

Executive Memo


 June 2002

Focus on Technology

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War Stories: Web Horrors and Successes

by *Marilee Yorchak, Business Marketing Association*

One of the best ways to learn is to share “war stories” with others. A recent CSAE Executive After-Hours event brought forth many good “war stories” about associations and their Web sites.

In the spirit of cooperation and education, the following represent some “war stories” shared by participants!

Joseph Jackson, AIA Colorado—Don't ever let ownership of your Web site domain name expire, even if you now have a different primary domain name. There are companies out there now who will purchase your old domain name, then attempt to extort fees from you to regain ownership. If you choose not to meet the demands of these extortionists, they may do one of two things: 1) use your old domain name, complete with it's built-in “community” to market their own product or service; or worse yet, and I've seen this happen first-hand, place an Internet porn site in place of your old site, using your old domain name. Imagine, your own members who haven't frequented your Web site for some time, logging on to find pornography where they previously found useful association-related information.

For a small fee (usually around \$25 for three years' license), this could be avoided by retaining ownership in perpetuity of any past domain name used by the association. That's a small price to pay to avoid a great deal of embarrassment, don't you think?

Corky Kyle, The Kyle Group—The hardest thing that I have found related to my Web

site is to keep it up to date on the legislative information. I have missed events and in some cases put events on the wrong day. This doesn't happen very often, but when it does I correct it immediately and let the affected party know. This lets them know that I am interested in their event and responsive to their needs.

Janet Gellici, Western Coal Council

The Western Coal Council was advised by an attorney not to provide listserves or chat rooms...there is a potential of liability of collusion. It would be best to consult with an attorney before offering that service.

Success Stories to Ease Your Mind

Fortunately, there were more “success stories” than “war stories”:

Joseph Jackson, AIA Colorado—During the height of the booming economy here in Colorado, many of our architecture firms were struggling to find qualified, experienced professionals to fill vacancies to keep up with the mounting workload. We developed an online job board that was very simple to maintain. We charged firms \$40 per week for a 40-word ad (compared to running a simple ad in the Sunday newspaper that would run hundreds of dollars).

We advertised our online service in several nationwide architecture magazines and journals, as well as placed a small ad in the local Sunday newspaper. We were

Executive Memo

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President's Message

A Look Back, A Look Ahead

—by **Tim Jackson, CAE, CMP, CSAE President**

As this fiscal year for CSAE winds down, as does my time as president, this column will serve as a reflection on the past twelve months and a look at the future—where we as an association have been and, hopefully, where we are going. Also included is my version of CSAE's top offerings for Colorado association executives.

One of the first chief elected officers that I worked with as a chief staff officer often made the statement, "How do you know where you are going if you don't know where you've been?" It must have meant more than most thought—under that elected officer's term of office, our state association had one of the best years on record and was ranked as the number one state organization in the nation.

Fifty years ago, when several Colorado association leaders started meeting as an association, they surely had no idea what would lie ahead in the years to come for CSAE.

Would they have known that CSAE would become a valued partner in association management for future organization leaders?

Could they have had any idea how many association executives would count on CSAE for training and education resources?

Would they have anticipated the tremendous impact that associations would have on our state and nation?

Could they have guessed that merely 50 years later, associations in Colorado and nationally would lead the way for society in research, standards, training, technology, communication, media relations, finance, accounting and legal issues?

I suspect the correct answer to all of the above questions is 'no,' they could not have dreamed CSAE would become what it is today!

Your organization—CSAE—can benefit you and your association. CSAE can, if you let it, open new doors, answer your most challenging questions and serve as both the engine that drives your association ship and

the anchor that keeps it from drifting.

Now, what you have been waiting for—My 'Top Ten' reasons CSAE can be the most valuable resource for Colorado's association leaders:

10.) Opportunities for involvement in training programs, educational luncheons, networking sessions and association management resources.

9.) The ability to provide direct input into organizational decisions through the strategic marketing leadership team.

8.) One of the best statewide association conferences with premier trainers, pertinent association trends, value-oriented member programs and a philanthropic silent auction with uniquely sought prizes.

7.) Interestingly creative communications, including the monthly *Executive Memo* and the recently re-launched and improved CSAE Web site, www.csaenet.org.

6.) Policymaker Series programs in which Colorado association leaders can get face-to-face with statewide news leaders, policy makers and newsmakers—conducted mornings for those that prefer early meetings.

5.) Executives After Hours events that provide association leaders the ability to interact in a casual forum, yet informational setting—conducted early evenings.

4.) Beneficial monthly luncheons offering timely educational opportunities.

3.) Hosts to the Executive Circle, a group of CSAE volunteers that is charged with establishing an association research think tank.



Suggestions for Cost Containment in Developing Your Web Site

by Ken Sabey

The good news is that Web development has actually been around for a few years now and, therefore, the costs have come down while the expertise has gone up. The bad news is that most of the companies that have built all of today's Web sites are now out of business. Of course, the ones who have survived did so because they had well thought out business plans and were able to make money while providing value-added services to their clients.

