts that advocate for your interests.

Choose Wisely and Be Concise

Next, choose unique, high-quality venues and destinations that properly reflect the quality and character of your company or organization. Again, boring is not an option. This choice is essential so that your program projects a distinctive image—to clients, members, employees, potential customers, and colleagues—that is consistent with the market positioning and overall image of your brand. When your organization is, or strives to be, a leader in its field, then reflect it in the venue.

For the meeting content, make sure you are providing meaningful topics, presented concisely. Looking to the example of the very successful TED Conferences—presented in 18 minutes or less—can serve as inspiration for maximizing your attendees' time, while maintaining attendee attention. Information in today's rapidly moving society is often best-received in a fast, direct,

dynamic, fact-based format that gets to the point and does not waste the audience's time. Or, worse yet, becomes boring. After all, length does not beat content.

With that said, be sure that you also provide some “white space” on the agenda (i.e. not “overstuffed”), so that participants are able to establish a camaraderie with others, take advantage of the offerings at the distinguished venue, and make fond, lasting memories of their experience.

While it can be easy to settle for the status quo of “last year's program,” it is much more rewarding to strive for greatness. I'm very proud to be part of an industry that always reaches for, and achieves, new heights, and is so creative. It definitely isn't boring to watch (and help) so many fantastic programs reach their targets and evolve into “best ever” year-after-year! <

David Gabri is CEO of Associated Luxury Hotels International (ALHI), the leading independent Global Sales Organization serving the North American Meetings & Incentive marketplace for its membership of over 250 luxury-level hotels and resorts around the world. ALHI's portfolio also features Destination Management Companies (DMCs) in more than 100 locations worldwide, plus 23 luxury-level cruise ships.

Professional Development vs. Career Management

BY KELLY DONOVAN CLARK

UNDERSTANDING THE SUBTLE

distinction between professional development and career management can help add clarity to the materials and services that support members' pursuit of enhancing their skills (professional development) and moving forward in their careers (career management).

- Professional or skills development is course- or class-based training that teaches an individual the skills they need to stay current and/or advance in their industry. Individuals attend workshops, conferences, seminars, webinars, or classes to further their professional development.
- Career management is the continual process of setting career-related goals and

planning a route to achieve those goals. It includes taking into consideration goals for salary, title, skills mastery and company or organization affiliation, and mapping out the actions and knowledge needed to reach those goals. Career management also entails self-awareness of one's existing skills and what skills or knowledge are required by industry as the industry's

technological, political and cultural landscape changes.

"Professional development for association professionals and the members they serve is important, but is just one component of career management," said Jennifer Baker, CAE, director of AssociationCareerHQ.org, ASAE's online career management center.

To illustrate the difference between professional development and career management, consider the following two questions from someone who works in marketing: "How do I learn to write a marketing plan?" That's a skills-based, professional development question. On the other hand, the question, "How do I move from a manager-level position to director or vice president?" is a career



management-related question. For ASAE members, ASAE University is the resource that can help with the first question and Association CareerHQ helps with the second question. Your association might have a skills workshop series that addresses industry-specific professional development needs, and online or offline programs or resources available to help members plan their desired career track.

Associations do a great job providing professional development for their members and stakeholders, says Boxwood Career Solutions' Carrie McIntyre, but could help themselves and their members further by thinking of their career-related tools under a banner of "career management."

"The terms 'talent management' or 'career management' (when referring to an online career center) elevate the site in the minds of members from a place they should visit only when looking for

Members who are encouraged to take advantage of your association's career-related materials will realize more value from their membership.

a new job to a portal they need to visit regularly to ensure they're aware of every available career advancement tool," McIntyre said.

Furthermore, she stressed, "Referring to a career-related website as a hub for career management frequented by the active and passive job seekers whose attention employers want to grab can increase companies' investment in your site. Positioning your career center as an all-in-one talent management tool will increase employer buy-in and the non-dues revenue your association may be able to earn."

Shifting the focus from professional development and the use of job boards to the all-encompassing idea of ongoing career management can result in increased satisfaction from

your members and supporting employers. Members who are encouraged to take advantage of your association's career-related materials will realize more value from their membership. Meanwhile, increased contact with members online will result in higher ROI for your career center-supporting employers. Check out our article about starting or growing an online career center for ideas about how to incorporate a career management initiative at your association. <

Association Careers in Georgia

Find the latest in career resources and job postings in the Georgia association community at careercenter.gsae.org/jobs.



