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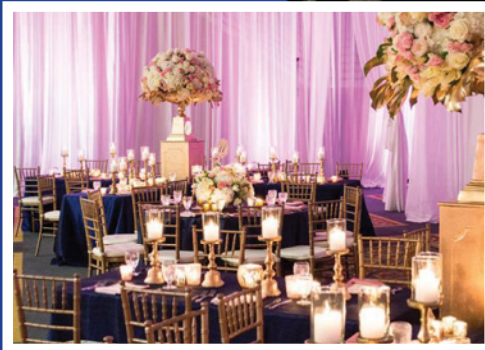
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## DEPARTMENTS

**GSAE News & Events 6**

**New Members 11**

**GSAE Internship 22**

**Meetings Thought Leadership 26**

**Index of Advertisers 30**

**Advertiser.com 30**

## FEATURES

**Living Legends:  
Aubie Knight, CIC, AAI, CRM;  
Susan Cheshire, CAE;  
and Jim Moody, CAE 12**

**Giving Together to  
Help the Hungry 16**

BY MARY LOU JAY

**GSAE Doing Good Works &  
Helping Their Communities 18**

**8 Steps to Successful  
Mobile Activation 20**

BY KIM HARWOOD, MBA and  
AARON D. WOLOWIEC, MSA, CAE,  
CMP, CTA, CTF

**GSAE Fall Events Round-Up 24**

**Destination: South Carolina 28**

**Choices: Herbal Tea on the Job 29**

BY JOHN P. HARRISON, CAE, CMP





### 2017 GSAE Events

To help you plan your professional development year, GSAE's current calendar of events is available below. We will offer more than **25 hours** of in-person 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](http://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 15 – GSAE's 100th Anniversary Gala at The Biltmore Ballrooms (Atlanta). Presenting sponsor: Augusta Convention & Visitors Bureau; Millennium sponsors: Visit Savannah and MapDynamics; Century sponsors: Richmond Region Tourism, Athens Convention & Visitors Bureau and The Classic Center, The Westin Jekyll Island and The Westin Savannah Harbor Golf Resort & Spa, Association Services Group and Jekyll Island Authority; sponsor: MemberClicks.
- December 13 – GSAE Holiday Luncheon, Awards Show, Silent Auction & Annual Business Meeting at SunTrust Park Conference Center at The Battery Atlanta. Tours will be available. Sponsored by Jekyll Island Authority and Discover DeKalb.

#### Save the Date for GSAE Events in 2018

- February – 21 Quarterly Luncheon at The Hotel at Avalon; sponsorship opportunity available
- April – 18 Quarterly Luncheon at Omni Hotel at The Battery Atlanta; sponsored by Jekyll Island Authority
- July – 11 Summer Luncheon
- September – 19 Quarterly Luncheon, The Abit Massey Lecture Series, sponsored by Augusta Convention & Visitors Bureau
- November – 14 Quarterly Luncheon & GSAE Service Project
- December – 12 Holiday Luncheon, Awards Show, Silent Auction & Annual Business Meeting

### Budget Info for 2018—We're Here to Help!

We are so excited about our 2018 calendar. We'll add additional opportunities for connecting and learning throughout the year, but this is a great start!

- Shared Interest Group meetings are included in your membership (a nominal fee may be included to cover a meal).
- Luncheons in February, April, July, September and November are \$39 for all GSAE members.
- The Holiday Luncheon & Silent Auction is \$49 for all GSAE members; additional staff members from the same company are \$39 each.
- The 2018 Annual Meeting is in Miramar Beach, FL (Sandestin) May 30–June 1. Registration fee for the first association executive attendee—\$399; corporate supplier exhibitor and sponsor packages range from \$659–\$2909; additional attendees from the same organization—\$299 each.
- Annual Meeting room rates at Sandestin Golf and Beach Resort—\$155 run of house (before fees).
- The CAE Study Group is \$89 for members and will meet in the summer.
- The GSAE Leadership Academy will convene a new class in October, 2018.

### Live Webinars—Approved for 1 CAE Hour Each

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#### Tuesday, November 14, 2017: Conducting a Business Meeting

Kay Allison Crews, CPP, PRP

*Published by Tennessee Society of Association Executives and Georgia Society of Association Executives*

Have you ever been to a bad meeting? What made it bad? If you're like most people, your answer is one of the following: lack of organization; not knowing what you're voting on; the meeting got high jacked by one or two members; nothing got done. Learn some basic tips to resolve these and other issues at your next meeting.

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# Thank You, GSAE Volunteers!

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.

## BOARD OF DIRECTORS & FOUNDATION TRUSTEE COMPLETING THEIR TERMS

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**Aprell King**, Atlanta Convention & Visitors Bureau

### New Member Welcome & Orientation

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### Government Relations

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### Telework

**Amy Kane, CAE**, American College of Rheumatology

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### CAEs After Dark

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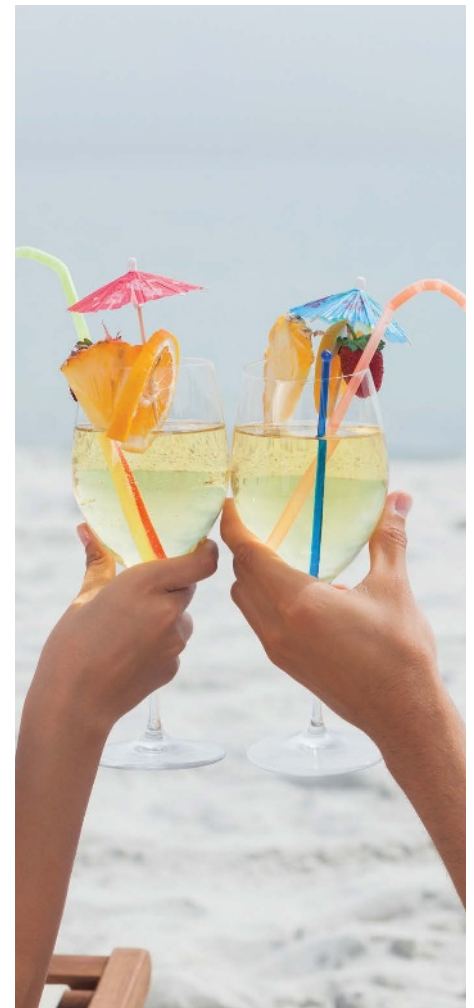
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The **host property** of each luncheon will receive an exhibit table during registration and the networking reception, the opportunity to place material at each place setting, podium time, significant exposure and an attendee mailing list following the luncheon. This is a great opportunity to showcase your property! All GSAE luncheons are on Wednesdays. Available 2018 dates: July 11, September 19, November 14 and December 12.

