

ASSOCIATION ADVISOR

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President's Message

GCSAE President Laura Nakoneczny, CAE
National Association of College Stores

Holiday Gifts

What gifts are *you* planning to give this holiday season? GCSAE's Board, committees, staff, and many volunteers have been working all fall to put together some special "gifts" that were created especially for you.

Come on... take a peek!

Leading the list is the creation of a **new vision for GCSAE**. After months of work and thought and discussion, the Board recently passed a new vision statement for GCSAE that will better direct our organization's work going forward: "**GCSAE enriches our careers, our lives and our community.**" Who wouldn't want to belong to an organization that does that?

To support the vision, the Board created a **new Advocacy Committee**, led by past president Mark Laskey. In just a few short months, this committee has acquired a seat on a **Mayor's Task Force** looking into travel and tourism, has drafted a **resolution supporting Cleveland's CVB** (the resolution was passed by the Board in November), and put together a well attended meeting featuring Cleveland leaders discussing Cleveland's future. That's solid progress toward our vision – and in just three months.

Maybe **educational opportunities** are more your thing... Bill Lavezzi and the Program Committee are busy planning next year's event calendar *now* to ensure that it will be the most beneficial one possible for you. Stay alert for the committee's upcoming survey and be sure to participate in it!

Or maybe you're interested in obtaining your **CAE certification**? GCSAE will revive its CAE Exam Study Group this spring and host yet *another* CAE Exam Retreat. Did you know that GCSAE will help up to **six candidates** achieve their CAE certification this year? You could be next!

A **new dues structure** has also been put into place recently to make membership more affordable to those that can only join later in the year. Membership is now available at a half-year rate starting in January, and in March, you'll be able to purchase 15 months for the price of one year. (Membership is July 1 – June 30 each year.)

Oh, and don't forget the new **Three-And-Free campaign!** The Membership Committee, led by Eric Klingerman, has put together a membership campaign that will not only reward somebody with a free get-away weekend,

continued on page 2

What's Inside

GCSAE Schedule of Events	2
New Year Resolutions - 2004	3
CVB Corner	4
October Meeting Review	4
Mediation in the Organization	7
Welcome New Members	8
November Meeting Review	9
December Meeting Review	9
October Member of the Month	10
Advisor Ad Rates	10

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GCSAE Schedule of Events

January 22	Media Relations and Crisis Communication Roundtable at the Wyndham Presenter: Bruce Hennes, Hennes Communications LLC
February 11	Luncheon Seminar at I-X Center Topic to be announced
March 11	CEO Roundtable followed by Luncheon Seminar with ASAE President & CEO John Graham at Sheraton Hotel Cleveland City Centre
April 22	Luncheon Seminar at Cleveland Airport Marriott Topic to be announced
May 20	Annual Meeting Location to be announced

President's Message

continued from page 1

but will provide a free year's membership to anyone bringing in three new members. How cool is that?!

Finally, if you want to participate more but can't break away to attend meetings, our talented staff created a new web-based **GCSAE Forum**. This awesome tool allows us to "chat" with our local colleagues anytime, anywhere, and on almost any topic.

As this year ends, I'm awed by what so few people can accomplish in such a short time using only the spirit of giving back to our profession. And as always, I'm grateful for the opportunity to be a part of that group.

May your new year be happy, blessed and productive!

New Year Resolutions - 2004

The New Year brings commitments to improve health, family and lifestyle. Executives can use the time as an opportunity to consider resolutions that improve the organization's management and governance.

1. **Member Service Excellence** - Member requests should not be viewed as work interruptions. Create a "Member Service Pledge" to promote high standards of member service. Use it as a staff and board-training tool; display a copy in the office.

2. **Executive Sessions** - If you're left out in the cold meeting after meeting, find a polite way to say "executive sessions" without good reason can put the organization at risk and are a thing of the past. They create suspicion, discussions may deviate from official business and seldom are minutes recorded to protect participants.

3. **Confidentiality** - Volunteers who leave meetings voicing disagreement with consensus-based outcomes compromise governance. Create a *confidentiality statement* and remind volunteers not to leave board packets and budgets in meeting rooms and on airplanes.

4. **Review D & O** - If the board believes "voluntary immunity" protects the organization - read them a fairytale. Make purchasing directors and officers liability insurance a 2004 priority. If you already have D & O, give the policy to an attorney to determine if the CEO is named, and all activities, committees and

chapters are covered.

