

ASSOCIATION ADVISOR

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President's Message

GCSAE President Mark Laskey
Construction Employers Association

Spring Cleaning

On May 8 GCSAE will be presenting a roundtable on "Dealing with Difficult People and Situations". This event will be held at the Holiday Inn Select / Strongsville, just east of the intersection of I-71 and Route 82 from 8:30 AM to 10:30 AM.

Roundtables are informative and fun. You have the opportunity to share your ideas and know-how with your peers and to benefit from their experiences. Whether you're an association professional, or an affiliate member, we've all been faced with difficult board members, trustees, sales representatives, customers and/or members. What is the best way to handle a rogue board member or a member/customer with unrealistic or unreasonable expectations? Come and learn tips and techniques to help you deal with unpleasant people and situations from our panel

that will feature John Hehnen, of ASM International, and Monica B. Williams, Esq., adjunct professor at Cleveland Marshall College of Law.

Also, don't forget to mark your calendar for our May 22 luncheon meeting on the do's and don'ts of databases. A good database can mean a world of difference for an association. Whether you're tracking membership involvement, dues, educational workshops, annual convention registrations, etc., it's absolutely necessary to know how to store and retrieve information. Watch your mail for additional information and registration materials.

Finally, if you have any nominations for our annual awards, please contact an officer or member of our Board of Directors. We look forward to hearing from you quickly.

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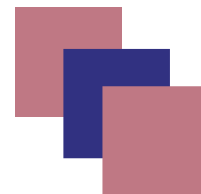
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GCSAE Schedule of Events

- May 8 **How to Handle Difficult People and Difficult Situations**
Roundtable
Location: Holiday Inn Strongsville
8:30 AM - 10:30 AM
- May 22 **Database Management**
Luncheon & Panel Discussion
Location: Great Lakes Science Center
11:30 AM - 1:30 PM
- June 27 **GCSAE Golf Outing, Annual Meeting & Silent Auction**
Red Tail Golf Club



GCSAE Job Bank

New Position Available

#0304161 - Management

A local non-profit construction association is seeking a qualified individual to fill an opening on their management staff. Candidates should have a Bachelor's Degree, preferably in Labor Relations, Human Resources or Business Administration.

Contact the GCSAE office and reference the position number for more information on this and other available positions.

Effective Board Orientation

After many board meetings I hear association staff say, “they loaded me up with all sorts of new projects.” In today’s associations it seems boards expect more, members demand more, staff turn over faster, competition has increased, and we work with fewer resources.

Developing an effective orientation process has many positive results.

Start with Nominations

The number one lie in an association, “You won’t have to do anything when you get on the board.”

The education process starts with the nominating committee explaining the expectations and qualifications required of leadership. The purpose of nominations is not simply identifying potential leaders.

By having the committee inform candidates of their responsibilities, the message has the power of coming from their peers and not staff. Don’t be afraid of asking the nominating committee to require a *written pledge* of nominees that they will fulfill their duties.

The committee should inform nominees of the time and financial expectations, plus discuss the added requirements for committee participation, fund-raising, etc. Nominees’ skills should complement the strategic goals. (This is also the time to advise leaders they are expected to open their e-mail at least weekly, including attachments!)

Orienting the Board

After elections, an orientation is key to a successful year for leaders and staff. Many associations disregard it because the board or chair thinks it is not important or there isn’t enough time.

Orientation is the opportunity for staff to explain board responsibilities, the board-staff relationship and organizational goals. A well-planned orientation takes 2 to 3 hours and makes a lasting impact. It should not be something squeezed into the coffee break at a meeting!

Orientation Manuals

An orientation manual transfers knowledge to volunteers. Give them the information and tools they need to be good leaders early in their term.

Few volunteers understand the *mechanics* of boardmanship. While each director may be good at running a business or the best in his or her profession, they may feel uneasy with agendas, rules of order, nonprofit finances and governance.

Once you create a manual it is easy to update annually. Stress to leaders that the manual has the answers needed for good governance and can reduce calls to the staff with questions that can be answered by its contents.

Here are some items to include in your manual.

- Bylaws
- Committees, Chapters
- History-Fact Sheet
- Rules of Order
- Calendar of Events
- Budget
- Strategic Plan
- Member Benefits/Services
- Board, Staff Rosters
- Mission Statement
- Forms
- Policies

By
Robert C. Harris,
CAE

www.nonprofitcenter.com

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Welcome to the Hotel InterContinental

Cleveland will welcome the newest member of its hotel community in April 2003 with the opening of the **InterContinental Hotel and Conference Center**, located adjacent to the Cleveland Clinic.