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

Mark your calendar now for the 2017 Holiday Luncheon, Silent Auction and Awards Show on Wednesday, December 13 at SunTrust Park Conference Center at The Battery Atlanta. 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 2016 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! 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, November 29, and may be found at [www.gsae.org](http://www.gsae.org) or by contacting GSAE. Thank you for your support of GSAE through our Silent Auction!



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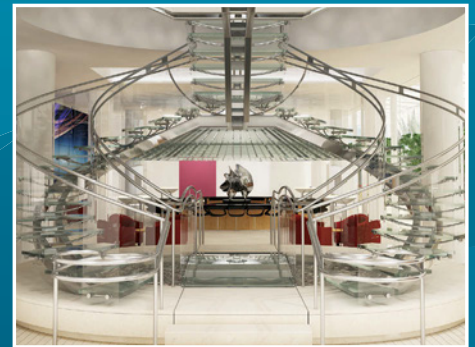
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## Aubie Knight, CIC, AAI, CRM: Time to Serve



There may not be “enough hours in the day,” as the old lament goes, but good leaders certainly know how to make the most of every hour.

**AUBIE KNIGHT, CIC, AAI, CRM** answers clearly and directly when asked what his biggest challenge was during his tenure as GSAE chair in 2013, and it’s an answer than anyone with a career in association management can relate to.

“My biggest challenge personally was simply making sure that I was going to have the appropriate time to give the commitment the appropriate level of attention that it deserves. That was only possible by having a very competent staff at IIAG [Independent Insurance Agents of Georgia],” says Knight, who is currently with Independent Insurance Agents of North Carolina.

As far as the biggest challenge for the organization that year, Knight says that it was strategic planning. “The main thing on our to-do list as a board was to develop a strategic plan for GSAE.”

To assist in this effort, Knight and the board enlisted the aid of Whorton Research & Marketing, which Knight says “did a *big* survey for us” that contained a lot of useful data and yielded much insight into the future direction of the organization. “Then, we had an amazing retreat in Athens that was facilitated by **Shelly Alcorn, CAE**.” Through synthesizing all of the insight collected, the board was able to develop a solid, forward-looking strategic plan that would carry the organization for the next three years.

Along the way, Knight also managed to have a great time representing GSAE and Georgia’s association community. “Atlanta hosted ASAE’s Annual Meeting & Expo in 2013, so it was really

cool to be chair of the host state and get to take part in a lot of fun activities,” he recalls. “The GSAE Annual Meeting was held in Augusta, and they did a great job. The Rock Star party was probably the most fun I’ve ever had at a professional event. In an attempt to insert a little bit of my personality in the annual meeting, we incorporated a fun run for the first time. Overall, it was a great idea and seems to have had some staying power. However, doing the run in an Elvis costume was not the best idea I had as chair.”

As far as advice he would give to volunteer leaders, Knight says that, first and foremost, respect for others’ time is crucial. “Something that I would tell all volunteer leaders would be to know your role and to support the staff leadership,” he says. “My primary role as chair was to make sure the board performed its basic duties and to have meetings that were an effective use of everyone’s time.”

Knight also says that board members must be flexible and above all accessible, noting that, sometimes, hammering out the details of governance happens far from the boardroom. “A lot of issues were discussed over cheese dip and salsa at our favorite hole in the wall Mexican place on Buford Highway.”

In the end, not only did Knight make use of his time—the resource he feared he would not have enough of—effectively, but he also ensured that he treated everyone else’s time with the same respect. There may not be “enough hours in the day,” as the old lament goes, but good leaders certainly know how to make the most of *every* hour. ◀

## Susan Cheshire, CAE: Lifelong Student, Lifelong Teacher



Like most of GSAE's former chairs, when Cheshire is asked what her greatest challenge was during her term, she speaks more to efforts of continual improvement rather than heroic rescues or dramatic overhauls.

**TO HEAR SUSAN CHESHIRE, CAE** speak about GSAE—which she led as chair in 2014—is to be in the presence of someone who is truly inspired and who truly believes in what not only GSAE does to further education but in education itself. She is committed to fostering lifelong learning wherever she goes.

This is fitting for Cheshire, who began her career as an English teacher, then as a guidance counselor. From there, she moved onto other local jobs, and then into association management.

During her tenure, and for the entire time of her GSAE membership, Cheshire has served as executive director and CEO of Georgia School Nutrition Association, a 5,000-member 501(c)(4) organization of professionals employed in the school nutrition field in Georgia. Prior to this, she also held numerous executive-level positions in Florida, all of which informed her work as GSAE chair and continue to inform it today. “I have also held the position of executive vice president of the Palm Bay Florida Chamber of Commerce in Palm Bay, Florida, and executive director of the Brevard County Legislative Council, also in Florida,” Cheshire says. Her extensive background in governance made her a strong chair for GSAE.

Like most of GSAE's former chairs, when Cheshire is asked what her greatest challenge was during her term, she speaks more to efforts of continual improvement rather than heroic rescues or dramatic overhauls.

She says, “GSAE has been for many years professionally staffed with an excellent executive

director” and staff, says Cheshire, adding that she “did not anticipate any real challenges during my term, and that is what happened.”

Under Cheshire's term, GSAE leaders especially looked at how it could bolster membership and cultivate a more meaningful relationship with association suppliers.

“The board worked together that year to bring GSAE to even higher levels of development in the areas of membership and the relationship of association executives and corporate suppliers. One challenge we studied and worked on together was the annual meeting and trade show. We worked to make it a fulfilling educational experience for both vendors and association members and provide adequate financial resources to GSAE,” she says, noting that it is just as imperative for an organization's offerings to deliver a solid return on investment in terms of education for its members as it is for the offering to be financially sound for the organization.

