

Executive Memo

January 2003

Focus on Leadership
and Health and Wellness
for the New Year

We Are All Emerging Leaders

by Jeffrey Cufaude

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How would our personal and professional development efforts change if we viewed everyone as an emerging leader? This is the question I've been thinking about recently as I have seen more and more organizations establish emerging leaders programs.

Though any additional commitment to lifelong learning is generally a good thing, I'm wondering how the categories and containers we are creating for our programming efforts might enhance or impede our ultimate objectives. Emerging leaders and future leaders efforts are usually targeted at individuals who meet any of the following criteria: (1) are young in age; (2) have minimal experience (usually a few years) in the given profession or organization; or (3) hold more entry-level or intermediate positions within an organization's hierarchy.

This all seems to make sense...catch promising stars at an early stage of development and then accelerate it with a significant professional leadership conference. But what comes after you've been pegged as an emerging leader? After attending the retreat or conference, what might we now call you... Arrived Leader? Fully Emerged Leader?

What happens all too often in organizations is that graduates of these significant experiences are left to their own devices until they meet any of the following criteria: (1) are older in age; (2) have significant experience (usually 7 - 10 years) in the given profession or organization; or (3) hold more significant positions within an organization's hierarchy. At this stage we classify them as Senior Professionals or Executive Professionals and again offer them some specialized education.

What occurs (or doesn't occur) between these two time periods concerns me because we don't offer enough challenge or support to help individuals continue their path of lifelong learning and development. You're either coming on to the scene or a scene senior. That's not going to cut it if we expect to retain top talent and fully engage their wisdom, creativity, and insights for the good of organizations and the stakeholders they serve.

Emerging leaders is really an unfortunate misnomer when applied as described above. In reality, emergence is an ongoing state of personal and professional development. It's "cradle to grave," an expression I recently heard a colleague use. The critical issue is not what type of leader you've become, but what type of leader you are becoming.

We simply must break free of the episodic notion of leadership development all too common in most professions and organizations. Organizations need to embrace a more expansive view of leadership development, chart multiple cradle to grave pathways for their profession that are inclusive and flexible, help individuals assess their developmental needs at any given point on the pathways they have chosen, and then connect them to appropriate learning experiences and opportunities.

Let's hope such a leadership development philosophy more fully emerges in the years ahead, and let all of us do what we can do to ensure that it does. ♦

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Executive Memo

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President's Message

Enhance Your Leadership Skills

—by Karen M. Wojdyla, CSAE President



Happy New Year! I hope that many of you read my December message and took the time “to smell the roses” during the Holiday season. Surely, many of you have made some New Year’s resolutions and are working on fitting them into your lives. Undoubtedly, at least one resolution, centers around becoming healthier—a diet or an actual exercise program. While you’re at it, don’t forget to recharge yourself spiritually and professionally.

If you haven’t thought about it, why not add a professional resolution to enhance your leadership abilities? Everyone has leadership qualities—some of which we may not even realize we have. Listed below are some of the qualities it takes to be a leader. As you read through them, you will probably find that you possess a number of these attributes.

- ◆ Character—Integrity, strong moral and ethical standards
- ◆ Commitment—Conviction in your beliefs
- ◆ Initiative—Self motivation, pushing yourself beyond the comfort zone
- ◆ Vision—A sense of where you want to go and what you want to accomplish
- ◆ Courage—Letting go of the familiar, seizing opportunity and taking prudent risks
- ◆ Perseverance—Continuously reaching for the goal, despite many obstacles
- ◆ Teamwork and selflessness—Giving credit to others
- ◆ Decisiveness—Acting with purpose
- ◆ Judgment—Weighing the risks and benefits
- ◆ Ability to communicate—Getting your message across by speaking *and* listening

Many times, the opportunity to lead just falls into our laps. Someone may notice us and ask us to give a presentation, moderate a panel or serve as the chair of a committee or task force. Maybe we’re asked to head a volunteer project or lead a team or a focus group. The first thought that may come to mind is, “I’ve never done this before. I don’t

know if I have the skills to handle it!”

As association executives and others that work in the association industry, we are already in positions of leadership and have many of the qualities mentioned above. These “leadership qualities” are what allow us to operate in a manner that is ethical, inspirational and driven. Sometimes these leadership qualities that we do possess just need a little refinement.

CSAE offers many ways for you to further develop your leadership skills. Our annual conference, half-day seminars, luncheon programs and Executives After Hours meetings are all focused on making you a better professional leader. Networking with peers and learning about each other also helps us to refine these skills.