With that in mind, here are the top five suggestions for cost containment in developing your Web site:

1. You will be talking to Web developers, not business strategists. It's important to take the time to work out the goals of your Web site. This will allow the company to give you

an accurate estimate, as opposed to padding it with extra development hours to cover unknowns.

2. Try to determine if any functionality that you need for the site, i.e., ability to update your own press releases, has been built before and therefore the company could just repurpose it for your site instead of custom building it from scratch.
3. Save some money by finding a company that can not only design and build your new site but can host and manage it, too. Then you have one source to go to if something isn't working, and you can negotiate better pricing.
4. Be careful in going with the lowest bid, especially if it is significantly lower than the rest. You may end up paying more in the long run to

fix the problems the low bidder creates in the first place.

5. Finally, decide up front how much you are willing to invest in your new Web initiative and reveal that to the Web development company. If not, you may end up with a proposal that is much higher than you can afford. It could be the company might have provided you a proposal within your budget and still accomplished most of your goals if it had only known about your budget. ❖

Ken is with HostWorks, a local firm which provides custom Web development, hosting, managed services and turn-key Web solutions for businesses all over the world. Ken can be reached at 303-539-1839 ex. 149 or by e-mail at ksabey@hostworks.com.



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War Stories

Continued from page 1

able to negotiate good ad rates with these publications by agreeing to (in most cases) an annual contract. The end result? Our firms were able to fill their vacancies with qualified professionals from around the country (even a few from around the world). The traffic on our Web site grew at an amazing pace (at one point, our job board page was being "hit" more than 2,000 times a day). And, the best news: during the year 2000, our association brought in more than \$105,000 in non-dues revenue, just from our job board alone. This success also brought us national recognition, which was a great side benefit.

Marilen Reimer, American Council of Engineering Companies of Colorado

—We attribute the success of managing our Web site to the good support people we have outsourced. We found this support through recommendations made by the CSAE staff. Our association started with a hardcopy newsletter every other month with email on alternate months. Now, we email the newsletter only. No advertising is in it...it is a pdf file with links to Web sites.

President's Message

Continued from page 2

2) Most timely and relevant training available to association leaders, both volunteers and staff.

1) The top reason association members can find great value through CSAE involvement—the opportunity to network with other association executives in order to share ideas, technology, trends, tools and techniques. Peer-to-peer networking opportunities are often cited as the number one reason people join associations. CSAE is no exception. Your participation enhances your career daily.

It has been a tremendous opportunity to serve as the chief elected officer of CSAE this past year. The support of members, the dedication of committee members and chairs, the leadership of the board of directors and the

Karen Inzano, Rocky Mountain Coal Mining Institute

—The most important thing I learned was that 1) I am not alone in my ever searching quest to keep up and 2) I was actually further ahead in my first attempt at a web site than many who are on the second generation. That gave me a sense of satisfaction that I am doing things somewhat right. It really helps to talk to others, especially if you are in a very small office without the benefit of others to bounce things off of.

Janet Gellici, Western Coal Council

—The Western Coal Council was told to "upsell" their ads...have them on the Web as well as in a newsletter, providing added benefit to the advertiser...it was more immediate. There is also a link to advertisers' sites. The Western Coal Council does put selected newsletter articles on the Web site, but the members/readers seem to like to the Web format better. They are more likely to read it via web than if it is sitting with all the other journals on the corner of the desk.

management from staff have led to a wildly successful year for your organization, CSAE. Throughout 2002, CSAE is recognizing the history of our fifty years of service. In addition, with ASAE coming to Denver for their first time ever, later this summer, this is truly a unique and exciting time for CSAE.

Don't miss the opportunity to participate. There has never been a more opportune time.

Thanks for your continued and growing interest and involvement.



Tim Jackson, CAE CMP
President, CSAE

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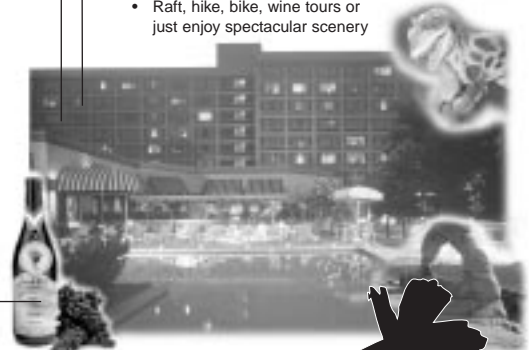
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Delicate Arch by Tom Gray / National Park Service

Selecting a Web Developer

by Doran and Linda Handman, Active Web Solutions

Due to the wide range of development tools available, a Web site can be created by persons with little to no experience—from a relative in the office who will do the site for free to seasoned programmers with years of experience.

Static vs. Dynamic?

A “static” site is made up of individual HTML pages, each requiring manual creation/editing.

Graphic designers who lack experience with user interfaces and navigation

typically create static sites. This can lead to a flashy site which lacks the functionality needed. A static site could run into costly design charges that recur as the site needs to be updated.