The 300-room hotel will feature some of the most technologically-advanced conference facilities in the Midwest, as well as the luxuriously-appointed rooms the InterContinental name is known for. The hotel will offer three restaurants and two lounges, and a full service

business center. Over 35,000 square feet of function space is available for meetings and receptions.

The hotel is conveniently located near the arts and cultural jewels of University Circle, and a short drive to downtown Cleveland's convention center, nightlife and attractions.

To learn more about what the InterContinental Hotel and Conference Center can do for your local meeting, call (216) 707-4300.

Member of the Month



Linda Des Forges
Sales Manager
Cleveland Airport Marriott

Linda Des Forges' position involves, among many other responsibilities, working with associations, family reunions, and medical and financial meeting planners to provide overnight sleeping room accommodations, function space, and catering to produce successful events. According to Linda, a positive outlook and creative energy on a daily basis are a must for success in her industry.

Linda has been married for 24 years to Hal Des Forges, who is the Executive Chef at Holiday Inn Cleveland West. Their 23-year-old son, Jeremiah, is an Education major at Bowling Green State University. Their family also includes four dogs, two of which are Great Dane puppies.

About GCSAE, Linda says "GCSAE has been a part of my hotel sales life since I began, and I can say that I go away from every meeting with new friends and new information."

Effective Board Orientation

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The most common format for an orientation manual is a three-ring binder. (The table of contents can serve as the orientation agenda.) Other formats include a virtual manual hosted on a website or a CD-ROM with all contents.

The Orientation Agenda

Boards think of orientation as a static presentation about the organization's history and purpose. They spend 100% of the time listening and never discuss leader responsibilities.

Orientation discussion should be allocated to include discussions of 30% history, purpose and operations; 30% board roles and responsibilities; 15% on board risks, and 25% goals and how to achieve them.

Barriers

There are barriers to governance that should be discussed at orientation.

Sacred Cows – Anything that is regarded as being untouchable. For example, a board member who never shows up but has been on the board for a year. Or a pet project that has cost the association time and money with minimal return, but is favored by a small group.

Size Matters – The average board size is 19 persons. Larger boards can be unwieldy and costly. Associations are downsizing to expedite decision-making.

Personal Agendas – Ask leaders to check personal agendas at the door. The actions of the board are for the well-being of the organization and must be supported by everyone, no matter whether they voted for or against motions.

Finances Count – Spend extra time with the elected treasurer to build their confidence in understanding and presenting financial reports. You want a treasurer that can insure the entire leadership that safeguards are in place and he or she has the complete picture of association assets.

Respect for Chair and Agenda – All discussion and motions go through the chairperson who maintains order and runs a fair and efficient meeting. The purpose of an agenda is to focus on important matters and to avoid sidebar chats that create antitrust or libel risks, for instance.

Run Like a Business – Successful associations are more complex, even becoming management companies themselves. Many boards oversee foundations, political action committees and for-profit companies. And remember the term “not-for-profit” is only a classification and does not mean the organization should refrain from making a profit and building reserves!

Be Futurists – The board's role is not micromanagement but rather setting the course to guide the organization to best serve the trade or profession. Keep the leadership focused on the future; help them monitor trends and provide reports to anticipate and make assumptions about members' needs.

Obsession – If there is one obsession at the board table, it should be on the mission, vision

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Effective Board Orientation

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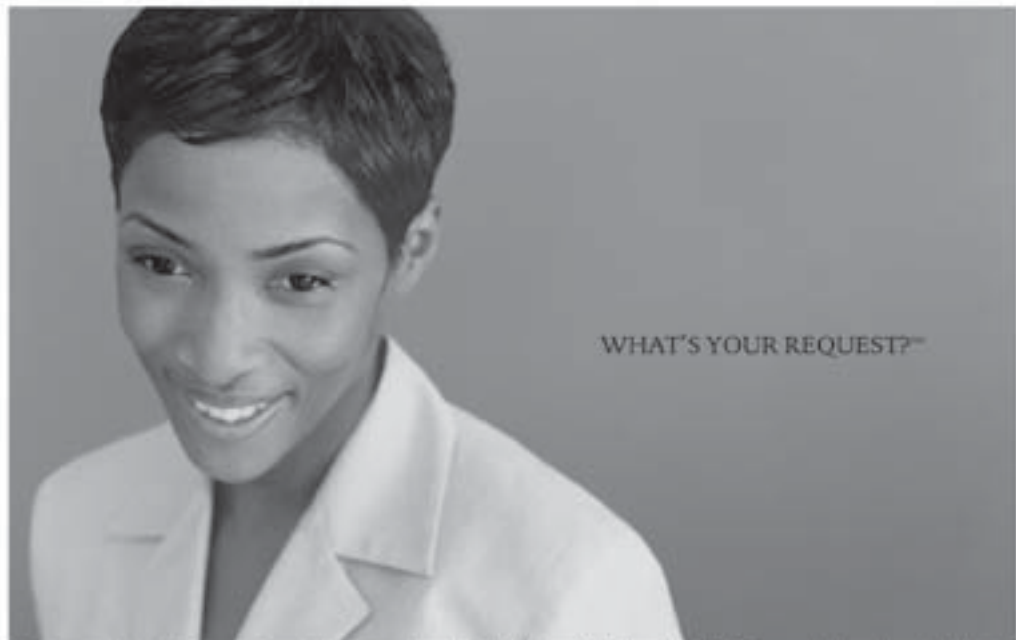
and value. Work and resources should be directed at the goals in the strategic plan. The plan is your organization's roadmap.