Serving on a CSAE committee is a great way to develop your leadership skills. If you are timid about speaking in front of large groups, you may want to start by sharing your expertise with a small committee of your peers. If you are passionate about the subject matter of a committee, this is a great way to share your talent and enhance your commitment, initiative and vision—all skills that you need to develop as a leader. And, as your confidence as a leader grows, you may have an interest in serving on CSAE’s board of directors, helping to continue the success and growth of our organization.

In addition to CSAE’s programming and networking resources, you can find information on developing leadership skills through the American Society of Association Executives (ASAE), CSAE’s own resource library, your local library and/or local college or university offerings.

Remember, CSAE—Your Career Deserves It!

Karen M. Wojdyla
President

FPA Creates a New Way of Governing

—by *Andrea J. Weelans, CAE, Colorado Society of Certified Public Accountants*

The Financial Planning Association (FPA) Board of Directors has adopted a new way of governing the association. These new practices, outlined below, were made to nurture both the creativity and energy of the organization and the individuals involved.

David Wythe, a British poet who works with corporate America, has said, “The conversation isn’t about the relationship; the conversation is the relationship.” That sums up FPA’s Board work: conversation and relationship; with each other, with our members, with other stakeholders, with current and prospective consumers of financial planning, and with the future.

There are some special kinds of conversation—dialogue and deliberation—and some techniques and format that the association uses—Circle and Council—to help it be more effective.

Topic of Conversation—FPA’s Board agenda is not lengthy. It generally contains three to four topics that are explored in-depth. All board members are welcome to suggest a topic, and each member is responsible to search out what he or she needs to come to the meeting ready to engage in conversation.

Calling the Circle—All meetings are held in “Circle”—chairs in a circle for all board members and staff attending. The order of speaking is

determined by who seems to have the most passion to speak next, and to whom the group is willing to yield.

Individual Roles and Contributions in the Circle—Through constant conversation among all attendees, the collective consciousness – the soul – of FPA will emerge to guide the decision making.

Principles of Council—Attentive listening, intentional speaking, and conscious self-monitoring all require extraordinary self-awareness.

Safety in the Circle—This requires a high level of trust among the group. Safety is primarily determined by:

- ◆ How I speak: I should speak of my own experience, my own feelings, and my own observations. Will what I want to say move the conversation forward?
- ◆ How I hear: I should be especially careful not to assume or impute motive to others based on their words or actions.

Dialogue v. Discussion—Many, though not all, of the board conversations are first dialogue for the purpose of inquiry, learning and exploring, then a time for deliberation for the purpose of persuasion to come to a decision.

Time for Decisions—FPA’s board is called on to make

relatively few specific decisions, but they are typically very big decisions. When appropriate, these decisions are recorded in a motion.

Minutes—Since minutes are the legal records of the corporation, on advice of counsel, they are kept as succinct as possible. They are written to record the Board’s actions, not the conversations.

For more information about this interesting new concept contact: Marv Tuttle, CAE, Associate Executive Director, The Financial Planning Asso-

ciation, 303-759-4900 x 7106 or marv.tuttle@fpanet.org. ◆

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Correction:

In the December issue of *Executive Memo*, we regret that Doris Finnie was listed with the Coal Mining Association. Her correct employer is Colorado Mining Association. ◆

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Technology Solutions Conference Scheduled for March 25

CSAE's Third Annual Technology Solutions Conference is scheduled for March 25, 2003 at the Denver Merchandise Mart. This all-day event will combine important executive level educational sessions with opportunities for attendees to see the latest innovative products and services provided by technology vendors. CSAE's IT Committee has identified the following exciting conference topics:

Avoiding the Legal Landmines of Bulletin Boards, List Serves and Electronic Voting—

This presentation will help you identify and avoid potential liability, antitrust and governance issues that surround dissemination and capturing of information electronically via the Web.

Keeping Your Data and Network Safe—Security breaches have cost major corporations millions and actually puts some Internet start-ups out of business. In many cases, associations are just as exposed as large corporations. This session will help you understand where you may be vulnerable and what you should do to reduce your risk.

IT Planning—Why bother? Information technology changes so fast that many people feel it is impossible to predict IT investments even for the near term. This session will help you understand why it is important to prepare and implement a strategic information technology plan and how to do it.

Using Technology To Improve Your Bottom Line—

Learn how several Colorado associations have used technology to reduce costs and increase non-dues revenue. This session will be packed with many practical ideas that could be implemented at your association.