GSAE is pleased to announce an online info session on the Certified Association Executive (CAE) designation. Visit our website to access the free 10-minute overview. Lori Furtado, CAE, Senior Director of Credentialing, ASAE: The Center for Association Leadership, covers what exactly the CAE is, how and why you should attain it, eligibility (including recent changes), the exam, the rewards of the designation, and more.

To apply, you must have completed 100 hours of qualifying professional development, but did you know that up to 50% of exam and renewal application hours may be completed through self-study programs? GSAE has more than 80 available online at <https://education.gsae.org>. If you're short on hours, there are two CAE Education Hour Bundles that offer a 40% discount and a total of 22 CAE hours. That's a savings of almost \$400, and you can complete these courses from your home or office on your own schedule. It's our goal to help you achieve professional success, so start taking steps today to advance your career in the future!



GSAE Fall Events



The 2015-16 Leadership Academy concluded with the "Designing Your Professional Journey" session on July 28 at the Georgia Association of Water Professionals. Pictured left – right: **Julia Boyd, CAE, Jessica Atkinson, Jan Price, LCSW, CEAP, Janell Martin, Shan Haugabrook, Sharon Ross, Molly Whobrey, Ashley Goodin, CAE, Regina Robuck, Kamilah Lewis, Tangelia Monroe, MBA, CAE, and Jennifer Baker** (not pictured, Lisa Kraus Gardner and Courtney Stancil); learn more about this distinguished group on page 24.



The Membership Work Group met August 18 to make plans for GSAE's Fall Membership Drive. If you'd like to get involved, email amy@iansfriendsfoundation.com. Pictured left to right: **Jason Rupp, MBA, Derek Leman, committee chair Amy Kane, CAE, Wendy Kavanagh, CAE and Melanie Taylor, committee vice chair.**



MemberClicks staff **Mark Sedgley, Kinsey Mahan, Laura Sanders, Spence Downs and Paul Plaia, III** connected with attendees during the 2016 ASAE Annual Meeting & Expo in Salt Lake City, Utah.

GSAE Strategic Planning Retreat



GSAE's annual Leadership & Strategic Planning Retreat was held August 25-26 at Lanier Islands Legacy Lodge. Board of Directors, Foundation Trustees and Committee and Emerging Professionals SIG Leaders got a demographic update from **Matthew Hauer** of the Carl Vinson Institute of Government's Applied Demography Program and learned about "Disruption and Experience Bias" from **Matt Hames** of Acru Strategy. **Debra Zabloudil, FACHE, CAE**, President & CEO of The Learning Studio led us through "Professional Development Trends" to help plan for GSAE's next 100 years. 



Leaders planning for the future: "What can GSAE do to create intrigue, anticipation, delight and buzz around membership and events?"



Karla Yeck, Gene Stinson, CAE, PCED, CECd, HLM, Carol Hall and James Pace relax at the reception.



Kristen Hartman, CAE, Amy Kane, CAE, Julie Anderson, CAE and Julia Boyd, CAE caught up during dinner.



Jennie Nesspor, CAE, Mike Giles, Gale Macke and Jacob Wilder come up with new ideas for "curated" membership.

Congratulations to the GSAE Leadership Academy Class of 2016

THE GSAE LEADERSHIP Academy features updated curriculum by GSAE past president and consultant **Cynthia Mills, FASAE, CAE**, The Leader's Haven, and includes content that GSAE members identify as most critical and relevant for today's association professional. Beginning with a kick-off retreat in October and culminating in July, participants go through components designed to facilitate experiential learning, including participant-led community-building exercises, resources sharing and CEO interviewing, topical content presented by GSAE facilitators, professional ethics education and site visits to a variety of associations. The next Leadership Academy class will begin in October 2017. The application will be available summer 2017. For more information visit gsae.org. <

**Thank you to the sponsor
of our 2015-2016
Leadership Academy**



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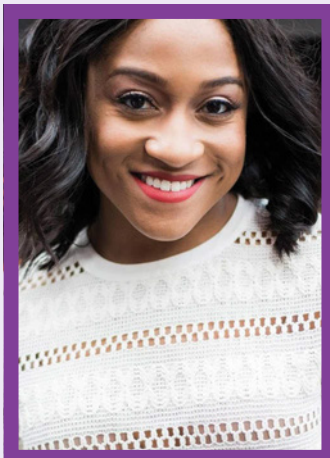
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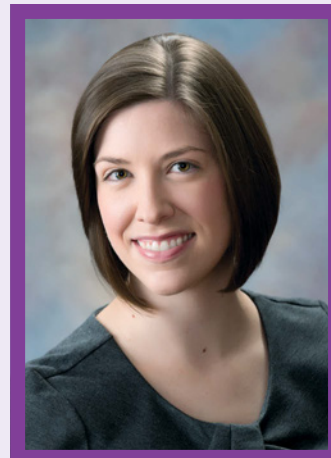
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Meeting Expectations