Cheshire says that especially important to her was ensuring that all association professionals had adequate resources to learn and to get ahead in their careers. Fostering the next generation of leaders is an important part of all associations' missions.

This is a tall order but one that she says was made easier by the GSAE staff, of whom she comments make “the role of the chair much easier and enjoyable. We are fortunate to have this type of stable and effective staff as the foundation of GSAE as it grows and changes.”





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WHATEVER YOU NEED,  
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## Jim Moody, CAE: From One Chair to Another



**"The key thing left in the strategic plan was to look at a new dues structure. Could we draw more people if we instituted a tiered structure for associations that had multiple staff members?"**

**JIM MOODY, CAE** brought a unique perspective to the GSAE board during his time as chair in 2012—"unique" in the literal sense of the word, one-of-a-kind, unlike any other. Moody, once GSAE's chief staff officer, was now its chief elected officer. Indeed, it is the word that Moody himself uses to describe his tenure.

"I think my biggest challenge was somewhat unique," he says. "Because I had been the chief staff officer in the past, I had to make sure I was filling the elected role and not stepping on Wendy's toes [Wendy Kavanagh, CAE, president of GSAE]."

Moody's time as chair began at the end of one strategic planning cycle and at the beginning of another. The challenge wouldn't be one of catching up, as sometimes can be the case. Instead, the challenge, Moody says, is that "we were ahead of schedule in completing the tasks from the prior cycle, so we were a bit challenged with strategic initiatives to start the year. That's a testament to the chairs before me but also to our great staff who work so hard to make GSAE better. We went through a strategic planning process in August to set the stage for the next three years."

During his tenure, Moody was president of the Construction Suppliers Association, a position that he still holds. Prior to that, he had been president of the Building Owners and Managers Association of Atlanta and for a decade prior to

that held various positions at the American College of Rheumatology. With a three-year plan in place and with the acumen only someone with his experience can possess, Moody and the board took a look at revising a key revenue stream for the organization: dues.

"The key thing left in the strategic plan was to look at a new dues structure," he says. "Could we draw more people if we instituted a tiered structure for associations that had multiple staff members? We looked long and hard at it, and though there was financial risk, we adopted a new structure."

As far as how he left the organization that he had the unique duty of leading twice—each time from different perspectives, Moody says, "When I left GSAE as the chief staff executive, I thought it was in pretty good shape. We had learned to live within our means financially, we had grown the annual meeting after a period of being down a bit, and we refined the mission and scope of the GSAE Foundation to support GSAE better."

For him, his time with GSAE wasn't just vocational; it was a labor of love. "The last thing I wanted to see was the association I loved so much hitting a road block after my departure," he says, adding that he has always had and still has full confidence in the GSAE staff. "When you have total confidence in the staff, it makes being chair a pretty easy job," he says. <



# Giving Together to Help the Hungry

*Members of the Refrigerated Foods Association make a difference with cash and in-kind donations.*

BY MARY LOU JAY

**PEOPLE TEND TO** give most generously when a charitable cause is something that they can really relate to. So when the Refrigerated Foods Association (RFA) was looking for a charity to support, it made sense to select organizations dedicated to feeding hungry people across the United States.

The RFA is an organization of manufacturers and suppliers of prepared, refrigerated food products. Founded as the Salad Manufacturers Association in 1980, the association changed its name in 1992 to reflect the broader range of foods its members produce. "These are value-added, prepared foods, everything from deli salads to sandwiches to pizzas," explained **Megan Levin**, the association's executive director.

The association has 160 member companies with 800 people from them actively participating in its conferences and events. "For the most part, we focus on technical food safety research and support training, on industry advancement and development and on programs that help our members keep on top of trends," said Levin. "This is a very close community, and one of the biggest benefits of membership is the networking opportunities that these events offer."

The RFA staff also includes **Katie Hale**, the communications director, and **Martin Mitchell**, the part-time technical director.

## Finding the Right Partner

Levin credits the chair of RFA's Membership committee,



PHOTOS BY JENN PIERCE

Wendie DiMatteo Holsinger of ASK Foods in Palmyra, Pennsylvania, with spearheading the association's venture into charitable giving. "When she brought it up to the Board, there was a lot of talk about what organization we should work with. There are so many options," said Levin. The RFA had a small committee that investigated various organizations to determine the right one to focus on. "Some of them were just too complicated; they made it difficult to give. All we wanted to do was to support them, but you had to go through a lot of bells and whistles."

After many phone calls and consultations with the Board, the RFA decided to work with Feeding America, whose mission is to feed America's hungry through a nationwide network of more than 200 food pantries,

soup kitchens, shelters and other community-based agencies. The problem is widespread; Feeding America says that 42 million people face hunger in the U.S. today, including nearly 13 million children and more than five million seniors.

The RFA kicked off its charitable giving program in July 2016, which the association has designated National Deli Salad Month. It was a two-pronged effort, with RFA members giving money to Feeding America through a "Set the Table campaign" and also making in-kind donations to local food banks. RFA made it easy for companies to contribute money, adding a link on its website that went directly to the special Feeding America fundraising page. In addition, Feeding America helped connect RFA member companies interested in making



leftover food donations to local food pantries within their area.

The results were impressive: RFA members donated \$7,600 directly to Feeding America, which was the third largest Set the Table campaign in the organization's history. In addition, RFA reported its members made an additional collective annual donation of almost \$471,000 in monetary and in-kind donations for food banks through North America in 2016.

"This charitable undertaking during Deli Salad Month really opened our eyes to the generosity and involvement of RFA member companies in their communities and our world," said Holsinger. "We heard so many heartwarming stories of dedication and advocacy at the grassroots level." One company's drive brought in 100 pounds of food and \$360 in donations for local charities, another made a donation for summer lunch programs for low-income families and others contributed partial cases and containers of food that would otherwise be wasted. Holsinger pointed out that some RFA members also donate their time to addressing the issues of hunger by serving on the boards of local food banks.