Technology on a Shoestring—For associations with a limited technology budget, this session will furnish many practical and affordable tips for providing staff training, ensuring network reliability and security, improving hardware performance and planning software upgrades.

Conference Keynote Speaker—The Technology Committee is investigating a variety of keynote speakers to address technology issues from an association executive viewpoint. Specifically, the Keynote speaker will provide an over-arching view of the legal, security, planning, and financial issues being addressed at the Conference.

Vendor Showcase—In addition to the educational sessions, ample time will be available for you to view the latest software products and discuss your technology service needs in our vendor showcase. ♦

5 Tips on How to Get Stuff Done

by Vince Crew

1 Prioritize—I can't do it all today. Let me concentrate on what will provide the greatest impact on me and those who count on me.

2 Focus—Multi-tasking is for computers. People need to do one thing at a time—and do it well.

3 Look Ahead—Of all that I'm trying to do, which one will have the best outcomes, ensure the greatest legacy, produce the best for the most?

4 Get Help—I can't know it all or do it all. I will leverage consultants, advisers, and other supporters and their skills

5 Relax—I will do what I can today and the rest will have to wait 'til tomorrow or for someone else to do it. I will take "quiet time" for my own renewal. ♦

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Health & Wellness: An Alternative Viewpoint

by *Randi J. Morris Executive Vice President, Colorado Academy of Family Physicians*

First a warning: This information is from personal study and experience. It has worked for me, keeping me healthy and well.

I haven't been sick in two years. I used to have sinus infections from allergies every six weeks. I was constantly on antihistamines, antibiotics, and anti-yeast medication. Then I started having hot flashes. Ugh. I was miserable. It improved when I became a vegetarian but was still plagued with allergies. I always had a

runny nose, and my energy level was lower than I wanted. I improved again when I began my Quan Yin (contemplation of the inner sound current) meditation practice, but still was not well.

In May of 1990 while at a meditation retreat in Korea, a woman from California told me she was doing the raw food diet and was ridding herself of unwanted physical ailments. I started reading everything I could about raw food. I

even took a raw food chef class. Ever heard of raw cake? Raw vegan burgers? Raw ice cream? No cooking, no additives, no chemicals. All fresh food. What's good about eating raw food—especially sprouts, greens, and vegetables—is that the enzymes, vitamins and minerals are all still there to nourish your body. The food energizes you. (You can go to www.rawfood.com for more information.) I felt better on the raw vegan diet but still not perfect.

Then in May of 1991 I discovered the work of Dr. Robert Young, a microbiologist. He has been studying the blood and nutrition for over 20 years and has uncovered the secret cause of disease. In his words, "There is only one disease — the constant over-acidification of the body." If your body is in a healthy alkaline state, germs can't get a foothold. What makes your body acidic? Environmental pollution,

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Time Management for Busy Executives

by *Ted Tate*

Some days we just don't have enough time to handle everything that needs our attention. The moment one item is settled another pops up. Our plans for the day seem to fly out the window, and a sense of confusion takes over.

Time management experts say that some people treat every event and interruption with equal importance. Opening the mail or taking unexpected phone calls is treated with the same importance as meeting critical deadlines or making calls on clients.

They find that setting priorities on all of the tasks we do to be helpful in taking control of our time. To set priorities, first ask yourself these questions:

- ◆ Why am I doing this task?

- ◆ How does this relate to my goals and objectives?
- ◆ Can I delegate this?
- ◆ Is this urgent or can I do it later instead of right away?

Next, use the A-B-C method to set priorities on your to-do lists.

"A" means something you must do, a very important task.

"B" means something that you should do but if you must, it can be postponed.

"C" means something nice to do, but not necessary.

Focus on getting the "A" items first completed before you go to the "B" list, etc. ◆

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Alternative Health

Continued from page 6

drugs, stress, and a diet high in acidic foods such as meat, dairy, grains, high sugar fruits, and bread. Acid imbalance is not well tolerated by the body.