Sharon Ross
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Courtney Stancil
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of Physician Assistants



Molly Whobrey
Association Manager
Meeting Expectations

Fall Foodie Fabulous

AUTUMN IS UPON us and our thoughts of summer barbecue quickly blow away like so many colored leaves. In their wake: cranberries, apples and pumpkins—oh my! These may be the signature tastes and scents of the fall but there are atypical ways in which to showcase them (and wonderful goodies with which to pair them). Here are a scant, spicy few...

BREAKFAST/BRUNCH

Pumpkin Spice French Toast

This dish doesn't get done up by the order, rather it gets baked—casserole-style—into the most heavenly comfort food imaginable. Great for the breakfast or brunch table or even a decadent morning coffee break, it's an easy self-serve choice and the smell alone will have your attendees flocking to the table.

LUNCH

Roasted Beet & Bleu Cheese Salad

Talk about putting color on the table—nothing does it like brilliant earthy beets, their jewel tone offset by the complementary greens of fresh dill and scallions. The tangy cheese and bright vinaigrette offer beautiful balance. And it's fall, so why not throw a decadent, creamy cheese into the mix? Gorgeous on the plate and brilliant on the palate.

DINNER

Spicy-Sweet Spuds

Think sweet potato fries are outré? Spice them up for cocktail hour with a dusting of chipotle powder for some heat to go with the



sweet. Serve them in a fun paper cone (branding opportunity!) and create a fun walk-around snack or a simple, savory side to your mains.

COCKTAILS

Apple Cider Mimosas

Move over citrus, see you later hibiscus, it's fall—and apples rule the roost. Rim the flutes with cinnamon sugar and top the champagne with cider. Meeting in an apple-y region? Make that cider local! Serve it at brunch, lunch, cocktail hour. So refreshing!

DESSERTS

Candy Corn & White Chocolate Blondies

If Fall had a No. 1 addiction, candy corn could be it. It's colorful and whimsical and reminds everyone of trick or treating-related sugar rushes once gleaned first-hand—now perhaps more often via candy stolen from kids you know and love. This is a sugar-junkie's delight (you'll make up for it with an array of healthy choices at breakfast, don't worry). Attendees will be napkin-wrapping these to enjoy back in their rooms like a secret treat. <

Time is Money

AND EFFICIENCY. TIMELINES and deadlines promote forward motion, save money, save time. Don't just set the deadline—keep an eye on it to stay on point. In this respect, technology is your friend. Consider management software—making an investment there can reap ROI in efficiency and success. Worry not about your association's financials. The right tools can do most of the heavy lifting.

ClubExpress is economical and tailored for smaller professional and trade associations (25-5,000 members), merging the association's website with the member database—making

online signups and renewals, event registration and credit-card processing easier.

MemberLeap's features include a powerful member database that allows for dues tracking and communication, along with content management tools that make website updates a breeze. Event registration is built in as well, ideal for conferences and conventions. Elements for online learning and other kinds of training are included.

MemberPlanet is a toolbox for simplification! Manage membership, ease communication, and increase event participation with registration forms, event sites, mobile apps for admins and members, surveys for member input and lots more. No advertising, no sharing of data. <

Social Media 2016? It's a Snap!

EARLIER THIS YEAR, Snapchat surpassed Twitter in users, boasting some 150 million daily users (that's up from 110 million back in December). Twitter, per Bloomberg analysis, averages about 140 million at the moment—having suffered at the hands of newer apps like Instagram.

Think it's only the young'uns using Snapchat? Think again. Older users are new and enthusiastic adopters of the app, which makes images, videos and other content available in the very short term—from seconds to a max of about 24 hours depending on how you use it.

So how are people harnessing its power at meetings?

Well, for one there are those young'uns. They love the Snapchat! Use it and you'll have your younger attendees' attention. Per the company, more than 60 percent of the 13-to-34-year-old demographic prefer Snapchat. That may or may not be because their

parents are on Facebook, but either way, it's big for video sharing—everything from keynotes and team building events to cocktail-hour entertainment that can be shared from your association's account.