5. **Operating Manual** - Staff members who keep all the information in their heads are great - until there is a sudden departure. Make a resolution to have staff document responsibilities; storing them in a comprehensive operations manual. Enforce the practice at the annual performance evaluation, "Have you documented all your work and responsibilities?"

6. **Conduct a Legal Audit** - Every 2 to 3 years ask an attorney specializing in nonprofit law to review contracts, insurance, minutes, policies, personnel manual, etc. Assure the board that risks have been reduced or eliminated.

7. **Insist on a Financial Audit** - Following an embezzlement of \$400,000 the board told me they didn't do an audit because of cost! Whether or not to audit should NOT be at the discretion of changing leaders or the CEO. Adopt a *policy* for an annual audit, review or compilation.

8. **Protect Reserves** - If you have no reserves, adopt a policy (minimum goal) of 50 percent of the annual operating budget. If large reserves exist, develop a *plan* for the funds so that next year's board does not drain the fund or "slash member dues and spend reserves."

A Happy
New
Year!

continued on page 6

Cleveland's Award-winning Service Continues!

Three publications' readers have nominated the CVB of Greater Cleveland for excellent services in 2003: Successful Meetings Magazine, Meetings & Convention Magazine, and Corporate & Incentive Travel.

The CVB of Greater Cleveland has received the prestigious **2003 Gold Service Award** from *Meetings & Conventions* magazine.

The award honors CVBs that have excelled in professionalism and dedication in their service to meeting professionals. It is a coveted and prestigious award in the convention industry. Readers of the publication—meeting planners—were asked to vote for the top CVBs

throughout the world. A total of 79 international and domestic CVBs received the 2003 Gold Service Award from *M&C* magazine.

The CVB has also received the **2003 Award of Excellence** from *Corporate & Incentive Travel* magazine. CVBs chosen to receive this award were selected by the magazine's subscribers. They voted for those facilities that best served their corporate meetings and/or incentive travel programs during the past year.

And *Successful Meetings Magazine's Pinnacle Award* has been won by Cleveland an incredible thirteen times in a row!



Lee Hill, President & CEO of Downtown Cleveland Partnership

GCSAE October Meeting Review

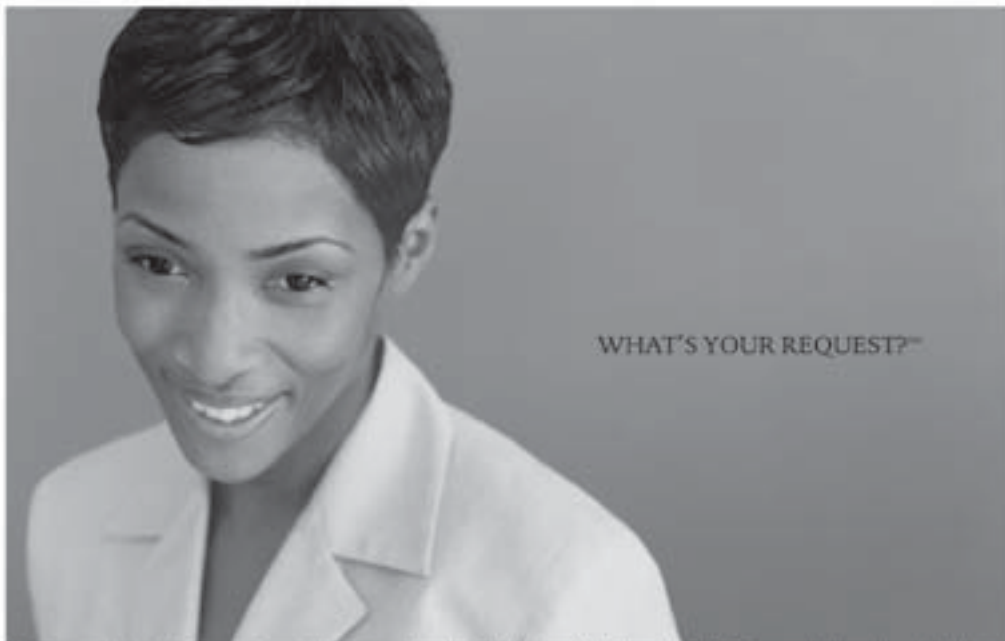
Held at the Cleveland Zoo's Windows on the World on October 30th, was one of the most well attended meetings of the year and one of the most captivating that GCSAE has ever held. The topic was "Deciding the Future of Cleveland" and featured speakers from the CVB, Downtown Cleveland Partnership and the Cleveland Mayor's office. The meeting was chaired by GCSAE President Laura Nakoneczny, who gave each speaker half an hour to give a presentation and answer questions. The room was full and questions came in plentiful supply. A reporter from WCPN was also in attendance, tape recorder in hand, to cover the meeting for the 6:00 radio news report.