Fat is actually a response from the body to an alarming over-acidic condition. Fatigue is probably the major symptom or complaint of an overly acidic body. Dr. Young's new book, *The pH Miracle*, explains all of this in detail plus what you can do about it. To assure a balanced body chemistry and proper acid-alkaline ratio there are simple things you can do:

- ◆ Breakfast—Any food you choose to begin the day should be good for your body any time of the day. Examples include vegetable or lentil soup, green juices, cooked millet with fresh tomato and avocado.
- ◆ Add to your diet liberal amounts of dark green and yellow vegetables and grasses from a wide variety of sources.
- ◆ Feature in your diet low carbohydrate vegetables, legumes, and some grains.
- ◆ Eat lots of sprouts.
- ◆ Increase alkali-forming foods, eat less acid-forming foods.
- ◆ Feature proteins such as broccoli, spinach, sprouts, garbanzo beans, tofu, or fresh fish with scales and fins.
- ◆ Drink plenty of alkaline water.
- ◆ Eliminate bakers or brewers yeast and all yeast-containing foods.
- ◆ Eliminate milk, ice cream (sorry), and especially cheese.
- ◆ Avoid fungus foods.
- ◆ Avoid alcoholic beverages.
- ◆ Avoid smoking or chewing tobacco.

This diet is not really hard, it's just different from what you are probably used to. The good news is, I no longer have allergies, and I have much more energy than I ever had. However, health

isn't just about diet. You need exercise and a state of happiness to truly be healthy. Exercise has always been a priority in my life. Currently, I walk at least several times a week. Happiness is achieved through doing what you love, being with people that you love, and appreciating all that life has to offer. We have an abundance of blessings here on

earth. Be healthy so you can experience all of them. ◆

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Improve Your Ability to Recall Information

by Kathy Simmons

Here are six ways to help you improve your memory:

1. Visualization. Visual memory is powerful, so take advantage of it. Create a memorable mental picture of what you want to remember, keeping the visual elements as outlandish as possible.

2. Poems and Rhymes. For example, "Thirty days has September, April, June and November. All the rest have 31, except for February."

3. Acrostics. Create a silly phrase using the first letter of each word in the information. For example, "Every Good Boy Does Fine" for E, G, B, D, F lines of the treble clef music staff.

4. Repetition and Association. Some experts contend that extensively repeating a fact allows your subconscious mind to form an association. Rather than subjecting yourself to dry repetition, make it fun. Try making conscious associations from the start to reduce the time it takes to memorize.

5. Intermittent Rehearsal. Forget the long, boring memorization sessions. Try short, spaced out sessions. If you want to remember the capitals of each state, run through 10 of them until you have them solidly implanted in your long-term memory. Then add another 10 and so on until you are finished.

6. The Loci Method. Loci is the plural form of the Latin word locus, which means "location." It involves connecting what you want to remember to a known image in your mind, such as your home, office, or commuting route. Let's say you are trying to remember the seven natural wonders of the world. Use your home as the anchor. Visualize that as soon as you step in the door, a huge mountain blocks your way. Why, it's Mount Everest! You somehow squeeze by it and enter the living room, where you see an endless beach with hundreds of kangaroos in the water doing the backstroke. It's the Australian Great Barrier Reef. You get the idea: Outlandish? Yes! In fact, the more bizarre you can make these visual images, the more likely they are to stick in your brain, so get creative.

No matter what your age, you can improve your ability to recall information by putting these tips into practice, but don't lose perspective. As Elbert Hubbard said, "A retentive memory may be a good thing, but the ability to forget is the true token of greatness." ◆

Kathy Simmons is a freelance writer based in Kennesaw, Georgia. She can be reached at Maryk425@aol.com.

Member Surveys Deliver Valuable Information

by Anita Daniel

As increasing demands are placed on association staffs' time and resources, surveys help to focus and prioritize efforts. Surveys that prompt a response to thoughtful, thorough questions provide association executives with a plan crucial to success. Objective analysis will yield information that validates direction, supports a position, and points to a new course of action.

Understand Your Members

Typically, associations adjust their focus and services over time in response to perceived member needs. The critical issue is whether these shifts reflect the members' core interests. Associations that do not represent the needs of their

members may face declining membership and customer base. With so much at stake, surveys are valuable strategic tools.

How the Organization Benefits

Administered properly, a survey speaks volumes about an organization. It says, in essence, that the organization is listening and is receptive to the concerns and ideas of members. That message is an invaluable one when building loyalty and a strong collaborative effort.

Another reason surveys work so well is that they get members actively involved in the association. Member participation in an association increases the chances of a long-term relationship.

Keys to Success

How should a successful survey be implemented? Confidential, anonymous surveys are (usually) absolutely essential.

The following elements are necessary for a successful survey:

- ◆ Maintain objectivity throughout the process. Be receptive, even if the results are not what you expected. You may discover opportunities and challenges that you didn't know existed.
- ◆ Consider employing the services of an outside consultant to administer and guide the process and to inter-

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Member Surveys

Continued from page 8

pret the results. Internal staff and committees are frequently too close to the situation to be objective.