A “dynamic” site is made up of template HTML pages and forms that interact directly with a live database that can be modified real-time.

Dynamic sites can collect online information (i.e., registration, surveys, etc.), eliminating the need for costly data entry and reducing the instance of human error. It allows an administrator to

make changes to site content instantaneously.

Software Packages

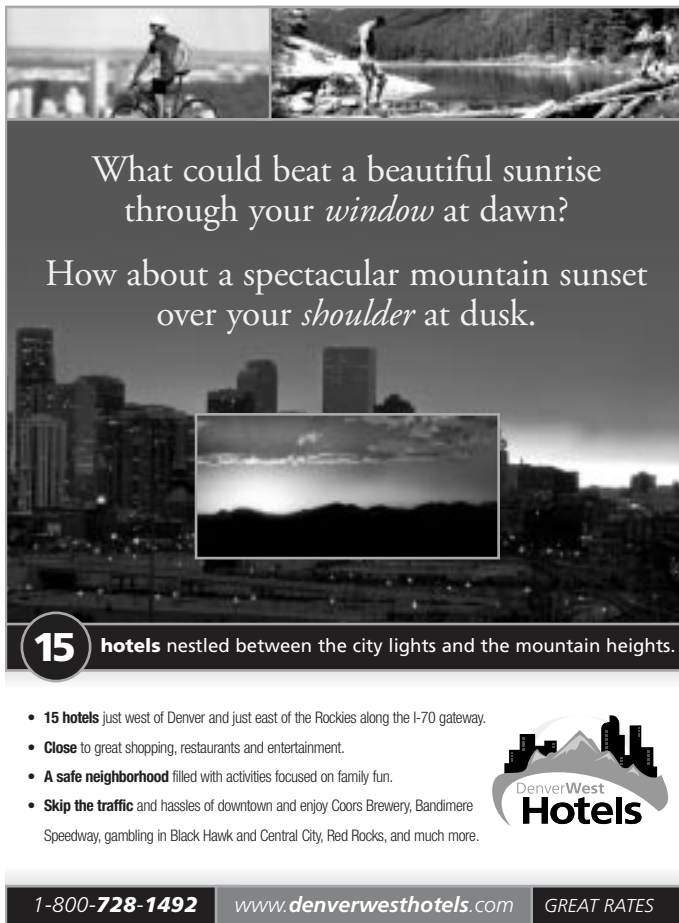
Pay for features that you need—instead of paying a lot. Software packages are typically very expensive and are built to accommodate all contingencies of doing business within a broad market, i.e., associations. Typically, an association using this product might use only 50 percent of the software’s capabilities. Additional functions required may not be possible without additional custom development.

Pricing

Static site prices range from \$20–150/hour, depending on the designer. Dynamic sites range from \$100–200/hour due to the expertise involved.

Developers charge by the hour or by the project. It is important to define what deliverables you expect, and a developer should be able to assign a price value per deliverable. ❖

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CSAE Board Members Take Office

June 30 marks the end of the 2001–2002 administration and the beginning of the 2002–2003 fiscal year. As President Tim Jackson turns the gavel over to Karen Wojdyla, CSAE wants to take this opportunity to welcome new members to the board of directors and thank those volunteers who have served the association so well as directors for the past two years.

Since the election on April 5, the old and new administration have been reviewing and enhancing the association's vision elements, forming new task forces to meet the needs of CSAE members, developing a budget for the upcoming year, and putting final touches to CSAE's anniversary celebrations at the annual conference.

The new administration is comprised of Karen Wojdyla, Vice President, Great Western Association Management as CSAE President; Randi J. Morris, MA, CAE, Executive Vice President, Colorado Academy of Family Physicians, CSAE President-Elect; Ralph Johnson, Executive Director, Colorado Veterinary Medical Association, CSAE Vice President; and Sam Albrecht, CAE, Executive Vice President, Society for Range Management, as CSAE Secretary-Treasurer. Tim Jackson, CAE, CMP, State Director, National Federation of Independent Business will remain on the board as Past President.

Directors will be Tim Blum, Communications Director, Rocky Mountain Electrical League; Barbara Bowman, Director of Sales, Grand Junction Visitor & Convention Bureau; Bruce Boynton, Chief Financial Officer, National Honey Board; Glenda Chipps, Executive Director, Western & English Manufacturers Association; Allison Harden, Event Sales Manager, Denver Merchandise Mart; Henry C. Kyle, III, CAE, Principal, The Kyle Group; Lois Rice, CAE, Executive Director, Casino Owners of Colorado; and Marilee Yorchak, Executive Director, Business Marketing Association. ♦



Back row: Randi Morris, MA, CAE, Bruce Boynton, Tim Jackson, CAE, CMP, Allison Harden, Marv Tuttle, CAE
Center row: Glenda Chipps, Janet Gellici, Barb Bowman
Front row: Ralph Johnson, Joan Tezak, CAE, CMP, Lois Rice, CAE, Tim Blum, Sam Albrecht, CAE

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Fort Collins salutes CSAE's 50th anniversary and looks forward to welcoming ASAE in August 2002.