Dennis Roche, Interim President of the Cleveland CVB



- I want lots of flexible meeting space to work with
 a person who is equally adept at finalizing plans and changing them
 one room to fit 100 and 100 rooms to fit one
 to choose a great reward when this is all over



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Offering may be booked by 11/31/11. Does not apply to previously booked meetings or cancellations. The stated offer (miles, cash, desk chair, Palm™ m500 or donation) will be delivered about 4 weeks after completion of meeting. Other restrictions apply. ©2011 Wyndham Hotels & Resorts

New Year Resolutions - 2004

continued from page 3

9. Act Strategically – It is hard to govern strategically without benefit of a strategic plan. It serves as a roadmap for leaders and staff — driving them to achieve the mission. If you have no plan, budget for and make time for a goal setting session or planning retreat.

10. Bylaws –Tell the IRS – The IRS requires a copy of amended bylaws when the tax return is filed (form 990, Part VI, questions 77.) If amendments were made in 2003, be sure the IRS, the board orientation manual and the office have the accurate copy.

11. Book Club – Create a library of books for staff to read and discuss in meetings. Recommended titles: *Good to Great* (core purpose and goal setting), *Bowling Alone* (decline in membership organizations) and *E-Myth Revisited* (systems approach to management.)

12. Sarbanes Oxley – States may apply the American Competitiveness and Corporate Accountability Act to non-for-profit corporations. The requirements for audits, ethics, documentation and management affirmation may be a model for associations to follow, whether or not it is yet official. Visit http://www.aicpa.org/info/sarbanes_oxley_summary.htm for more information.

The best advice for executives is to gain control. If crisis management is your style, and micro-management the board's approach, then take a deep breath, stand back, prioritize and resolve to make improvements in 2004. [For copies of the "Member Service Pledge" and other resources, visit www.nonprofitcenter.com.]

Note: Bob Harris, CAE, focuses on nonprofit systems of efficiency, risk management, effective boards, and strategic planning. Contact bob@rchcae.com.

November
Member
of the
Month

Clifford B. Ruffin Director of Expositions National Association of College Stores

Clifford was chosen as member of the month at his first GCSAE meeting. He attended the November Legal Update meeting and found it very stimulating and educational. Clifford is involved in sales and operations and oversees the CAMEX tradeshow for NACS. He has been with NACS for 3 years and is originally from Chicago. He also attended the recent all-day CAE test study session and we wish him good luck and a sharp pencil for the exam!

Mediation in the Organization

More and more people in the business world are hearing about mediation as a useful alternative to litigation in resolving organizational disputes. Some companies have even instituted the use of mediation or arbitration (not the same thing) instead of litigation, hoping that conflicts will not escalate into costly, embarrassing, damaging court cases.

As a mediator and provider for a number of Employee Assistance Programs (EAPs), I have had numerous occasions to provide services to employees in conflict with other employees or management. In many such cases, direct mediation between parties in dispute has served them and their organizations exceptionally well on a number of levels.

A look at an actual case provides a useful example of how businesses are successfully dealing with conflict while reducing the cost in money, time, risk, and aggravation.

The case in question involved a male work supervisor in his 50s and a 30-something female subordinate who accused him of trying to take advantage of his status and power for personal, perhaps sexual, favors. She said that he had touched her in ways not appropriate to their relationship and had tried to take her out to dinner several times, among other things. He denied improper motives and feared losing his career over false charges. Understandably, she feared that even mentioning these complaints to the company placed her in peril of being “blackballed,” and losing the years of job seniority.

So it was with great trepidation that she petitioned the company for help. The H. R.

director wanted the conflict resolved but without the cost and embarrassing publicity of a lawsuit. She requested that both parties sit down with a mediator to resolve their issues. Participation was voluntary and confidential, and if their meeting did not produce agreement, both parties retained all rights to pursue other avenues to get satisfaction.

These two persons were able to reach a complete agreement in a single mediation session lasting less than two hours. This was possible largely because the purpose of mediation was not to identify the guilty party and punish him or her, or to “prove” whose side of the story was the “right” one. The two parties were not obligated to agree about exactly what had happened before (who did what to whom?). Rather, this mediation succeeded because all they were asked to agree on was a workable course of action for the future.