The RFA held another successful fundraising campaign during

"You could see the pride that everybody felt when we were doing the service project and when they heard the results. It was really impressive...There's a lot of excitement because it's not just one company doing it on its own, we're all doing it together."

Deli Salad Month in 2017, with members giving \$7,215 in monetary contributions to Feeding America's hunger relief efforts.

### Hands-On Giving

The RFA decided to continue its charitable efforts at the association's annual meeting on Amelia Island, Florida, in March 2017. It invited members to attend a meal preparation session where they could help make food for the 175-250 individuals served each day by a local hunger organization, Gracie's Kitchen. Teresa Loehndorf, wife of RFA President Steve Loehndorf, volunteered to be point person for the project.

"It was the first time we did a service project at the event, and we were nervous, because we didn't know what the results would be," said Levin. She said that RFA conference attendees had full schedules throughout the event and only limited time to enjoy the amenities of the venue, the Ritz Carlton Resort. They had to schedule the service project for the only free time that many attendees had.

But the RFA members came through. More than 30 people showed up to make sandwiches and lunch kits for Gracie's Kitchen. In just one hour, the group assembled 350 sandwiches, 330 fruit and cheese packages and 175 servings of dessert.

One RFA member, Ron's Homestyle Foods of Houston, donated the money to buy the ingredients for the meals. The Ritz Carlton also provided assistance in the form of a staff member who helped RFA identify an appropriate charity, did the shopping for the food and organized the meeting room so that volunteers could immediately start on the food preparation.

RFA conducted a food drive at its meeting as well, asking the 250 attendees to bring donations of non-perishable foods. It also requested that conference exhibitors who were showcasing their food products bring additional inventory for donating to Gracie's Kitchen. "We ended up with pallets and pallets of donated food," said Levin.

During the closing banquet, the RFA ran a 50/50 raffle, with half of the proceeds going to Feeding America. The winner of the raffle donated his half as well, so RFA was able to give Feeding America a \$2,215 contribution.

RFA is already planning a similar service project for its March 2018 meeting, which will be held in Huntingdon Beach, California. "At the request of the Second Harvest Food Bank of Orange County, we will be putting together hygiene kits with soap, shampoo, conditioner, toothpaste and toothbrushes," said Levin.

### Giving Together

Working to alleviate hunger is a cause that resonates with RFA members, Levin said. Many are second-generation company owners or executives, and they understand the struggles that people face in making ends meet and providing for their families.

The charitable activity has also brought this tightly-knit group even closer together, says Levin. "You could see the pride that everybody felt when we were doing the service project and when they heard the results. It was really impressive."

Members have enjoyed the process of working together for a good cause. "There's a lot of excitement because it's not just one company doing it on its own, we're all doing it together," Levin said. ◀



# MC Cares: Serving Sweet Treats for Those in Need

**NO FAMILY EVER** wants to hear that a child is sick. But when that happens, it's all hands on deck. And MemberClicks strives to be one of those helping hands.

That's why for the past year, it has partnered with the Atlanta Ronald McDonald House Charities. The Atlanta Ronald McDonald House Charities provides a "home-away-from-home" for families of sick and injured children receiving care at local hospitals.

The idea behind the Houses (and charity) is this: When a family is focused on the health of their child, nothing else should matter. They shouldn't have to worry about where they can afford to stay (as hospital bills are incredibly expensive), where their next meal is going to come from, where they're going to lay their head at night—nothing. Their sole focus should be on their child.

And MemberClicks wholeheartedly agrees. So once a



quarter, MemberClicks employees (often referred to as Clickers) rally to help those families in need. While the Atlanta Ronald McDonald House Charities provides food and shelter, volunteers like MemberClicks focus on serving up a smile.

The MemberClicks team takes it to the kitchen, whipping up desserts and sweet treats for the families to enjoy. Cookies,



brownies, rice crispy treats, and more—the goal is to warm not just people's stomachs, but their hearts as well.

Giving back means a lot to the MemberClicks team, especially to the local community. Yes, it's treats that are served, but don't be fooled: It's also a treat to serve. <

## WBCA Day of Service Grows Each Year

**THE WOMEN'S BASKETBALL** Coaches Association is proud of all women's basketball programs that participated in the second annual WBCA Day of Service on Wednesday, Sept. 27. Last year, 118 programs committed to performing service projects and posted on social media; this year that number increased to 186.

From volunteering at elementary schools to donating nonperishable goods to local food banks, our coaches and student-athletes supported their communities with philanthropic contributions.

The WBCA staff also volunteered, donating baby supplies—diapers, bottles and pacifiers—to Helping Mamas, a one-of-a-kind baby



supply bank in Georgia. The team spent time organizing the warehouse, packing clothing and setting up a baby feeding station.

The WBCA appreciates all Day of Service participants and looks forward to growing this event, which showcases the power



of women's basketball to help all communities.

For more information on the #WBCADayofService, visit [wbca.org](http://wbca.org). <

# BOMA Georgia Gives Back



**COMMUNITY SERVICE** IS a core tenet of BOMA Georgia's mission. As real estate owners and property managers, members are embedded in the communities around them, providing jobs, public amenities and tax revenue for public works gleaned from members profitable operations.

Many BOMA Georgia members opt to go a step farther through participation in BOMA Georgia Community Service Committee events.

The committee primarily gives back to the community through service to the association's chosen charity, Hillside. Hillside helps children and families thrive by providing outstanding residential and community mental health services, with treatment options for children and adolescents ages seven to 21 experiencing difficulties with emotional and behavioral issues.

BOMA Georgia members partner with Hillside staff to produce programs like the annual Skills Day, Field Day and Holiday Party.

Skills Day utilizes the collective expertise of BOMA Georgia members to teach Hillside residents about general skills needed to be productive in society, an educational environment or the workplace.

Field Day is an annual trip organized by BOMA Georgia for the Hillside children. Committee members engage with the children in outdoor activities and teambuilding exercises.

At the annual Hillside Holiday Party, members bring treats, socialize with the children and make a memorable holiday celebration. Without this event, many of Hillside's residents would not have an opportunity to celebrate the holidays or receive gifts.