The Incredible Power of Media and How To Tap Into It!

Part One: Creating A Media Plan

by Dick Brusco

The media is a powerful force in our society today. Tapping into this incredible power to promote and market your association is essential to your success. If your experience with the media has been less than ideal, you will be pleased to discover you can develop lasting and profitable relationships with the media.

Achieving the results you desire from the media requires an understanding of what you want to accomplish and how to effectively communicate with those representing the media. Let's examine the steps you need to take to create a comprehensive media plan:

Step 1, define your media goals.

- ◆ Make sure your goals are consistent with the mission and vision of your association.
- ◆ Include the specific target audience(s) you want to reach.
- ◆ Prioritize your goals based upon your target audience(s).

Step 2, evaluate what you have to offer that's relevant to the media.

- ◆ Is it newsworthy? In other words, is it unique, informative, timely, interesting, relevant, or significant?
- ◆ Can you provide a local and/or special angle as it relates to regional or national news?
- ◆ Could you, or any of your members, be a focal point for a feature story?
- ◆ What topics in your area of expertise lend themselves to a talk show discussion for radio or television?

- ◆ Could you provide enough quality material to launch a newspaper or magazine column?

Step 3, organize your media list by specific media type.

Your media list should include the following print and broadcast media:

- ◆ Newspapers—metropolitan, suburban, and neighborhood—daily, weekly and monthly
- ◆ Magazines (consumer and trade), directories and similar publications
- ◆ Television stations—commercial, non-commercial/educational and cable
- ◆ Radio stations—commercial and non-commercial/educational

Step 4, learn as much as possible about each media outlet you plan to contact.

- ◆ Take advantage of the Internet and your local library's reference section to research various media outlets.
- ◆ Subscribe to or obtain a sample copy of each publication, and review columns, special features, etc.
- ◆ Listen to targeted radio stations concentrating on talk shows, community forums, and news stories.
- ◆ Watch programs on your targeted television stations paying particular attention to talk shows and feature stories.

Step 5, develop a contact list for each specific media outlet.

- ◆ Use a database program to record and update your information. It's

critical that you keep your database as current as possible.

- ◆ Include various editors, reporters, columnists, station managers, program directors, talk show hosts, producers, news directors, etc.
- ◆ Find out who's in charge of what. This varies significantly depending upon the media outlet you are contacting.
- ◆ Include appropriate names, titles, addresses, phone and fax numbers, e-mail addresses, etc.
- ◆ Targeted media outlets may have several different sections, programs, etc. that should be properly categorized for maximum publicity exposure.

Once you have created your media plan and compiled a complete, up-to-date media list, you will need to know how to best communicate with the media. This important aspect of tapping into the incredible power of media will be addressed in the next issue of *Executive Memo*. ◆

Special Note: For a list of major media resources, contact Dick at dickbruso@heardabove.com.

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Dick Brusco is a professional speaker, accomplished broadcaster, and recognized expert in marketing, media, and strategic networking. He can be reached at Heard Above The Noise, P.O. Box 100, Parker, CO 80134, Phone: 303-841-5122; Fax: 303-841-8180, e-mail: dickbruso@heardabove.com.



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

The most important information to consider when determining how much money to spend to recruit a new member is the:

- A. Average dues paid per member
- B. Member retention rate
- C. Annual membership recruitment budget
- D. Lifetime value of a member

Answer at bottom.

Interested in finding out more about the CAE certification? Call the CSAE office, 303-368-9090.

Answer is D. Lifetime value of a member.

What to Do When the Computer Is Down....

When we posed the question, "What do you do when your computers are down," CSAE members responded. We received a lot of, "You don't want to hear it," but others use their "found time" constructively:

Becky Roland, National Environmental Health Association—I find that when my computer goes down it is the perfect time to catch up on phone calls and filing. If the entire system is down, I will sometimes schedule an impromptu staff meeting to discuss strategic planning, projects, brochure design, etc.

Kristen Sirovatka, Executive Director, Associated Landscape Contractors of Colorado—We spend too much time with our heads down and our pencils going gangbusters. When the computers go down, haywire, and/or the power goes off, we go to lunch or Starbucks and reconnect as a group.

Suzanne Starr, Medical Group Management Association—Computer down is not an option. We go on battery backup on the laptop and keep working.

Elena M. Metro, State Executive Director, Colorado Pork Producers Council—When the computer is down, for fun I either play with my cat (home office) or file!!! What a choice.

Marilen Reimer, Assistant Executive Director, American Council of Engineering Companies, ACEC/CO (formerly American Consulting Engineers of Colorado)—A fun suggestion? Are you kidding? I wish I could take the rest of the day off, but I have two other old computers in my office that I can use.

Randy Richter, Director Information and Customer Services, EDUCAUSE—When the computer or network is down I head to the computer room. I'm the IT guy!