You can collect clips and share them post event, as well, and encourage members to get on and share their experiences.

Some companies promote sales via Snapchat, offering coupons or other incentives that can't be opened until they're at the shop, lest they disappear. Generating some offers of this nature at a conference can drive attendees to sessions, charity events, cocktail hours, meet-and-greets and a host of other on-site happenings with incentives, then keep them there with great programming and networking opportunities.

Snapchat is set to go mainstream; it's time for businesses to take note of its applications and get creative. <

Best of 2016—Comfortably Fun

THE THING ABOUT comfort foods is that everybody likes them.

"That's why moms make them and why Americans continue to order them in restaurants, no matter how many ethnic options there are out there," says restaurant critic and food writer Rona Gindin (RonaRecommends.com) who has been following food-service trends for some 30 years.

It's also why these rib-sticky dishes have a stellar sell for planners looking to wow attendees, feeding its fire as a hot F&B trend for 2016.

"What's more," Gindin notes, "now that younger generations have grown up with ethnic foods—think of salsa, which is Mexican, being the country's No. 1 selling condiment—meeting planners and creative chefs can turn some ethnic staples into jazzed-up comfort foods too."

Mixing and matching ethnic flavors and formats can also freshen up a comfort food menu.

"Take brisket. Pot roast. Beef stew—some classic potted meat," she suggests. "Simmered with lemongrass and stuffed it into an Asian-style bao, it becomes something of a taco with a sweet, spongy, white-bread exterior. Now, you've got classic comfort food and trendy ethnic food in one convenient hand-held meal."

Brisket in tacos, laced with cilantro and a delicious, handmade sauce—mild red or fiery green—offers attendees Tex-Mex flair. Served atop white rice with shaved-on fresh ginger, now you've got an Asian-style rice bowl.

"Classic fried chicken is an American favorite, but with big pieces and bones, it's not a good fit for finger foods or even plated entrees," she warns. "Take bits of thigh or breast, though, and marinate the chicken in Sriracha hot sauce before breading and frying. Voila! Korean chicken fingers! Pair it with a Tennessee hot sauce for a take on Nashville hot chicken, which is trendy right now."

Concerned about the spice factor? Work that heat into a dipping condiment instead and offer an alternative. Gindin suggests something sweet, perhaps made with local honey.

Come dessert, you've got a host of Paula Deen-esque classics to serve traditional or trendy! Pudding, says Gindin, never gets old.

"Chocolate is a classic crowd-pleaser," she says, "but use a high-end chocolate like Valrhona, top it with handmade whipped cream—from local cows if you can get it—and suddenly you have Chef Joe's Signature Deep Dark Valrhona Chocolate Pudding with Cocoa-Dusted Farmer Brown Whipped Cream!"

Sounds impressive, tastes familiar.

"Vanilla pudding is a blank canvas. Add cardamom, ginger, nutmeg, or bits of vanilla bean. Almond syrup..." Gindin says the only limit is your imagination.

"Serve it in an interesting bent spoon, colored shot glass or stemmed martini glass, and suddenly it's far more exciting than what we all had at the school cafeteria—yet it's familiar enough that it'll be a crowd pleaser every time." <

Nashville's Neighborhoods

THIS REBORN SOUTHERN scene ranges from rebel to ritzy all in the same block. Explore these avenues and you're sure to discover an intimacy found nowhere else. Here's a taste of just a few of Nashville's hottest neighborhoods.

DOWNTOWN

Downtown Nashville is the hub of the entertainment that defines Music City. Within mere city blocks, visitors can experience world-class art at the Frist Center for Visual Arts, catch a great Broadway play at the amazing Tennessee Performing Arts Center (TPAC), and see world-class concerts and events at the Bridgestone Arena.

Within walking distance is the legendary Ryman Auditorium regarded as the "Mother Church of Country Music." The Ryman is a National Historic Landmark renowned for its exceptional acoustics that has hosted musicians from Chris Isaak and James Brown to Patsy Cline and John Legend, as well as current and rising stars of all musical genres.

Wash it all down while enjoying some of the world's greatest live music—offered free 24/7/365—at one of the city's many honky-tonks that line famous Broadway, including Tootsie's, Robert's Western World, The Stage, and Layla's Bluegrass Inn.

If you're looking for authentic Southern comfort food while taking it all in, check out Puckett's Grocery & Restaurant, which offers a side of great live music in the evenings.