In addition to these annual programs, ad-hoc service opportunities may be scheduled throughout the year based on Hillside's needs.

Biennially, BOMA Georgia members collaborate with HomeAid Atlanta to identify a local charity with a need for facility and landscape renovations. Because BOMA Georgia members have a broad range of property management, renovation and repair expertise, their time and talents can be leveraged to help a deserving charity in need, providing thousands in donated goods and services that might otherwise be out-of-budget for these deserving charities. ◀





BARANO/SHUTTERSTOCK.COM

# 8 STEPS TO SUCCESSFUL MOBILE ACTIVATION

**BY KIM HARWOOD, MBA AND  
AARON D. WOLOWIEC, MSA,  
CAE, CMP, CTA, CTF**

**ACCORDING TO THE** Harvard Business Review, “companies typically realize only about 60 percent of their strategy’s potential value because of defects and breakdowns in planning and execution.”

Similarly, Forbes Magazine reports “82 percent of Fortune

500 CEOs feel their organization did an effective job of strategic planning. Only 14 percent of the same CEOs indicated their organization did an effective job of implementing the strategy.”

Clearly, a real execution gap exists between what we plan to do and what actually gets done.

What results, unfortunately, is lost opportunity and revenue.

Often, the launch of a mobile app can fall victim to this gap. It may be perceived as less important than other five-alarm fires the organization is currently battling. But what we know to be true is that a lackluster launch almost always results in:

- Poor user experiences (e.g., users didn't know there was an app, users don't know how to download the app and users grossly underutilize the app); and
- Thousands of dollars in lost revenue (e.g., from exhibitors, participants and sponsors).

Not to fear! A free, user-friendly workbook is now available to help you successfully activate your mobile app—no matter the platform you're currently using.

Organized in eight guided steps, this is the perfect mobile app strategy workbook for the non-techies of the world (though we think the pro tips sprinkled throughout this resource will help those who are more tech savvy elevate their app launch from basic to pro status). Fundamentally, the eight steps include:

**1 Step 1: Assessment**—Determine if and how your organization could benefit from a mobile app by answering a series of 12 brief questions designed to assess your readiness. At the end of the assessment, your ranking will help illuminate where your organization fits along the readiness continuum.

**2 Step 2: Interview**—Based on your assessment results, set strategic goals and objectives for launching your mobile app. Additionally, identify key stakeholders and how they will benefit. Our step-by-step process will not only help you

identify the right people to interview, but also the right questions to ask.

**3 Step 3: App Features**—Determine your mobile app feature set (e.g., communication, education and feedback) based on stakeholder needs and the access level of those features. Moreover, build out your internal app launch management team with clear roles and responsibilities.

**4 Step 4: Marketing**—Conduct a mini communication audit and develop a thoughtful marketing strategy to support the intentional launch of your mobile app. This section includes sample messages and communication channels to get you started, as well as a communication matrix to log and share your plan.

**5 Step 5: Return on Learning**—In this step, you'll begin developing key stakeholder metrics. For example, if your success metrics include connecting exhibitors with attendees, consider what data is needed and where it's collected. Following the event, evaluate the outcomes achieved and any possible next steps.

**6 Step 6: App Launch**—Plan your mobile app launch and make your app live to your various audience segments. We'll prime you with pre-launch thoughts, a checklist beginning 60 days out and a handy 30 days out launch calendar you can print, modify and share with your team.

**7 Step 7: Mid-Lifecycle Touch Point**—We're all busy. That's the one constant. So it's easy for major milestones

like the mid-point of an important initiative to pass us by undetected. By asking 10 simple questions, this section will help you evaluate successes to date and institute any necessary corrective actions.

**8 Step 8: Next Steps Touch Point**—Near the end of the project, leverage the momentum you've gained to debrief achievements, check-in with key stakeholders, follow through on all deliverables and identify opportunities for the future. Again, we seed you with the questions to ask and the tools to organize your findings.

Easy, right? Ultimately, with the help of this 40-page fillable electronic workbook, we hope to solve some of your biggest app challenges, some of which might include:

- Unclear goals and objectives
- Undefined audience pain points
- Incomplete marketing strategy
- Unarticulated stakeholder metrics
- Rushed/compressed launch strategy
- Unassigned staff roles and responsibilities.

If you or your team could benefit from a comprehensive resource to guide mobile app activation from start to finish in your organization, download this workbook to your computer or device, use the writable spaces provided and then print and share completed sections with your team.

To download your complimentary copy, visit [www.resultsathand.com/8-steps](http://www.resultsathand.com/8-steps). There you'll find the workbook, which includes a collection of best practices, resources and blog posts, as well as opportunities for additional support or coaching should that become necessary during your mobile app journey. <



# More than Just an Internship

**BY SOFIA BOUCHER**

**AT THE BEGINNING** of my spring 2017 semester at Cornell University, I was in a car accident that left me with a severe concussion and on bed rest for a month. I not only missed one third of the semester, but most of Cornell's internship recruitment opportunities for the upcoming summer. Despite my injury, I committed to catching up on my coursework and securing my first summer internship. Two weeks before final exams ended, I had succeeded in catching up in my classes and had made it to

the final round of interviews for a potential summer job. However, I didn't get the position due to lack of experience. Two weeks before summer break, I was back to square one and in that first job conundrum: I couldn't get my first internship because I didn't have prior internship experience...

I was so disappointed that I didn't succeed on my first try. I had subconsciously tied my success landing an internship with making a comeback from my car accident. When I had all but given

up hope, I received an email from a family friend and restaurateur in Atlanta informing me of a marketing position that was open with the Georgia Restaurant Association (GRA). By the end of the week, I had interviewed for the position and received an offer letter. It couldn't have fallen into place more seamlessly. I was so appreciative and began to actually *see* the power of networking and relationships in the professional world. I look at my internship with GRA as serendipitous, and I am truly grateful to have had this opportunity.

What followed was a whirlwind. Having never been to the south, I moved down to Atlanta just a few weeks later to spend my first summer away from my family. I was anxious yet excited about living in my own apartment, commuting to work every day, and "adulting." I felt ready for this.