Tony Prado-Gutierrez, Executive Director, Colorado Association of Family Medicine Residencies—When computer is down: Sometimes I cheer, since no more e-mails can reach me! Sometimes I scream if I'm in the middle of an important project, especially if I lose content. Sometimes I shout for my computer guru, who has an office across the hall to come rescue me—make sure it's not something I've done. Sometimes, I have simply gone home—either to use my computer at home or simply to "feel sorry for myself." Sometimes I join others in the hall wandering around not knowing what to do with the computers down.

Freddie Templeton and Paul Schauer, Colorado Ready Mixed Concrete Association—When the computer goes down...which happens a lot these days, I usually make phone calls and do paper work at my desk or go play golf. ❖

Members Did Not Change Web Sites Due to 9/11 Events

Did the tragic events of 9/11 cause CSAE associations to change or remove any of the information or details provided on their Web sites? Nineteen executives responded, and not one made Web site changes in light of this tragic event. Here's what two association execs had to say:

Randy Richter of EDUCAUSE says that although his organization markets worldwide, they no longer offer personal invitations to international attendees to come to the United States for the conference. They also require attendees to have a photo ID to pick up name badges. In addition, EDUCAUSE has put

a place on registration forms to allow people to enter an emergency contact.

Adreinne Bien responded that Medical Group Management Association now provides links to several emergency preparedness and bioterrorism resources, such as the Centers for Disease Control. ❖

How I Got Here...

Once again, CSAE Execs responded with vigor! The question, "How did you get here?" brought many "you won't believe this, but...." stories. A few of us attacked the profession with a mission, but most of us are "accidental executives," taking a winding path to fulfilling destinations.

Because of the number of responses, we are publishing these throughout several issues. Watch for them—stories about you—in this and coming editions of *Executive Memo*.

Janet Gellici, Executive Director, Western Coal Council & Coal Trading Association

My undergraduate degree is in Journalism/Business Administration ... my first job out of college was with the Western Governors' Association as a Director of Public Information. Over the years, journalism and business administration skills morphed into association management as a career. I'm not disappointed!

Fred Caruso, CEO, Caruso Group International

I got into association management the way most people do ... by accident. I went to work for an advertising and public relations company in Helena, Montana in 1967, my first real job after graduating from the University of Montana School of Journalism. It turned out that this agency was really an association management company that also did political advertising and campaign management on the side. That agency managed more than a dozen small, statewide associations.

The political hotbed was too intense for me, so I left the agency to work a year for a transportation research and design firm. However, the lure of associations was too much. I was so intrigued by the influence associations could exert and by the way connections could be developed that I decided to work with associations on my own — my own little agency in Montana — and moved my operations to the university while I went to graduate school. My field of study was the sociology of work and my client associations and their national affiliates were my research center. I got impatient, moved to Washington, DC for a different kind of association experience, and proceeded on my career path. Each job was a progression of contacts through previous association networks.

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Streamlining the Registration Process

Compiled by Mary R. Jordan, EdD, InterNational Electrical Testing Association

Getting members together—whether face-to-face or virtually—is key to the success of every association. Online registrations are becoming more-and-more common. CSAE members share their tips for streamlining the meeting process:

Jessica Newman, Convention & Events Director, Colorado Restaurant Association—Promoting online advanced registration has helped a lot. Two years ago we had about 25 people register online. This year we had over 3,000. Onsite and in advance, we don't charge people to attend the show and only have about three demographic questions, so our check-in is fairly simple. We did hire entertainers to entertain people for when lines formed, but I think the longest wait anyone experienced was eight minutes. Our registration company is AR Systems, and we've been very happy with their services

Natalie Garner, Director of Member Services, Independent Petroleum Association of Mountain States—We're streamlining our check-in process by creating an online registration system. It should help with processing and acquiring payment before the function, which we've found is the key.

Philip G. Rahrig, Executive Director, American Galvanizers Association—The Ameri-

can Galvanizers Association has automated the registration on the Internet. No more faxing or mailing. We invoice upon receipt of the registration.

Vineta Campau, Communications Director, Colorado Chiropractic Association—We use an alphabetized envelope for each registrant with all info included—nametag, notes, ads, papers, etc. As

each person checks in, we just hand them the envelope. Everything they ever needed—in one easy envelope!

Stephanie Retz, Resource Coordinator, InterNational Electrical Testing Association—To help with check-in—In addition to having an alphabetized notebook with a paper copy of every registration form, we take along

our membership data base information on a laptop. If there is a problem with any registration, we can immediately check. If someone has not yet paid, we can enter the payment right there instead of having to wait until we get back (cuts down on the after-conference workload) If someone wants an invoice or a statement of account, it's right there. ♦

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.

Voice Mail: It can be an efficient business tool when used properly. Here are a few tips on leaving effective voice mail messages:

Leave your phone number at the end of the message. Remember that relaying when you can be reached is just as important as where you can be reached.

Speak slowly. It takes time for the recipient to write down the information in your message. Slow down when speaking, especially when leaving important information like your phone number.

Speak clearly. Ever have trouble deciphering a garbled message? Speaking clearly and slowly will help ensure your message gets across to the recipient.