- ◆ Make the survey as long as necessary, but no longer. Many times a survey is arbitrarily limited to a set number of questions. Usually this is done in the mistaken belief that long surveys will not be answered. If the questions are valid, the replies will be, too.
- ◆ Treat surveys as you would an important event. Build interest and excitement by pre-announcing the survey. When conducting a survey in writing, include a reply envelope. And always provide members with a summary disseminating the survey highlights.
- ◆ Make the summary available as soon as possible. Keeping members informed is an important part of two-way communication.

A Productive Barometer

Surveys performed at frequent intervals—normally every year or two—are productive barometers in gauging shifts in interests and needs. And with surveys, these changes are frequently noticed more quickly and accurately. By repeating the survey after an interval of some time, a direction becomes readily apparent and that direction is what keeps the association relevant and valuable to the members. ◆

Anita Daniel is president of Market Insight, specializing in marketing research, strategy, and membership development. She can be reached at anita@Market-Consultants.com

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- ◆ Exercise. Take brisk walks at lunch and break times
- ◆ Get up. Leave your work area and go somewhere, snack machine, bathroom, etc
- ◆ Find humor in situations instead of taking everything seriously

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Seven Ways to Dig Yourself Out of Association Overload

by Robert C. Harris, CAE

If you work in an association that asks you to do more with less, you may be able to improve your job with a few organizational basics. This is a look at how a well-organized office can lead to a better environment, an improved work product, and enhanced staff confidence. Use these tips to dig yourself out of association overload.

1. Clean Out

Do a "file audit" – take a day to clean out file drawers, don't buy more storage space or hide files under your desk. Clean them out. Pull up a large garbage can and get rid of what you can't use. You'll find you don't need more file

space but bigger trash bins to haul off the junk. While you're at it, check those forgotten storage closets and shelves where someone stowed 500 copies of the 1972 membership directory!

2. Centralize

Consider files and other information as "property of the association." Set up a central file system so everyone knows what's there and how to find it. Don't create personal file "kingdoms" in which everyone has their own file cabinets and no one knows where to find information. (See a listing of central files at www.hmgnet.com/nprc/references/centralfiles.html.)

3. Throw Out

Adopt an information retention policy. Know what must be kept, and what can be tossed. An accounting professional can help create a retention schedule. Have the Board of Directors approve it and add it to your policy and procedures manual. (A suggested retention listing is available at www.hmgnet.com/nprc/references/ltstore.html.)

4. Streamline

Identify the processes that repeat themselves in the association and set up systems to streamline the work. Assemble new member packets quarterly rather than individually when a member joins, bundle address changes for processing every other Friday, or set up a system to contact member prospects. For projects that run in cycles, start by using a calendar to identify them and their deadlines. Create checklists for responsibilities such as preparing for the board meeting or newsletter publication. The more streamlined your cyclical work, the fewer mistakes, omissions, and interruptions.

5. Document

Document all systems in writing and create an operations manual. The best run and highest value companies are those that use these manuals.

Every association should maintain manuals for personnel, policies and procedures, accounting, leadership, and operations. Though daunting to create these manuals, once they are written, smooth operations lie ahead for your association.

6. Outsource

You can outsource the basics (typing, copying, stuffing, mailings) to the critical (lobbying, planning meetings, newsletters). You will free up time needed for more important projects. You'll also get a good idea of the real costs of projects rather than working the staff overtime to complete them. Finally, you'll gain valuable outside expertise and creativity.

7. Strategic Plan

Avoid increasing the workload by sticking to the strategic plan. Use it as a roadmap for work. The plan should fit within the association's mission.

Use these seven ways to dig yourself out of association overload and the results will be a renewed enthusiasm for work, streamlined operations and fewer errors. ♦

Signs of Association Overload

You may be experiencing association overload when:

- ◆ Your job starts demanding that you work 5 to 9 instead of 9 to 5.
- ◆ You work in a cluttered office where stepping over boxes is the norm.
- ◆ You lack quality time to prepare for board meetings, throwing everything in your brief case at the last minute.
- ◆ The members bring newsletter typos to your attention or the newsletter always goes out late.

These are signs of inefficiency and overload. They result in wasted time, an unpleasant work environment, and loss of confidence in the staff and, eventually, risk and liability.

Excerpted from an article by Robert C. Harris, CAE, printed in the January 2001 San Diego Society of Association Executives newsletter.