GERMANTOWN

One of Nashville's historic neighborhoods is bringing people closer to town to live and play. Germantown, so named because of the influx of German immigrants in the mid-19th century, was Nashville's first suburb. Listed on the National Register of Historic Places since 1979, the neighborhood is now being restored to its original grandeur.

The year-round Nashville Farmers' Market in Germantown is divided into three distinct areas. The North and South Farm

Sheds house up to 100 farmers and artisans. Any day of the week, you can get the freshest fruits and vegetables from local farmers. The Market House is home to 16 restaurants and shops serving cuisine representing countries from all over the world. The Craft & Flea Shed is open Friday-Sunday with more than 50 merchants selling clothes, jewelry and home goods. The Farmers' Market also hosts special events throughout the year like cooking demos and classes, supper clubs, and dance parties.

As far as dining in Germantown, Silo features a creative, farm-to-fork menu with a focus on the bounty of regional farmers, ranchers, dairymen, and producers. Five-time James Beard Award semi-finalist Daniel Lindley has opened 5th & Taylor, a 250-seat restaurant offering up a "regional and seasonally focused American menu," in the Warehouse at Taylor Place development. Butchertown Hall, Germantown's

Continued on page 30

Travel through Time



BY JOHN P. HARRISON, CAE, CMP



I HAD THE good fortune as a young boy to travel through time. It wasn't quite like in the movies with traveling back to ancient times or anything – the only period in history I could really travel back to was an American subsistence farm of the 1800s. It was my grandfather's farm near Sparta, Georgia. I could travel back to the 1800s because of a couple of mothers' ages: my grandmother, born in the 1800s, gave birth to my mother at the age of 44, and my mother gave birth to me when she was but 21. Thus, by freak of birthdates, as a child I was exceptionally close to a past world.

Everyday life was in the modern city of Atlanta, but on a weekend or so every month, and for long slow summers, we would travel about two hours by car, but a hundred years or so in history, to reach the farm. I was to learn some things there, that even from a prior century or two, would come in handy for the 21st century. Historians point out that there were more changes from 1870 to 1940 than in any period prior or since. In other words, if we visited a house from the 1940s, it would

seem fairly familiar. But a house from the 1870s, not so much.

Days on that farm began with the crow of the rooster and usually ended when the sky was bright with stars. Midnight was indeed the middle of the night, quiet except for an occasional owl. By the time I came along there was basic electricity (on the back porch) for a refrigerator and to run an electric pump, so that we didn't have to use a bucket to draw water from the well. The outhouse was in the middle of the chicken yard for some reason. And there was a mule named Pete to pull the plow.

In the summers, after I gathered eggs for breakfast (even family present only part time had a job), I would go out to the watermelon patch and pick a good watermelon to plop in the creek for cooling. Later, in the heat of the day, I would retrieve it, crack it open on a rock, and dig out the refreshing contents with my hands. All the produce was organic, but not for some great marketing purpose. All they had was a plow, rain from the sky, and last year's seeds. The fertilizer came from the cows, and I found other chores to be busy with when it came time to redistribute that fertilizer.

I rode on the front of the plow as my grandfather yelled to Pete, "gee" and "haw," and Pete turned right or left on those commands without a flinch. The dogs under the house helped round up the cattle, and I helped slop the pigs. I had a goat there of my own, Billy Boy, and if he became barbecue I never knew about it.

I learned to shoot a rifle at age 6; it seemed every one in the family

was a good shot. My grandmother kept a pistol in her apron, a little .22; it was enough to kill the occasional poisonous snake. At night, the pistol was carefully placed on the nightstand under the Good Book. There was a shot gun under every bed, and one day I was asked to help my grandfather take the shot out of the shell in the first barrel and replace it with rock salt. Perhaps this was the result of some sermon or other wave of kindness since my grandfather did have a third grade education and was proud to read the Bible. From then on, any trespasser would get just a blast of rock salt to the chest as a warning. Of course, the second barrel was still the usual deadly buckshot, just in case.

Winter was only warmed by the woodstove or the fireplace. We slept under so many quilts that being in the bed was like lifting weights. There was a chamber pot under the bed to avoid having to go to the outhouse at night in the cold. He who uses it cleans it, so I learned to keep a flashlight by the bed to find my way outside in the frozen dark.

At the farm, the only thing that saved us from summer's oppressive heat was a jump in the pond. It was either sink or swim, so I learned to outswim the water moccasins at least. Many an hour was spent with a cane fishing pole and catching enough to bring back to fry. It seemed almost everything was fried—in lard. What wasn't fried came from the smokehouse—a mausoleum in which hung sides of beef and pork and sausage. I was amazed even as a child as to how no insects were present

and how meat could just hang there for a season unspoiled. I would ask my grandmother about such things during evenings on the porch, the rhythm of the rocking chairs somehow inviting such questions. She couldn't name the biochemistry, but she knew what worked and what her parents taught her to do.