Spell out key words. Blessed with a tricky last name? Leaving an e-mail or web address? Spell out key items to avoid confusion.

Have a plan. In your head, quickly hit the points you want to cover during the message. You can even do this while listening to the outgoing message.

Make it quick. Lengthy or rambling messages are not a good use of you or your recipient's time. Keep your messages under one minute in length.

Look in the mirror. Sounding animated and enthusiastic can be a challenge over the phone. Try leaving a few messages while looking in a mirror. You'll smile and act like you're speaking with someone face to face. ♦

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Introducing New 2002-2003 CSAE Board Members

by Mo Goldman, Conference Direct

Tim Blum, has served as communications director for the Rocky Mountain Electrical League (RMEL) over the past three years and has lived in Colorado for 14 years. He considers his election to the CSAE board an honor and an opportunity to give back to the association community. "I'm very proud of helping RMEL move to a new level in our use of technology and getting new value-added services out to the membership." He has also developed and implemented a Web site to insure

communications with members. Regarding his CSAE board tenure Tim says, "The board already has a number of directors who can provide great ideas and leadership. I feel I help provide the necessary support for accomplishing the board's goals. I believe it's vital for CSAE to keep providing executive management education to the association community."

Bruce Boynton, chief financial officer for the National Honey Board for 13 years, has been involved with associations for 15 years and has resided in Colorado for 31 years. He considers his biggest accomplishment "accommodating changing roles and responsibilities." Bruce started a technology team in the mid-90's to get the Honey Board's Web site up and running. Another high point was meeting the challenge of sudden growth in operations during a two-year stint with a Boulder-based 501(c)(3). While Bruce is on the CSAE board he wants to help keep the organization on the track of excellence by serving members, supporting staff and planning for the future. "I expect that being on the board will be an exciting learning experience."

Lois Rice, CAE, has been executive director at the Casino Owners Associa-

tion of Colorado for the past five years and has spent over 25 years in association management. Lois has been a resident of Colorado for 10 years. Her biggest career accomplishment was obtaining her CAE in 1994. "It certainly opened doors and provided me with additional growth opportunities," says Lois. While on the CSAE board, Lois would like to "improve ways to illustrate the value and many benefits of CSAE membership to those working in associations, focusing on what CSAE can do for your professional development."

Marilee Yorchak has been the Business Marketing Association's (BMA) executive director for 10 years. She is a Colorado native, having spent all of her life here, with the exception of her graduate school years. She counts among her accomplishments, being named *CSAE Executive of the Year*: "I pride myself in helping BMA grow from 75 to 350+ members and being recognized as a leader and trendsetter in our industry." She hopes to bring her background in marketing and communications to the table and "hopefully, some new ideas to a very well-run and successful CSAE group!" ♦

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Colorado Well Represented at ASAE Legislative Day

CSAE was well represented at ASAE's Legislative Day in March. Rufina Hernandez, with Latin American Research and Service Agency; Julie Evans, with JFE and Associates Ltd; and Sam Albrecht, with the Society for Range Management attended and made visits to the offices of Senator Allard, Senator Campbell and Representative Hefley.

It was a great opportunity to learn how an organization such as ASAE fulfills its mission via grassroots lobbying. Every spring (if you can consider March as "spring" in Colorado), ASAE invites members from around the country to attend a half-day association legislative issue

briefing, then encourages the members to take the information, along with any member specific issues, to their members of Congress.

A scholarship is issued to members to assist with expenses. Members interested in attending a future ASAE Legislative Day should contact ASAE for full details. Visit their Web site at www.asaenet.org. It was a great experience. ❖



From left: Rufina Hernandez, Latin American Research and Service Agency; Julie Evans, JFE and Associates Ltd.; and Sam Albrecht, CAE, Society for Range Management

Many Thanks to Outgoing Board Members

Retiring from the board is Adrienne Bien, CAE, vice president, Learning and Networking Center, Medical Group Management Association; Denny Farnsworth, director of administrative services, EDUCAUSE; Janet Gellici, CAE, executive director, Western Coal Council and Marvin Tuttle, CAE, associate executive director, Financial Planning Association. CSAE thanks these members for their ongoing dedication and service. ❖

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CSAE Annual Conference Schedule

Are You Ready for Prime Time?

The Silvertree Hotel, Snowmass Village, Colorado

June 20 – 22, 2002

Are you ready for prime time? As associations and companies face the new, post-September 11th environment, they must examine the business climate for major effects that might impact their organizations now and into the near future. In an effort to address critical issues like leadership potential, managing the human side of the organization, and knowing your future workforce and membership markets, panels, breakouts and general session topics will discuss these key concerns. From diversity to technology to the “baby buster” workforce, the annual conference will focus on what your organization will need to play on “prime time.”

Thursday, June 20, 2002

11:00 a.m. – 4:00 p.m.

Activities and Lunch – On Your Own

Select from a menu of mountain activities. You'll be invigorated. Rejuvenated! The choice is yours—hiking, mountain biking, tennis, rafting and more await you in Snowmass.