I was welcomed into the GRA office, nestled on the 19th floor of an office building downtown. Greeted by an incredible view and 10 smiling faces, I was excited to learn. I wanted to be a sponge and use this opportunity to get a taste for the working world I hope to join after graduation. Looking back on my internship, I now realize that I achieved this and so much more.

I have built confidence in myself as a competent worker and as a self-sufficient individual. During my time at GRA, I learned how to function in an office as an adult while navigating personal responsibility and building relationships. The autonomy I had



Sofia Boucher with the staff at the Georgia Restaurant Association.

at GRA was incredible, and the trust that the GRA team placed in me is more than I could have hoped for. The satisfaction of completing projects on my own and doing work that was impactful and useful to the association kept me motivated and engaged.

During my time at GRA, I fleshed out a database of information to be housed on the GRA website. Now any Georgia restaurateur looking to open a restaurant or keep up-to-date with inspections, licensing, and their local code of ordinances can do so using an online interactive map with information organized by county and city. I also assisted GRA by writing scripts for the association's annual GRACE Awards gala, which will be used to produce short video biographies

for the finalists. I accompanied the staff on site tours, participated in congressional roundtables, and even joined in staff parties—all of which have enhanced my understanding of the workplace and of GRA's role in the industry.

Being part of the GRA team has been incredibly rewarding. Getting to know my co-workers through office outings, lunch break conversations, and simple daily interactions has been a pleasure. Working with people who enjoy their jobs and one another's company is something I value, and will definitely look for in future positions. CEO **Karen Bremer, CAE** epitomizes GRA's positive work environment by closing out each work day with an announcement to the staff: "Thank you for your

work making Georgia's restaurants better today!"

I emerged from this summer with more than just an internship under my belt. I have learned more about my capabilities and have made connections that will last beyond this summer. I am so grateful for my time at GRA and for everything the staff has taught me about the work they do, the people they are, and what kind of worker I want to be.

My internship with the Georgia Restaurant Association has been a positive and encouraging first step into the world of work. Thank you to everyone who has made this experience possible. <

*Sofia Boucher was a summer marketing intern with the Georgia Restaurant Association.*



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## GSAE's Abit Massey Lecture Series & Luncheon

**GSAE MEMBERS AND GUESTS** gathered at the beautifully renovated DoubleTree by Hilton Atlanta Downtown on September 20, 2017 for the 40th annual Abit Massey Lecture Series & Luncheon, featuring

best-selling author **Alvin Townley**. Prior to lunch, attendees enjoyed a New/Prospective Member Orientation, networking reception and an author signing of Alvin's newest book, *Defiant*.



New and prospective members gathered prior to lunch to learn more about GSAE.



**Cindy Orna**, **Pat Dunwoody, CAE, LEED AP** and **David Haag, MSM, CAE**



2017 Chair **Tara Morrison, CAE, CMP** with **Abit Massey, CAE**, his wife **Kayanne**, and Augusta CVB's **Barry White, IOM, CDME** and **Jay Markwalter, TMP**.



**Jan Price, CAE**, **Regina Robuck**, **Kevin Udell** and **Maria Weiss**



Attendees learned the story of Admiral Jeremiah Denton, POW 1965-1973, U.S. Senator, Alabama.

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# Fall 2017 GSAE Events



The MemberClicks team at the 2017 ASAE Annual Meeting & Exposition, including GSAE members **Mark Sedgley, Erin Hall, CAE, Spence Downs, Laura Sanders** and **Callie Walker**.



**Todd Daniel, CAE, Damian Kavanagh, Ed.S., CAE, Amy Kane, CAE, David Haag, MSM, CAE, Jan Price, CAE** and **Todd Hawkins, CAE** (not pictured) participated in the CAEs After Dark program "This is Your Brain on Communication" on September 26.

## Leadership Retreat

GSAE Board of Directors, Foundation Trustees, committee leaders and staff gathered at Lanier Islands Legacy Lodge for our annual Leadership Retreat, September 28–29. Facilitator **Lowell Aplebaum, CAE** led this dedicated group of volunteers through an important, focused, and fun time together as we evaluated GSAE's core audiences and how we are best serving them.



**Robin Lane, CAE, Loren Einstein, Karla Yeck, Regina Robuck** and **Tangela Monroe, MBA, CAE**



**Tara Morrison, CAE, CMP, Carol Hall** and **Lowell Aplebaum, CAE**



The Hands that Built GSAE

THANK YOU TO OUR HOST





## Fill'er Up!

BY AMY DREW THOMPSON

**YOU'D THINK IT** would be simple to fill three days with fun goings-on, especially when there are meetings, educational sessions and keynotes to program before you worry about the fun extracurriculars—but with so many different attendees, there are just as many ideas about which activities are most appealing in any given destination. Read on for a sampling of how to fill your attendees' time, not kill it.

### Beach

Coastal destinations are a no-brainer, but you have to think critically. For everyone who can't wait to get their toes in the sand and surf, there's someone else for whom the beach *view* is far more appealing than the actual sand itself.

Be sure to build in some free time for folks to hit the pool or the surf—hooking up with outfitters for stand-up paddle boarding, parasailing or jet skiing to give those interested in getting salty the choice to do so. Meanwhile, hook into the local shopping scene for attendees who'd rather not get into bathing-suit mode and schedule a tour that pops into local foodie spots (Fudge? Taffy? Craft beer?) and mixes it up with great places for regional gifts to take home.

If your property isn't waterfront, consider moving the party to a nearby property or venue that is for your morning sessions, then—weather dependent—host your mid-morning break in a space that overlooks the beach, sound, bay or canal, open-air or enclosed.

### City

Cosmopolitan settings are exciting and versatile, often rife with cultural experiences—and venues—that planners can use



CONSTANTIN STANCIU/SHUTTERSTOCK.COM

to their advantage and their attendees' delight.

Where better than to take attendees on a culinary adventure than a metropolitan setting, where chefs and artisans from all over the world bring their skills to share with enthusiastic diners? What's more, many cities have multiple venues that are walkable, allowing planners to break meetings out into groups that can make criss-cross trips to and from the venues—even building in a game to help folks meet, network or team-build. Choose to "go around the world" and hit up venues from exotic, far-flung corners of the globe (Manhattan's Curry Row, Orlando's Little Saigon or Philly's Chinatown) or check out the best of what's local—barbecue in Memphis, Tex-Mex in San Antonio or pierogis in Pittsburgh.