My childhood memories of the farm came back to me the other day when my wife bought

pre-seasoned ribs at Costco for me to throw on the grill. I was transfixed by the aroma of the smoking ribs. It smelled exactly the same as the seasoned meat of the smokehouse—a salty, pungent, savor from the depths of the earth—simultaneously simple and complex. It's a great balance to keep in mind as we imagine our world to get more and more complex. My grandparents' world saw so many monumental

changes from the late 1800s until the Second World War. We've seen mostly communications and entertainment changes since then. Somehow after time travel, I'm not impressed when the next version of a smart phone or computer operating system comes out. Much of it looks to me to be needless and contrived upgrades disguised as essential improvements. They just don't hold a candle to improvements from the past. <

Nashville continued from page 28

first "biergarten" in more than 100 years, totals 7,000 square feet. The front section houses the beer hall and bar, while the beer garden wraps around the rear.

First Tennessee Park is the new home to the Nashville Sounds, AAA affiliate to the Oakland A's. Located near the Bicentennial Capitol Mall and Farmers' Market, First Tennessee Park is set between Third and Fifth Avenues, between Jackson and Harrison Streets.

12SOUTH

Start a unique shopping adventure at one of the new developments on the ground level of 12South Flats including Emerson Grace, an LA-based women's contemporary fashion shop, Cadeau, a home goods and modern gift shop, and Hero, an upscale clothing boutique.

For music and music accessories, look no further than Corner Music Store. From the unique,

boutique amps and guitars to the widely-acclaimed logos, Corner Music Store offers it all. On the same block, Reese Witherspoon's lifestyle brand store, Draper James, offers a bright shop full of clothing and housewares. Make sure to stop by the Sprinkles Cupcakes ATM. That's right, an automated teller machine full of cupcakes.

When it comes to dining in 12South, the opportunities are endless. The Flipside features fresh spins on chicken, with the main item being "Jack's Best Chicken" that can be served 15 different ways. The restaurant interior has a "1950s Palm Springs-style vibe." A new neighborhood bistro, Epice, offers authentic Lebanese foods reflective of Lebanon's flavorful Mediterranean cuisine.

After lunch or dinner, cool off your taste buds with a visit to Las Paletas. An authentic Mexican Popsicle shop, Las Paletas makes fruit and vegetable popsicles

from old family recipes. Don't be afraid to try unusual flavors like avocado, corn or hot chocolate (chocolate with hot peppers!).

THE GULCH

Nashville's historic Gulch District, with its distinct industrial history, originally housed the downtown railroad terminal. Today, the Gulch District has developed into a hotspot for young urbanites. The Gulch has perfectly combined its industrial background with a modern contemporary style.

Some of the finest restaurants in Music City have made The Gulch their home in recent years. Known for its eclectic dining and nightly live music, Sambuca is the place to dine, drink, and dance the night away. Looking for a more low-key eatery, Ru Sans Sushi & Seafood offers a lunch and dinner buffet and sushi bar offering a wide variety of rolls with distinctive names.

Stop and get a manicure at Cashmere Salonspa or grab a cup of coffee at Barista Parlor, located in the old Golden Sound recording studio. Barista Parlor offers a coffee bar, kitchen, bakery, and roasting room. After your caffeine fix, hit the boutiques in the heart of The Gulch. Two Old Hippies is filled with collections of rock 'n' roll memorabilia, along with unique apparel collections, accessories, and fun novelty and gift items. <

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Lucy's Market, Our Gift Basket Story

Lucy's Market was started by Kim Wilson, a single mother, in 2009. Kim built a successful business by working long days that started well before her competitors woke up each morning. Kim started her day at 5:00 a.m. so she could choose the best products at the farmer's market to bring back to her neighborhood store. Kim attributes her continued success because she takes a genuine interest in her customers. She takes pride in knowing her customers by name and continually discovering what they're looking for. The Lucy's Market location offers the freshest produce available, locally prepared foods, wine, flowers and unique seasonal gift items. With the addition of Lucy's Market Corporate Gift Baskets Kim helps businesses show appreciation for their customers with unique gift items that are superior in quality when compared to others. Kim puts her heart and soul into each design, whether you shop in-store or online.



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