10:30 a.m.

Golf—River Valley Ranch Golf Club

Situated at the foot of Mt. Sopris, River Valley Ranch has been the recipient of numerous awards since opening in July 1998, including the prestigious “Top Ten You Can Play” by *Golf Magazine*.

6:00 p.m. – 8:00 p.m.

Welcome Reception, Dinner, and Silent Auction

Mike Marshall, ITF, Trainer, Speaker, Facilitator, 21st Century Leadership Institute, Princeton, Indiana

Don't miss the fun! It's time to relax and share a laugh or two. Mike Marshall will serve as master of ceremonies. An elegant dinner of culinary delights will be served as you prepare to bid on old-time favorites and unique, one-of-a-kind items for yourself, your family, friends, and colleagues. Proceeds benefit educational programming for the upcoming year.

Friday, June 21, 2002

8:00 a.m. – 8:30 a.m.

Opening Keynote

Mike Marshall, ITF, Trainer, Speaker, Facilitator, 21st Century Leadership Institute, Princeton, Indiana

Are you ready for prime time? Do you become frustrated by rapid change? Mike Marshall will focus on the certainty of uncertainty and change, setting the stage for the morning program.

8:30 a.m. – 9:30 a.m.

General Session—Become a Diverse Organization: It's not about 'Treating Everyone the Same'

Rufina Hernandez, Executive Director, Latin American Research and Service Agency, Denver, Colorado

Individuals from minority groups are growing in numbers and political and economic influence. Organizations that lack “cultural competency” in their attempts to diversify their organizations may be turning off the very groups they are trying to attract.

9:45 a.m. – 12:00 noon

Panel Discussion—Diversity in the New Workplace

Rufina Hernandez, Executive Director, Latin American Research and Service Agency, Denver, Colorado, Moderator

Panelists will discuss the practical “How To's” of diversifying your organization in all the important areas of member service: Membership, Board of Directors, Staff, and Meetings/Educational Programs. ADA issues will be discussed and we'll have time for a role-playing exercise, as well as time to answer your important questions.

1:00 p.m. – 2:30 p.m.

Keynote—Speak Like A Leader

Rob Sherman, Esq., Sherman Leadership Group, Columbus, Ohio

Do you make the most of speaking opportunities to demonstrate your leadership skills? In this tip-filled session, you'll learn about tools and techniques to take your presentation skills to the next level.

2:45 p.m. – 4:45 p.m.

Breakout Sessions

One-on-One Coaching (limited sign up)

Rob Sherman, Esq., Sherman Leadership Group, Columbus, Ohio

Learn how to become a leadership speaker—a master presenter—so you can captivate and motivate your audience. Your career depends on it! You'll learn ways to communicate with power and influence, capturing the attention of your audience in the first minute.

Is Your AMC Ready for Prime Time?

There are many ways in which you can grow your business including adding clients and expanding services. It is also important to “grow” your staff since they are the foundation upon which your business thrives. This session will focus on methods for devel-

oping staff into leaders and creating a winning team. This will be an interactive session so bring your successful ideas that you would like to share with your peers.

Leadership in the Ranks

Mike Marshall, ITF, Trainer, Speaker, Facilitator, 21st Century Leadership Institute, Princeton, Indiana

Volunteers are our most precious assets. Yet, how do you effectively train, utilize, and reward this valuable resource? How has volunteering changed and how can you match the expectations of your audience with those of your organization.

Your Technology Expertise Quotient

Dave Johnson, Technology Journalist and Author, Colorado Springs, Colorado

Discover how the newest developments in handheld and mobile technology can fit into your life and your association business. Topics include Palm handhelds, Pocket PCs, and new smartphones like the Handspring Treo that combine the advantages of a cell phone with the features of a pocket organizer. Dave will also talk about digital photography and provide an overview of the pros and cons of digital imaging.

5:30 p.m.

Reception

6:00 p.m. – 7:15 p.m.

Dinner

7:30 p.m.

Concert—Earth, Wind, and Fire

Saturday, June 22, 2002

8:30 a.m. – 9:30 a.m.

General Session – Managing Change: Understanding the Demographics of the Evolving Workforce

Marilyn Moats Kennedy, Founder and Managing Partner, Career Strategies, Wilmette, Illinois

Workplace 2002 is here. The concerns of racial, gender, and ethnic diversity have been superseded by a bigger issue: age diversity. There are four age cohorts in the workplace now and a fifth coming on by the year 2005.

These groups share some traditional work values but differ on such important ones as the role of managers, employer/employee loyalty, telecommuting, technical competence, and what constitutes a good day's work.

9:45 a.m. – 11:00 a.m.

Breakout Sessions

Career Strategies – What motivates you?

Marilyn Moats Kennedy, Founder and Managing Partner, Career Strategies, Wilmette, Illinois

In this program we'll get an overview of the workplace values, lifestyle, social values of the groups that will dominate the workplace in this century. For example: money motivates two of the five groups but is far less effective with the latter three. Time off, for them, is more important. We'll look at ways of communicating that deliver the same message in ways that each group understands and responds to. We'll look at manpower planning when turnover becomes the dominant issue. Finally, we'll look at predictions for

2006 and beyond as the Baby Boomers fade and the Baby Busters take over.