### Mountain

These destinations differ wildly depending on the season, so take advantage! Much like the beach, there are going to be attendees who are itching to get out on the slopes

or the hiking trails and, conversely, those more interested in driving tours with great leaf peeping or cowboy dinners that allow for a less outdoorsy exploration of the great outdoors.

Super active attendees are easy, they'll find fun skiing and snowboarding but they—and the slightly less extreme outdoor enthusiasts in your group—may find snowshoeing a wonderful alternative. Group hikes allow for exercise, brilliant views and socializing.

The green season, on the other hand, is a great time for arts and culture in mountain havens; warmer weather brings people out in their airy finery for things like the Lake Tahoe Shakespeare Festival or the Hot Air Balloon Rodeo in Steamboat Springs, Colo. On the East Coast, the Blue Ridge Mountains offer some of the best hiking trails in the region, or your attendees can skip the outdoorsy stuff altogether and enjoy a whistle-wetting exploration of Virginia's Blue Ridge Beerway. <

# Growing the YOU Brand

**ASSOCIATION PROFESSIONALS ARE** all about professional development, but in an industry that's so often focused on the career growth of the membership, it can be easy to let one's own fall by the wayside. But dedicated learning can offer rich rewards, allowing you to adapt and grow along with both evolving technology and the perpetual shift of the global economy.

Yes, it's a time investment, but one that pays off in spades.

## Be the Sharpest, Shiniest Knife

Think about the team you work with every day. Maybe you're a manager or executive. Maybe you'd like to be one someday. Which of your current colleagues would you

hand-pick for your crew? Be honest. Would you be among them? A great employee, no matter the level, reflects beautifully on his or her manager and organization. Honing your tools, your skill set, keeps you current, and makes you the sharpest knife in the drawer.

## The Freshest Information

Do you know the latest and greatest in your field? When someone asks about a new app, a new seminar, a new service, a trend in education—are you able to jump in with the answer? You want your members to take advantage of the education you and your team are offering. So, too, should you. Attending events is a phenomenal

way to learn—not just through the formal programming, but by touching base with colleagues and hearing what's hot.

## The More You Know

It's not just the knowledge, it's the people! Professional development conferences, whether online or IRL, connect you to innovative colleagues, connections who can come in handy for innumerable reasons that can help you in current and future positions, whether directly (new job!) or indirectly (amazing resource for your members). Expanding your professional circle is a guaranteed expansion of your professional knowledge. <

# There's No Prohibition in the Palmetto State

**LOOKING FOR A** unique, adult-beverage-themed space to host your next SC event? Consider these—and cheers!

## Here There Be Rum

At the Hilton Head Distillery, tours take roughly 45 minutes, more than enough time for your group (the facility is available for private events) to learn the history of rum and the fascinating process of making it, which—of course—will be followed by a tasting flight! Toasted coconut, spiced and Mountain Peak Espresso are a few of the varieties. The pirates in your group will certainly appreciate the unique activity, and may initiate a

few other members into their fold before the fun is over.

[www.hiltonheaddistillery.com](http://www.hiltonheaddistillery.com)

## Brew the Day

The Charles Towne Fermentory is a friendly space that's available for buyout—its lauded beers are a hit with the locals—and the small, on-site open kitchen hosts local chefs and caterer for events (they can even hook you up with food trucks). And you know, nothing says “quality swag” like a gift growler filled with dry-hopped saison!

[www.chsfermentory.com](http://www.chsfermentory.com)

## Grape Expectations

You may not think “wine” when you think Myrtle Beach, but Duplin Winery offers several resplendent settings for

corporate events—and they're happy to slake your thirst with the fruit (juices) of their labor while doing so. Small and large groups welcome.

[www.duplinwinery.com](http://www.duplinwinery.com)

## Columbia Craft Trail

Not only are there breweries in the city of Columbia, SC, there are enough that your group can take a walking/tasting tour if they're so inclined. Those less inclined for the walking part might enjoy a ride on the Columbia Brew Bus. Three stops, three breweries, lots of fun tasting and history of the local industry along the way. You can also incorporate the area wineries into the mix. Call for details, they can craft (brew) an experience that's tailor-made.

[columbiabrewbus.com](http://columbiabrewbus.com) <



# What's New in South Carolina

## CHARLESTON

There are probably a lot of reasons why Charleston was named the South's Best City in the *Southern Living* 2017 South's Best Awards, but, if we had to guess, a big one would be the food. From high-end restaurants to outdoor cafes, every meal is an event when you're in Charleston. Here are a few new restaurants that came onto the scene earlier this year to add to your itinerary: Chubby Fish is a boutique seafood restaurant that highlights daily catches from local fishermen. This 1,300-square-foot space features an eight-seat chef's counter, 48-seat dining room and vast craft beer program. Edison is a casual cafe located in James Island that combines French, Southern, Vietnamese and Italian cuisine. The eclectic menu features dishes such as Smoked Sausage Pops, Pho Tacos and Tokyo Shrimp. Finally, sip Southern spirits while enjoying Gullah-inspired specialties, including Spiced Okra Chips and Carolina Gold Gnocchi, at Gentry Bar, Charleston's newest luxury bar that exudes Southern gentility.

## HILTON HEAD ISLAND

If you're headed to the beach, the Hilton Head

Marriott Resort and Spa in Palmetto Dunes Resort is the largest oceanfront resort on the island with 513 guest rooms and more than 45,000 square feet of meeting and banquet space. The 2,000+ acre resort features rental homes and villas as well. The Marriott completed more than \$14 million in renovations in 2015, including the addition of Spa Soleil. Inside Palmetto Dunes, there is also access to three championship golf courses, 25 tennis courts and numerous other recreational activities. The Omni Hilton Head Oceanfront Resort also completed a \$17 million renovation in 2015. The property now features a more modern front and lobby entrance, pool area and resort courtyard, as well as updated meeting space and guest rooms (all 323 of them). The hotel includes 25,000 square feet of configurable meeting space, including the 10,000-square-foot open-air, oceanfront Shorehouse.