All she wanted was an acknowledgement from him that his behavior had violated her boundaries (whether intentionally or not) and an agreement to abide by a mutually-established set of rules of conduct between them. All he wanted was to be secure against what he perceived as unfounded accusations, so that his job and livelihood would not be threatened and his reputation would not be tarnished. The company, meanwhile, wanted both of these people to be satisfied so that this case would “go away” without cost or other damage to the company.

When they reached agreement, the terms remained private as long as both parties abided by them. If either party violated the agreement,

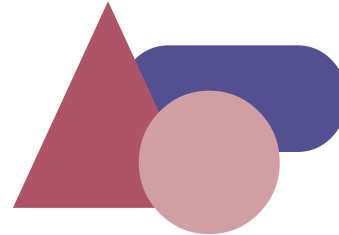
By
John Bertschler,
Ph.D.
Northcoast
Conflict Solutions

continued on page 8

Welcome New Members

Associate Member

Ryan Roos
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Website: www.americangolf.com



the other could feel free to return to mediation or to pursue other avenues, such as litigation. Upon follow-up six months later, both parties had in fact abided by the terms and all parties were satisfied with the outcome.

In this case, the “company” used the radical idea that two people in conflict can actually sit down and settle their differences if given a chance, the proper environment, and reasonable motivation. Mediation worked here as it does in many conflicts because it enables people to hear each other and work out their own disputes in a safe environment with neutral assistance. It worked because it de-emphasized guilt and punishment and emphasized understanding and creating a plan for how people will get along in the future.

It works so often because most people in conflict (and in this case, their employers as well)

are motivated to reach an agreement without taking the fight to another level (such as court), which inevitably brings with it greater cost, greater animosity, damaged relationships, and the risk of embarrassing public scrutiny.

Mediation in the workplace deals with conflict in the most sensible and effective way, while being private and inexpensive. That’s just good business.

Dr. Bertschler is a psychologist and mediator in private practice. He and his wife Patti are co-owners of Northcoast Conflict Solutions, located in Independence Ohio, dedicated to “Making Peace, One Person at a Time.” (440-262-3700, www.ncsmmediation.com)

November Meeting Review

November's meeting was held at the new LaCentre Conference & Banquet Facility in Westlake. Following a fantastic luncheon, Avery Fromet and Jeff Dean, both attorneys-at-law, presented a legal update on issues of importance to association executives. Their Powerpoint presentation is available for viewing in the private members section of the GCSAE website.

Avery (seated) and Jeff fielded many questions at this informative session on legal issues.



December Meeting Review

A great time was had by all at the first annual GCSAE Holiday Networking and Charity Fundraiser event held at the Powerhouse Pub. A representative from the Cleveland Food Bank was present to speak about the wonderful service provided by her organization. Through the generosity of GCSAE members and guests, we were able to present her with the proceeds of our 50/50 raffle: a total of \$90, which will provide 360 meals for needy families in 4 counties in the greater Cleveland area.



Mike Mercer (l), owner of the Powerhouse Pub, provided the bartender and a tasty assortment of hors d'oeuvres.



Networking with GCSAE members & guests



Lisa Foster, Communications Coordinator for the Cleveland Food Bank

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Deadline for submission is the 10th of each month.



Harriet L. Fader
President & CEO
Diabetes Association of Greater Cleveland

Harriet Fader has been with the Diabetes Association for 20 years. Her position involves organizational management, fiduciary oversight, understanding and implementing nonprofit regulations. "Beyond that," Harriet says, "most important is to be a strategic planner, visionary, cheerleader and creative thinker. In today's market environment these are key components to keeping any organization moving forward. In the area of health and human services, we are caught in a catch-22 with less dollars and more need. That challenge moves me on a daily basis to do even more for the community. Certainly knowing the community, being involved as a volunteer, is key, too, as a spokesperson for the organization and building trust with the community, the board and the staff. To sum it up, I think as the CEO we are jacks of all trades, good listeners and people persons.

Harriet and her husband, Al, have a blended family of 7 children, one of whom is deceased, and 9 grandchildren. She enjoys cooking for family functions, gardening, knitting, needle work, traveling, golf and skiing.

About GCSAE, Harriet says "GCSAE and ASAE have been the best things I have done professionally. Great people, a wonderful program, educational experiences, cutting edge information. Need I say more?"

**October
Member
of the
Month**