Mentoring

Cynthia Vannucci, PhD, CHME, CHSP, Assistant Professor, Director, Meeting Administration, Metropolitan State College of Denver, Denver, Colorado

Why mentoring is important? What are the dos and don'ts? How do you choose a mentor? These and other questions will be addressed in this lively, fun-filled session.

The Power of Principled Negotiation: Classic Concepts that Work

Rob Sherman, Esq, Sherman Leadership Group, Columbus, Ohio

In this session you will learn how to deal with "Rambo" negotiators, three critical principles that form the basis of all negotiations, and why all conflict is traceable to a single source and why knowing this gives you an incredible advantage

11:15 a.m. – 1:00 p.m.

Recognition Awards Luncheon & Closing Keynote

Mike Marshall, ITF, Trainer, Speaker, Facilitator, 21st Century Leadership Institute, Princeton, Indiana

Help CSAE applaud the most deserving individuals and projects as the annual awards for excellence are presented. Come celebrate the achievements of your peers—or rise to acknowledge your acclaim! Mike Marshall will inspire your thinking and help you excel and open up to your full potential.

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Member Profile: Pat Milbrath, Copper Mountain Resort

by Mo Goldman, Conference Direct

A CSAE member for the past dozen years, Pat has been a familiar face in the organization and a regular at monthly meetings and annual conferences. Her CSAE and resort career began in 1990 where she was a sales representative for Crested Butte Mountain Resort. In 1999, she made the big move to Copper Mountain, where she holds the title of senior sales manager and handles the Colorado association and continuing education markets. Over the years she has served on numerous CSAE committees and held memberships in various organizations.

Born and raised in Milwaukee, Pat came to Denver on vacation in 1974 and never left. She started at the Sheraton Lakewood in room service and worked her way

up through the hotel ranks. Pat has two children, Jeff, who studies mechanical and electrical engineering at Metropolitan State College and Jeni, a graduate of Metro's communication and marketing departments and a recent newlywed.

A true mountain woman, Pat offices from her Nederland home. Her hobbies include cross-country skiing, hiking, walking, yoga and gardening. Keep in mind that she stays active at 9,000 feet elevation! Her four-legged companions include Cato, a malamute/golden retriever and Sam, her feline.

What would Pat like to be doing in 10 years? "I'd like to be semi retired, enjoying life, improving my sailing skills and teaching yoga." You can reach Pat at 303-642-7258. ♦

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June Luncheon Program: Recreating Your Association—Your Focus—Your Look—Your Service—Your Operation

Does your association need updating? Are you looking for new ideas, re-thinking your brand, exploring new models of operation, or feel your members, board, and staff need some energy? Four association executives will share their experiences in reshaping their associations—what led to the realization that something was needed; the process they followed and why; and what methods they are using for measuring success along the way.

You'll not want to miss these fascinating success stories. You'll have time to ask questions and share your own insights. We promise you'll enjoy this luncheon program and leave with some exciting new ideas.

Panel:

Laura Landwirth, Executive Director
Colorado Association of Homes & Services for the Aging

Rosie Leino, CIPS, Chief Executive Officer
North Metro Denver REALTOR Association, Inc.

Ralph Johnson, Executive Director
Colorado and Denver Veterinary Medical Association

Marvin W. Tuttle, CAE, Associate Executive Director
Financial Planning Association

All unfilled luncheon reservations will be invoiced at \$35 each.

Cancellation deadline: 6/5/02

June Program

What: Recreating Your Association

When: Friday, 6/7/02

Where: Holiday Inn Select Denver—Cherry Creek
455 South Colorado Blvd, Denver

Directions: Take I-70 to the Colorado Blvd exit and go south. Or, Take I-25 to the Colorado Blvd exit and go north

Time: 11:00 a.m.—Orientation
11:30 a.m.—Networking
12:00 noon—Lunch
12:30 p.m.—Program

Cost: **Luncheon:**
\$25 pre-registered members
\$30 walk-in members
\$35 nonmembers

CSAE Registration Form

June

Name _____

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

Luncheon: \$25/member \$35/nonmember

Total amount due \$ _____

Method of Payment Check AMEX Visa/MasterCard

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Mark Your Calendar: June—July 2002 Meeting Dates



Friday, June 7, 2002

Monthly Luncheon
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Cherry Creek

Wednesday, June 12, 2002

Virtual Seminar
CSAE Office, Denver

Thursday, June 20–Saturday, June 22, 2002

CSAE Annual Conference
Silvertree Hotel, Snowmass

Wednesday, July 10, 2002

Virtual Seminar
CSAE Office, Denver

Saturday, August 17–Tuesday, August 20, 2002

ASAE Annual Meeting
Denver Convention Center, Denver

Wednesday, July 24, 2002

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June 20–22, 2002

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