## COLUMBIA

Columbia likes to call itself the "new, modern South" because it's a city where tradition and tomorrow pair perfectly. The city has the largest university in

the state—the University of South Carolina—along with the state capital, which means it welcomes big ideas and forward thinkers. If it's your first time in the city, you'll want to make sure to see the following sites. The South Carolina State House is centrally located and sets the quintessential stage for history in the making. See damage caused by artillery shells by troops under Sherman's command, and do not miss the African-American Monument that chronicles African-Americans in South Carolina from arrival to the modern age. With more than 2,000 animals, behind-the-scenes tours and several hands-on activities (like feeding the giraffes), there's something for everyone at Riverbanks Zoo & Gardens. Or escape the city altogether and get back to nature. Columbia lies at the confluence of the Saluda and Broad Rivers, which merge right in town to form the Congaree. Escape the bustling city and get lost in the fresh air and cool waters with a paddle or float downriver. Several local outfitters make getting on and off the water easy. ◀

*Source: Charleston Convention & Visitors Bureau, Visit Hilton Head Island, Experience Columbia SC*



SEAN PAVONE/SHUTTERSTOCK.COM



BY JOHN HARRISON,  
CAE, CMP



FEYVAZ ALACAM/SHUTTERSTOCK.COM

## Herbal Tea on the Job

**FRESH FROM A** non-profit board meeting, I'm happy to report on an eye-opening event. Someone said, "I'm all for any new program for us that doesn't involve the word 'millennial'." I heard shouts of amen. "Millennial shmennial," I said. Soon followed by "diversity shmersity." Now that I've got your attention, let me explain.

I've had to fire several millennials already unfortunately. I hope it helped them out in the long run. I did see one really good one: a young lady, marketing major from Auburn. She grew up with a no-nonsense old school dad. She showed up for work dressed nicely, said "yes sir," "no sir," was on time, worked hard, no fooling around. She never asked about a ping-pong table or a chocolate fountain for the office or tried to skip out of work for a ropes course. She didn't waste time with personal stuff on the computer and respectfully made occasional suggestions for improvement. We promoted her so much, she left the association for a well-paying management job elsewhere. They exist: ready-for-the-workplace millennials.

She came in the first day for her first real job out of college. I told her about my first day on my first real office job: the boss said, "Here's your desk, here's your phone, here are your goals, and, of course, your secretary who knows everything. Oh, and there's the coffee maker. I'll check

back with you in a month and you better have reached your goals." No namby-pamby worry about where you came from or your inner child profile or any hot tub talk, herbal tea or other therapy. Note: I got serial promotions too after I kept achieving the goals.

For this young lady, a millennial, I said "Here's your desk, your phone—it's a land line, you don't have to recharge it—your goals, and, of course, your computer with tons of PDFs on everything we do, and your employee buddy's office is over there. Here's the coffee machine and herbal tea, and I'll check back with you in two weeks. If you reach your goals, there will be another two weeks. Go for it." She nodded and then proceeded to excel. I learned a great lesson for the second time in my life. Goals, hard work without fooling around and respect make for a winning formula. No matter the generation.

This brings us to diversity. Many run, hide, and pull up the covers with this topic. I don't get it. You see, plug in the same story of the millennial above with any variation of respectful, well-dressed, hard-working person, and I could not care less about diversity: their skin color, gender, whatever. Isn't—or wasn't—that supposed to be the point? Somehow we tend to veer.

We were taught by enlightened civil rights messengers that skin color is irrelevant. Maybe

I'm missing the message, but official diversity now tells us that color is everything. Perhaps it's "victimeering" or perhaps I just don't get it, but we seem diverted by diversity. For those who know Latin, it is indeed the same basic word. Perhaps, we've diverted from the "here's the desk, the goals, etc." talk. Just give the same talk to everyone and see who gets it. The others can go elsewhere. If diversity is the self-evident end goal, then there are a lot of sports teams in trouble—just saying.

One summer, I was fortunate enough to make it to the Olympic training camp. I fit in well, I thought, had a great attitude, worked hard, even dressed in all the right gear. Every Friday morning we had a time trial to make sure everyone made the minimum standard. I was sore, nursing an old injury, but still did pretty well on the time trial that Friday, or so I thought. At lunch, one of the coaches came by and said, "Harrison, I'm afraid you missed the time; are your bags all set?" I looked bemused. "Your ride to the airport will be out front in about an hour and a half," he said softly but factually as he looked sad and shrugged. I said, "Sir, I'll be ready. I appreciate having had the chance." Smarts didn't count, parents didn't count, skin color didn't count, money didn't count, etcetera didn't count. Only



the stopwatch counted, and I was a click too slow. I learned a bunch during lunch that day.

My son plays high school football. I'm ambivalent about it because the risk-reward equation isn't that favorable, especially if one plays for years. I asked him what he likes most about football, "It's not soft, but hard and makes us work together to get something done," he said. Indeed, it's the only semblance of military training American teenage boys still get. There's no mandatory service here as in most other major countries, no compulsory giving of youthful time and energy to serve society at large. Like it or not, some essentially American can-do, get-it-across-the-line thinking will die with the last good football coach.

A few years ago, some terrorist tried to blow up a plane by lighting a shoe bomb or an underwear bomb or something like that. Some football player type saw him trying to light the fuse and knocked the bejeezus out of the guy. I remember it because I had lunch with the most artsy-craftsy, left wingy, wonderfully kind friend I had soon after the news of the attempted bombing. She said about the incident, "Sometimes all the grief therapy and herbal tea in the world can't get it done like a tough dude with a job to do."

Sometimes, many times, nearly all the time—let's not divert—it's about getting the job done respectfully at the right time. <

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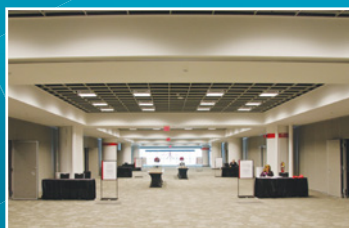
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