Why You Should Recycle Your Old Computers (Hint: because It's illegal to landfill them)

Desktop computers, which most businesses can't do without, are built with materials that contain toxic chemicals and are regarded in Colorado as hazardous waste. It is illegal for businesses to put hazardous materials in the trash. In spite of this fact, many computers, televisions and other electronics still find their way to our state's landfills.

At present, there are over two million computers being used by Colorado's governments, businesses and industries. When these reach the end of their useful life, the businesses that own them should plan to recycle, donate, or otherwise ensure they are not put in the trash. As well as being illegal and a potential liability to the owner, this could mean that, if those two million computers were landfilled, nearly 44,000 tons/year of scrap computers containing 7,000 tons of lead could enter our environment. Lead, common-

ly found in the CRT (cathode ray tube or monitor) is one of the most toxic materials to enter the environment.

In 2000, the Colorado state legislature dedicated funds to provide education on CRT recycling. The staff working on the CRT Project is providing businesses with information on where to recycle, donate or dispose of electronics, and on how to purchase new "greener" computers (which can reduce liability, as well as meet environmentally preferable purchasing goals). ♦

Anne Peters provides project coordination for Colorado's CRT Recycling Pilot Project administered by the State Department of Public Health and the Environment. She is principal of Gracestone, Inc., a consulting firm providing research, facilitation, project management and analysis on recycling, resource management, and marketing.

Need More Info?

For more information on electronics waste, contact:

- ♦ Pam Harley, the CDPHE (Colorado Department of Public Health & Environment) project manager at 303-692-3440 e-mail: pam.harley@state.co.us.
- ♦ Anne Peters, Gracestone, Inc., the CRT project's consultant and coordinator on educational, procurement, market development, etc. issues at 303-494-4934, e-mail: annep@indra.com.
- ♦ For a list of electronics recyclers in Colorado at www.colorado-recycles.org.

Renew Domain Name Registrations

Domain name registry VeriSign has a system to permit businesses or persons to file applications to use already registered domain names if the registrations are not renewed. If the registrant did not renew its registration for any reason, the business or person first in line on the Domain Name Waiting List Service would be able to take over the domain name registration. VeriSign currently operates the dot.com, dot.net and dot.org registries, so it is well placed to know if a registration has been renewed or not.

The waiting list fee is substantially higher than the registration fee, or at least that is the current plan. This proposed registration opportunity cuts both ways for associations. It behooves them to be very careful about renewing registrations, but it also may open opportunities if a current holder fails to renew and the association wishes to take advantage of that lapse. ♦

The Howe & Hutton Report



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Professional Member Profile: Karen Simmering, Colorado Association of Homes and Services for the Aging

by Heather Palace, KARE Association Management Services, Inc.

I met Karen Simmering, office manager at the Colorado Association of Homes and Services for the Aging (CAHSA), on a trip to Fort Collins in October 2002. I figured since we are both new members of CSAE that I would share a little about what I've learned about Karen with the rest of the CSAE membership.

Karen was born in Kalkaska, Michigan and, while in high school, participated in a exchange student program to the Netherlands. Springing from this experience, Karen, along with her husband Mike, have hosted nine exchange students in their home from countries including Germany, Japan, Finland and Holland. She is also a volunteer with the exchange student program called Youth for Understanding (www.youthforunderstanding.org). Karen and Mike also have three fabulous dogs—two Great Danes, one of which is from the Great Dane Rescue Society and a Golden Retriever.

In her spare time (because we have so much!), Karen is a part-time student studying for her BA in English Literature and enjoys practicing transcendental meditation, rollerblading, playing both the piano and the flute, driving her 1971 VW Bug and listening to what she calls "hippie music."

Karen has been employed at CAHSA for three years now. She is the wearer of many hats—Web site updater, database manager, newsletter formatter/printer/mailer, annual conference helper, education registration coordinator, IT pro and the doer of the leftover bits and pieces that no one else wants to do.

She also has many accomplishments she is proud of throughout her three-year career at CAHSA. They include bringing the newsletter in-house and formatting it for email and website dis-

tribution, setting up communication with her membership, including legislative updates, primarily using e-mail and the internet and continuing to help and be involved in legislative luncheons and special events.

CAHSA is a non profit organization of over 200 long-term care providers, including independent/congregate living, assisted living, nursing home care, adult day programs and community service programs for the elderly. Founded in 1968, CAHSA is now an official state affiliate of two national organizations—the American Association of Homes and Services for the Aging (AAHSA) and the Assisted Living Federation of America (ALFA). Their mission statement reads, "The Colorado Association of Homes and Services for the Aging serves its members and advances a continuum of care choices through advocacy, education and knowledge exchange."