In summary, an effective orientation improves the understanding and work of volunteers. It clarifies roles for leaders and keeps them on track to achieve the organization's mission.

Robert C. Harris, CAE, conducts association strategic planning and leadership development. He can be contacted at bob@rchcae.com or 850/570-6000 in Tallahassee, FL. Additional information about board orientation is posted on his website at www.nonprofitcenter.com.



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See What You've Been Missing?!

If you haven't attended a GCSAE meeting recently, here's what we've been doing. Hope we'll see you at the next meeting!



Chuck Kyle, author of "The Object of the Game" and Coach of the St. Ignatius Football Team, spoke on Team Building at the February 20th GCSAE meeting held at The Mustard Seed Market and Cafe in Solon.



"Web Sites: The Good, the Bad and the Ugly" was the topic for discussion at the GCSAE Roundtable on March 5th at the PMA offices. Guest speakers (center photo) were Kathleen Haley, Director of Marketing, and Kristen Flynn, Director of Interactive Design, from i.d.ology.



Also in March, GCSAE and ASAE held a joint all-day seminar at the Holiday Inn City Centre Lakeshore on Member Attraction & Retention, presented by Denise A. Tarka, Association Growth, Inc.



Our March meeting featured a Panel Discussion on "How to Book the Perfect Meeting," with panelists: Linda DesForges, Cleveland Airport Marriott; Erik Klingerman, Convention & Visitors Bureau of Greater Cleveland; and Kathleen Williams, Sheraton Airport Hotel.

Rate Card

Ad Size	Members		Non-Members	
	Year (9x)	1x only	Year (9x)	1x only
Business Card	\$90	\$15	\$144	\$20
1/4 Page 4" x 5 1/4"	\$195	\$25	\$288	\$40
1/2 Page 4 1/8" x 9"	\$360	\$45	\$505	\$60
1/2 Page 5 3/8" x 7"	\$360	\$45	\$505	\$60

Send your camera-ready artwork or your inserts along with a check to:
GCSAE, 3487 Center Road, Suite 6C, Brunswick, OH 44212

Deadline for submission is the 10th of each month.

ASAE Publications Available for Preview at the GCSAE Office

Contact the
GCSAE office at
330-273-5756
for more
information.

A Report from DigitalNow - A Roadmap to Success
 Achieving Sponsorship Success
 Association Executive Compensation & Benefits Study - Thirteenth Edition
 Associations and the Law
 Building an Association Management Company
 Crisis Management for Associations
 Digital Hands - Finding Revenue in New Relationships
 E-Commerce and Associations
 Evaluating and Generating Nondues Income
 Executive's Guide to Internet Law
 Exploring the Future - Seven Strategic Conversations That Could Transform Your Association
 For-Profit Subsidiary Corporations
 Generating & Managing Nondues Revenue in Associations
 Grassroots Games - Preparing Your Advocates For The Political Arena
 Keeping Members - CEO Strategies for 21st Century Success
 Leaders Working Together
 Leading Your Association Through an Economic Downturn
 Letter Idea Book
 Member Services
 Organizational Profiles of Association Management Companies
 Outsourcing - Using Outside Resources to Get More Done
 Planning Your Career in Association Management
 Policies & Procedures in Association Management - Volumes 1, 2 & 3
 Principles of Association Management
 Smart Marketing for Associations
 The BIG Question - What Matters Most?
 The Business of Certification - A Comprehensive Guide to Developing a Successful Program
 The Business of Certification Toolkit - 21 Easy-to-Use Worksheets . . .
 The State of Association Business
 The Will To Govern Well