When asked the question, "What would you like to be doing in 10 years?" Karen said, "In 10 years, I'd like to be a professor of English Literature, but that might be a little ambitious. I would like, at least, to have a Bachelor's degree though! I would also love to live in Fort Collins sometime. It's one of my favorite places!"

To contact Karen at CAHSA, call her at 303-837-8834 or e-mail her at Karen@cahsa.org. For more information about CAHSA, please visit their Web site at www.cahsa.org. Welcome Karen! ♦

Heather Palace is with KARE Association Management Services, Inc. and can be reached at (303) 750-9764 or e-mail at: hpalace@hotmail.com. She is an active member of CSAE's communication committee.

Associate Member Profile: Katherine Fox-Ehlert, Hilton of Santa Fe

by Mo Goldman, Conference Direct

Did you know that CSAE has a member in New Mexico? It's true. She's Katherine Fox-Ehlert, association sales manager at the Hilton of Santa Fe, which she has represented since March 2002. Katherine has been a CSAE member for almost a year. Although she can't easily attend monthly meetings, she did attend ASAE in Denver this past summer and served as a volunteer host.

Katherine was born in Durango and raised in Southern New Mexico—Las Cruces and Ridoso to be exact. She graduated from California State—Chico with dual degrees in theatre and physical anthropology. In the 70's she was a night club singer with *The Young Californians*

and also hit the big time when she opened for Sammy Davis, Jr. and Johnny Mathis.

From 1978–88 she worked in sales, marketing and catering for various hotels in California and Texas. After that, she spent four years with the Sonoma Convention and Visitors Bureau as director of convention sales and marketing. Over the past 10 years she has both consulted and worked for Sun Microsystems as a contracts/meetings manager.

The Hilton, located in downtown Santa Fe, has 157 guest rooms, including suites and casitas. Designed and decorated in a lovely Southwestern motif, it boasts 7,800 square feet of meeting space with a restaurant, cocktail

lounge, workout facilities and swimming pool.

Her husband, Gary, is the executive director of the Santa Fe Home Builders Association. Years ago, they owned dinner theatres in Carmel and Monterey, California. They have two children and two grandchildren. Living at home are two pets—Buford Beauregard, a 175 lb. English Mastiff and American champion for six years and a cat named Butch. Katherine's hobbies include singing, yoga and travel.

Previously, she has served on the board of directors for SGMP and Meeting Professional International in Northern California. I asked Katherine what she would like to be doing in ten years and she replied, "doing motivational speaking, writing and/or consulting in the hospitality industry."

Interested in having your next meeting at the Hilton "for a song" or maybe you're just interested in a good song? Either way, call Katherine at 505-986-6413—she's one of us! ♦

New members

Professional members

Ann Cairns

The Geological Society of America
P.O. Box 9140
Boulder, CO 80301-9140
Phone: 303.447.2020
Fax: 303.447.0648
E-mail: acairns@geosociety.org

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Here's the CAE question of the month...

What is the best approach to addressing a ballot problem?

- A.** Declare the first mailing invalid and conduct a new election.
- B.** Provide the excluded class of members with a ballot that meets legal guidelines.
- C.** Inform the chief elected officer that 100 votes will not affect the election and that no action should be taken.
- D.** Send no additional ballots, but ask the two candidates to agree to accept the results of the election, regardless of outcome

Answer at bottom.

Interested in finding out more about the CAE certification? Call ASAE at 202-626-2772.

Correct answer is B.

January Education Program

Jumpstart into 2003 by Creating A Motivating Workplace

Creating work environments in which people believe they can be successful and know when they are!

presented by Dr. Peggy Sundstrom

Create work environments that encourage employees and volunteers to be productive and participate. The discussion will focus on actions you can use to motivate people to do the best job possible and to give people what they want most from their jobs and volunteer responsibilities.

At the conclusion of the seminar, you will be able to:

- ◆ Identify what most people want from their work
 - ◆ Describe how to create a motivating work environment
 - ◆ Identify how motivation can be used to help accomplish organizational goals and reinforce organizational values
 - ◆ Describe ways to using motivational tools in their own organization
- The program speaker is

Dr. Peggy Sundstrom. She has extensive experience helping organizations improve their efficiency and effectiveness and implement internal growth and change. Dr. Sundstrom has a proven track record leading strategic planning activities, redefining processes to accomplish stated objectives, facilitating change initiatives, and implementing professional training and career development programs. ◆

Tech Tip

Quick tips to improve your day-to-day work and increase the efficiency of your organization. E-mail your tips to Tim Blum at timblum@rmel.org. This month's tip comes from Alan Browning, Vice President of Management Advisors, Inc.

Message Rules in Outlook and Outlook Express—Is your inbox constantly filled up with junk e-mail? Are you afraid that an important e-mail from your chairman will get lost in the shuffle? Do you only want to review messages from a list serve once a week? If any of these problems apply to you, they can easily be remedied by establishing a message rule in Outlook or Outlook Express.

Message rules allow you to flag messages from a particular sender or move them automatically to a special folder. You can also assign categories to a message, receive a notification when important messages arrive, or even not download messages from your e-mail server.

For example, I subscribe to several very active list serves and I don't want to clutter my inbox with these messages. Therefore, I have established a message rule that automatically takes messages from the list serves and sorts them into special folders. When I am traveling, I don't want to take the time to download the list serve messages at all. Therefore, my laptop computer ignores these messages.

In Outlook, simply right click on the message for which you want to create a rule, and scroll down to Create Rule. This pops up a rules wizard that walks you through the process. The process is a little less automated in Outlook Express, but no more difficult. ◆

January Luncheon

Creating Your Own Canvas—Personal Responsibility and Accountability

presented by *Diane Robb, M.H.S.*

Your life and the workplace today are changing at the speed of light and you and your business must be able to adapt, change direction and flow at a moments notice. This program is designed to assist you in focusing your daily strategy to obtain maximum results. You gain control through your personal responsibility and accountability. This allows for personal growth, innovation, forward thinking and the fluidity of successful change.

At the end of this program you will be able to:

1. Identify and prioritize the 7 facets that determine your life's outcomes.

See Education Program information on page 14 of Executive Memo or csaenet.org

2. Receive a road map to utilize after the program to develop your personal goals.
3. Use effective tools for daily maintenance of your positive mental attitude.

Diane Robb is a professional speaker, president-elect of Colorado Healthcare Management and Strategy, an affiliate of NSA-Colorado and a committee member with CSAE. Her proudest accomplishment in life is her marriage of 28 years to her high school sweetheart and their 13-year-old daughter. ♦

Cancellation deadline: 1/6/03

All unfilled reservations will be billed \$35

January Education/Luncheon

When: Thursday, 1/9/03

Where: The Brown Palace
321 17th Street, Denver

Directions: Go east on Colfax to Lincoln Street. Then go north on Lincoln to 18th Street. Drive West on 18th Street to Tremont. Hotel on lefthand side of the street.

Time: 8:00 a.m.—Check-In
8:30–11:30 a.m.—Seminar
11:00 a.m.—Orientation
11:30 a.m.—Networking
12:00 noon—Lunch
12:30 p.m.—Program

Cost: **Education Program**
\$150 for three from same association/company
\$130 for two from same association/company
\$89 per registrant
Luncheon Program
\$30/pre-registered members
\$35 walk-in members
\$35 non-members

CSAE Registration Form

January

Names _____

Association/Company _____

Phone _____

Yes, I am attending for the first time. I am attending as a CSAE Member Guest

Attending new member orientation Yes No **Alternative Luncheon Plate** Fruit Plate Vegetable Plate

Education Program: \$150/three from same association/company \$130/two from same sociation/company
 \$89 per registrant

Luncheon: \$30/member \$35/nonmember

Total amount due \$ _____

Method of Payment Check AMEX Visa/MasterCard

Name _____ Number _____ Exp. Date _____

Register today by fax 303-368-4222
or mail to: 2170 S. Parker Road, Suite 265, Denver, Colorado 80231

Mark Your Calendar

Thursday, January 9, 2003

Education/Membership Luncheon
Brown Palace Hotel, Denver

Friday, January 17, 2003

IT Roundtable Discussion
Marriott Denver Tech Center

Friday, February 7, 2003

Education/Membership Luncheon
Marriott Denver West

Wednesday, February 26, 2003

*Meetings Industry Council
Annual Education Conference
and Trade Show*
Adams Mark Hotel, Denver

Thursday, March 6, 2003

Education/Membership Luncheon
Hyatt Regency Denver

Tuesday, March 25, 2003

Technology Solutions Conference
Denver Merchandise Mart

Friday, April 4, 2003

Education/Membership Luncheon
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